

TRANSITIONING FROM “COMMAND & CONTROL” TO “COMMAND & TRUST”

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*GEN Bruce C. Clark, USA
(1901-1988)*

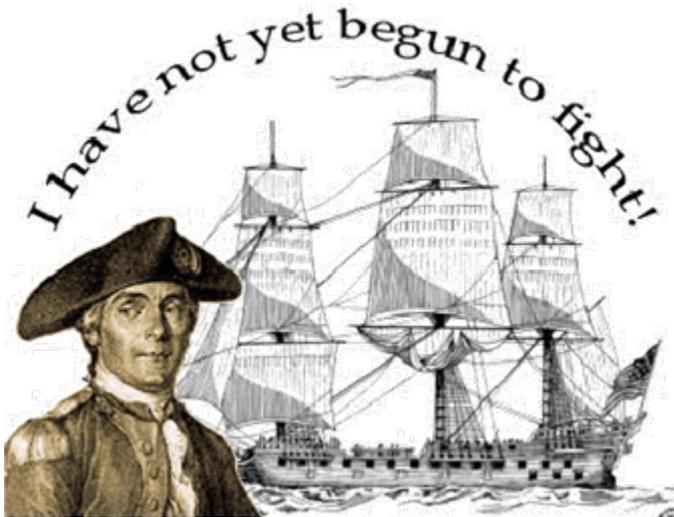


*“You owe it to your men
to require standards
which are for their benefit
even though they may not
be popular at the
moment”*

- Introduction / Background
- What’s the Problem?
 - Command & Control Defined
 - Command & Control Relationships
 - Transition to Command & Trust
- Command & Trust Within the Command Hierarchy
- The Role of Intuition / Gut Feel
- Summary / Conclusions
- Future Challenges

1775-1783

U.S. Revolutionary
War



*JPJ's Orders simply read:
"Assist the American cause
however possible"*

*[from 6 words to
hundreds...]*

1806

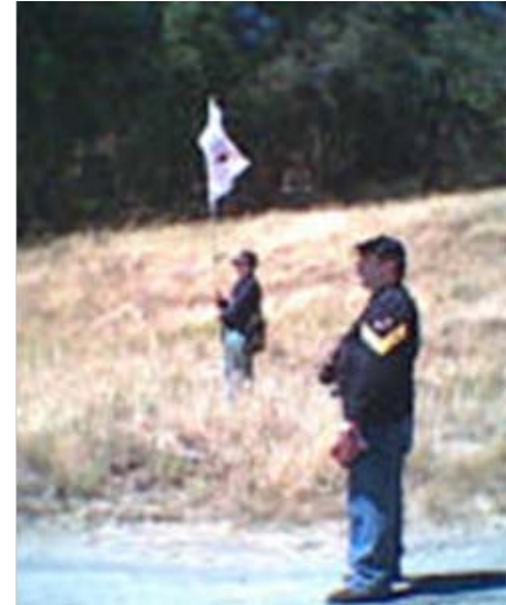
Prussia's Defeat By
Napoleon



*Prussia's 'Lessons
Learned' included: "Long-
winded orders...must not
be given before a battle"*

1861-1865

U.S. Civil War



*Communications needed to
be within view*

1914-1918

World War I



Human runners, flashing lights, mirrors, dogs and even carrier pigeons, as seen above.

1939-1945

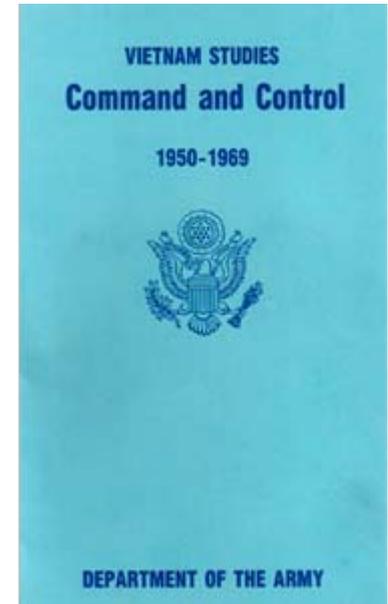
World War II



Faster and better communications – the teletype machine!

1965-1975

Vietnam



“... the increased information transparency often enabled more, not less, centralized decision-making as senior leaders asserted control over distant decisions that nonetheless unfolded right before their eyes.”

1967

1968

Attack on the USS *Liberty*

The *Pueblo* Incident



A Command & Control failure? The U.S. was concerned about a possible attack and ordered the USS *Liberty* further away from shore but the order was not received in time due to a series of communication errors. Meanwhile, Israeli officials were assured by the U.S. that no U.S. ships were in the area. USS *Liberty* was attacked in international waters.

USS *Pueblo* was boarded and captured by the Democratic People's Republic of Korea (North Korea) on 23 January 1968 in international waters. USS *Pueblo*, still held by DPRK today, remains a commissioned vessel of the United States Navy.

1980

Iranian Hostage Rescue Attempt



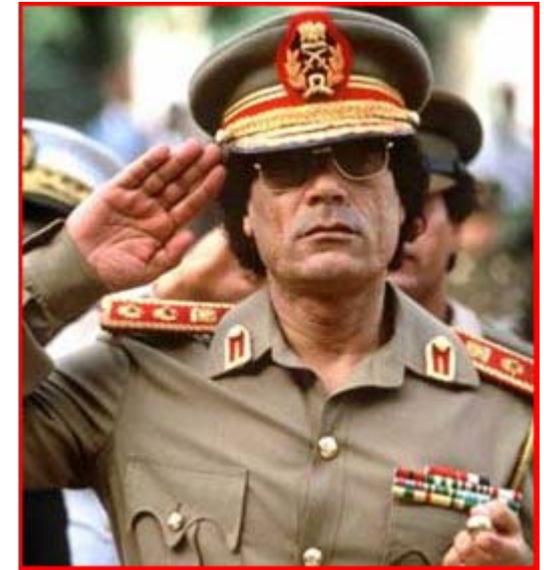
1983

Grenada



1986

Libya Raid



"Local command always has been important, but we tend to lose sight of it at times."
David M. North, Aviation Week and Space Technology, 2 June 1986, p. 63.

One soldier placed a long distance, commercial telephone call to Fort Bragg, N.C. to obtain C-130 gunship support for his unit which was under fire. His message was relayed via satellite and the gunship responded.

"The failure of the mission has been attributed to a variety of causes. However, two consistently identified key faults are: 1) a weak command and control structure and 2) communications."

1988

**Shoot-down of Iran Air
Flight 655**



**the USS *Vincennes* identifies
the Iranian airliner as an
attacking military fighter.**

1991

Operation Desert Storm



**The USAF Computer Assisted Force
Management System (CAFMS) was not
interoperable with Navy communications
systems. When the Joint Force Air Component
Commander (JFACC) used that system to
develop the daily air tasking order (ATO), the
lack of complete interoperability precluded
timely delivery of the ATO to naval forces afloat
– the ATOs were physically flown to the carriers.**

2004

Abu Ghraib



***A complete and total
loss of Command &
Control. A loss of
Trust.***

Command & Control As Defined

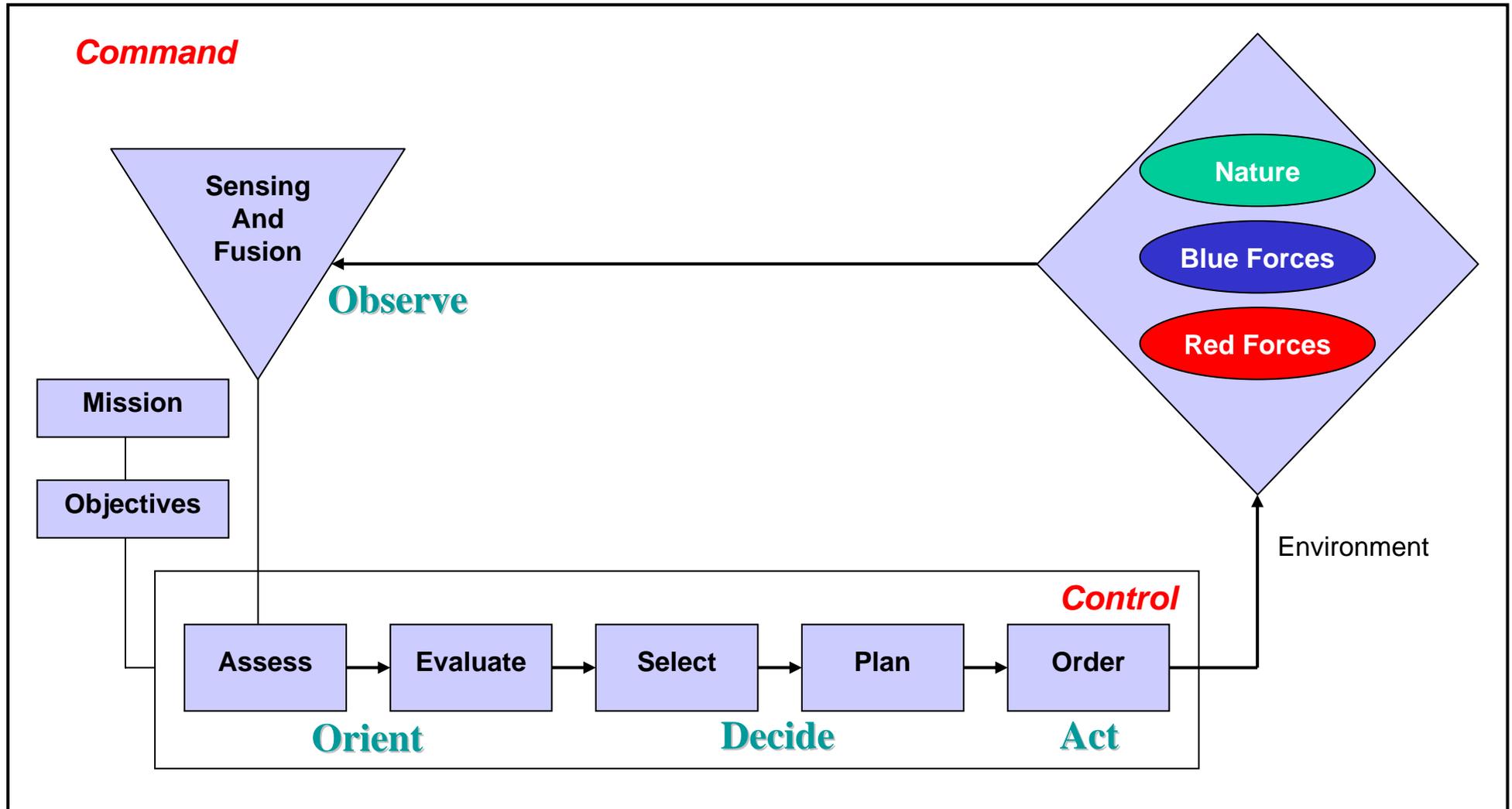
- Simply, Command & Control can be defined as the actual process of directing and controlling forces.
- It is the authority that a commander exercises over his subordinates by virtue of his rank or assignment.



More specifically:

“Command & Control is the exercise of authority and direction by a properly designated commander over assigned forces in the accomplishment of the mission. Command & Control is performed through an arrangement of personnel, equipment, communications, facilities and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.”

JCS Pub 1-02



Command & Control As Defined Again...

- **“... command and control is the exercise of authority and direction by duly designated authorities.” [DoDD 5100.30]**
- **“Command describes the authority and the methods/means that a commander utilizes to direct and influence action. Control describes the methods/means that information flows within an organization that allow it to adjust its actions.” [MCDP06]**

Command & Control As Defined By Our Canadian Friends ...

- “Control is those structures and processes devised by Command to manage risk.”
- “Command and Control: The establishment of common intent to achieve co-ordinated action.”
- “Command is associated with authority, responsibility, initiative, courage, trust and leadership.”
- “Control, by contrast, is associated with plans, procedures, rules of engagement, communications protocols, software, and equipment.”
- “Control is a tool of Command.”

[McCann, 1999]

Also Called Command & Collaborate...

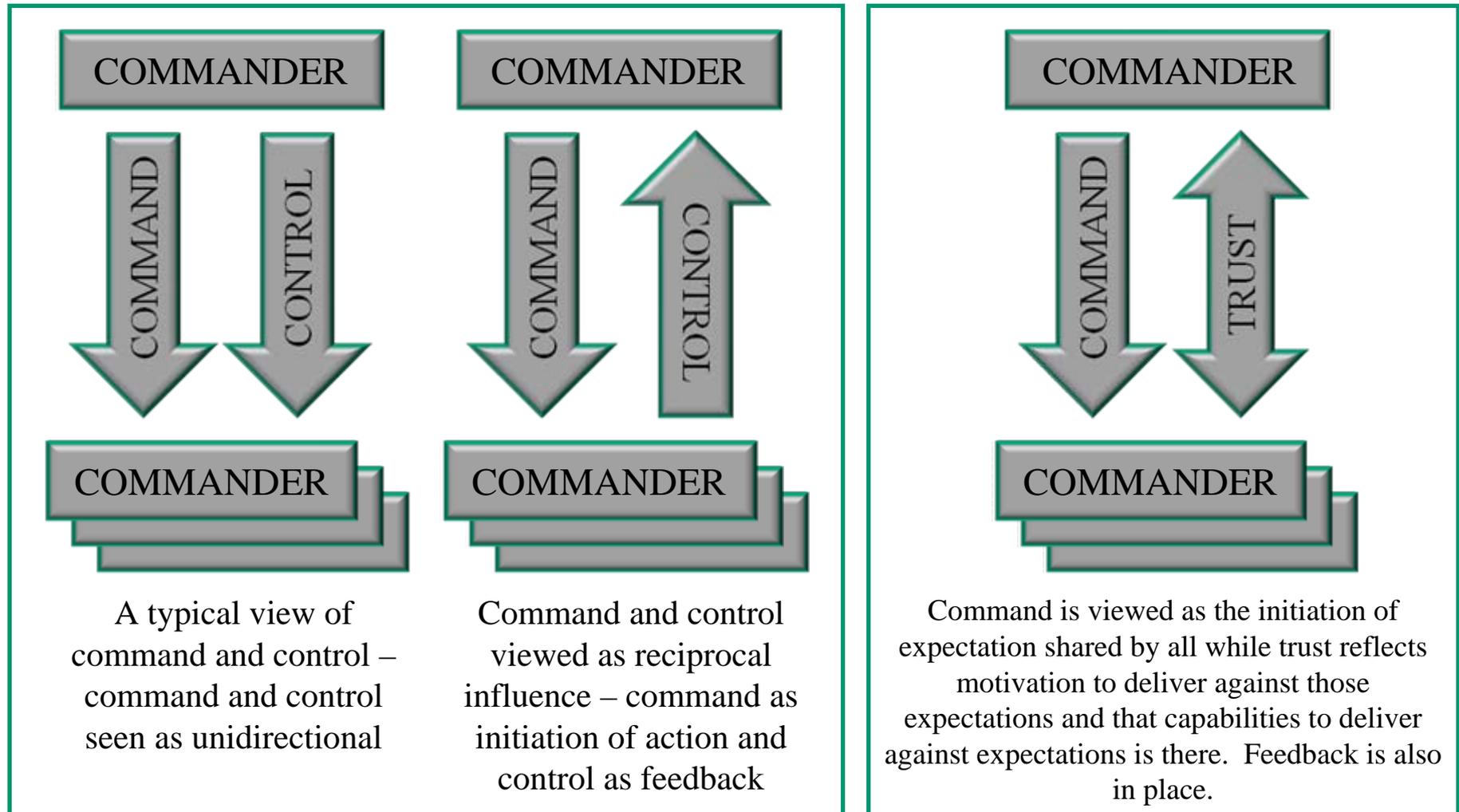
DARPA's Command Post
of the Future (CPoF)



Also Called Command & Self-Control...

- Where the delegating authority must exercise self control by refraining from exercising *control* over the subordinate while maintaining some semblance of *command*
- Where the subordinate must have the ability and discipline (or self control) to work independently or with a team to achieve the mission goals.

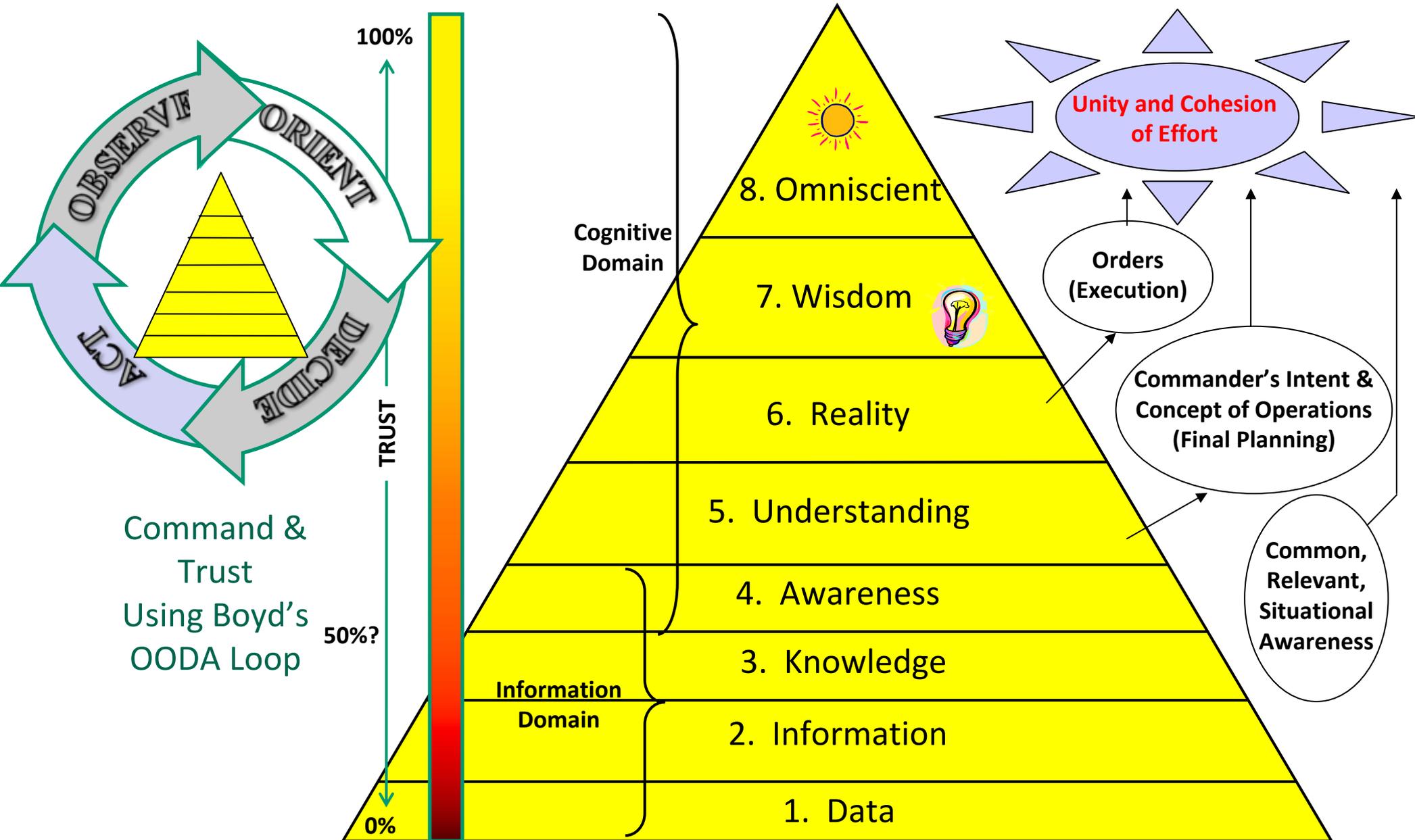
We Need to Transition to Command & Trust



Two Views of the Relationship Between
Command and Control (MCDP 6)

Authors View of the Relationship Between
Command and Control

The Components of Trust



Technology & Decision Support Tools

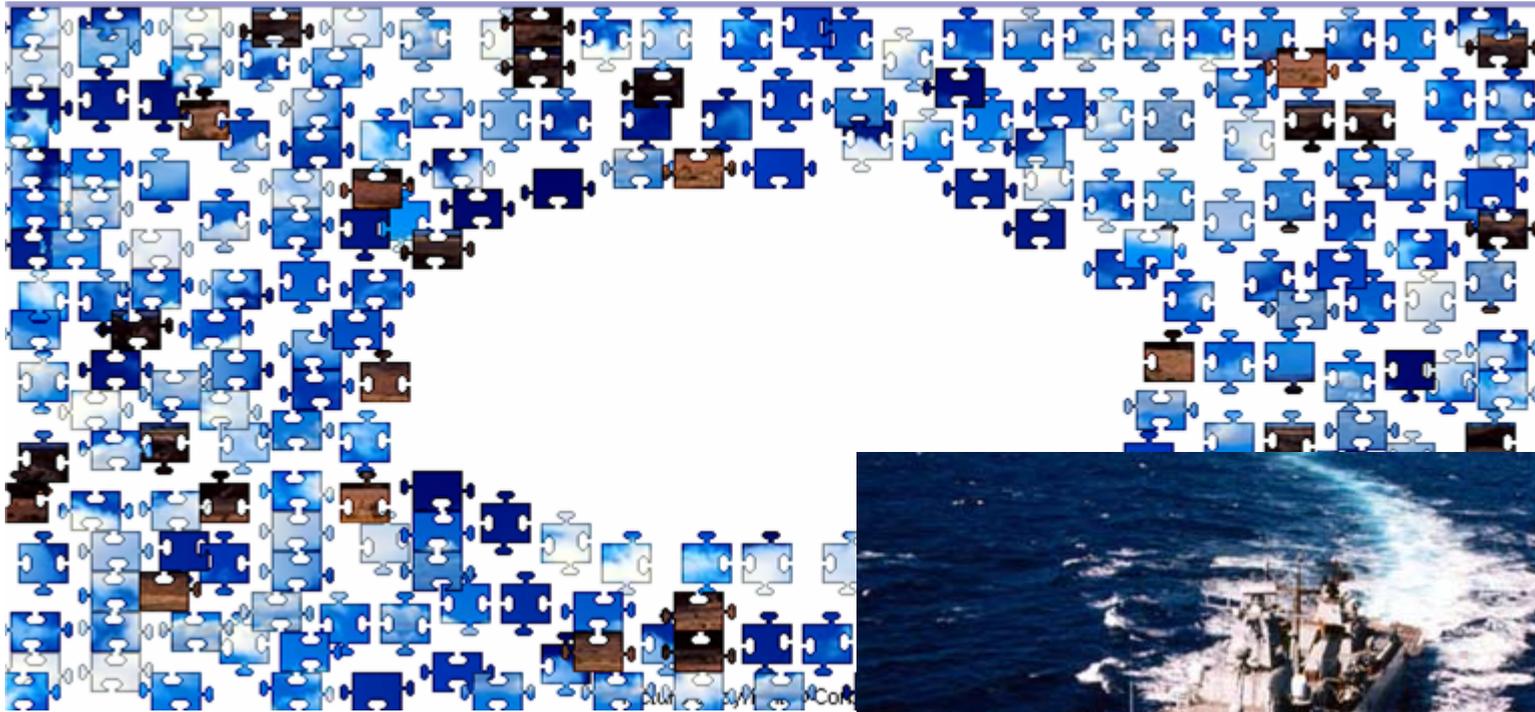
“Studies have shown that as more and more information about any given situation is accumulated, the confidence in the accuracy of a diagnoses increases dramatically. But, as it turns out, the actually accuracy of the diagnoses does not change significantly. It remains pretty constant at about 30 percent.”

[Gladwell, 2005]

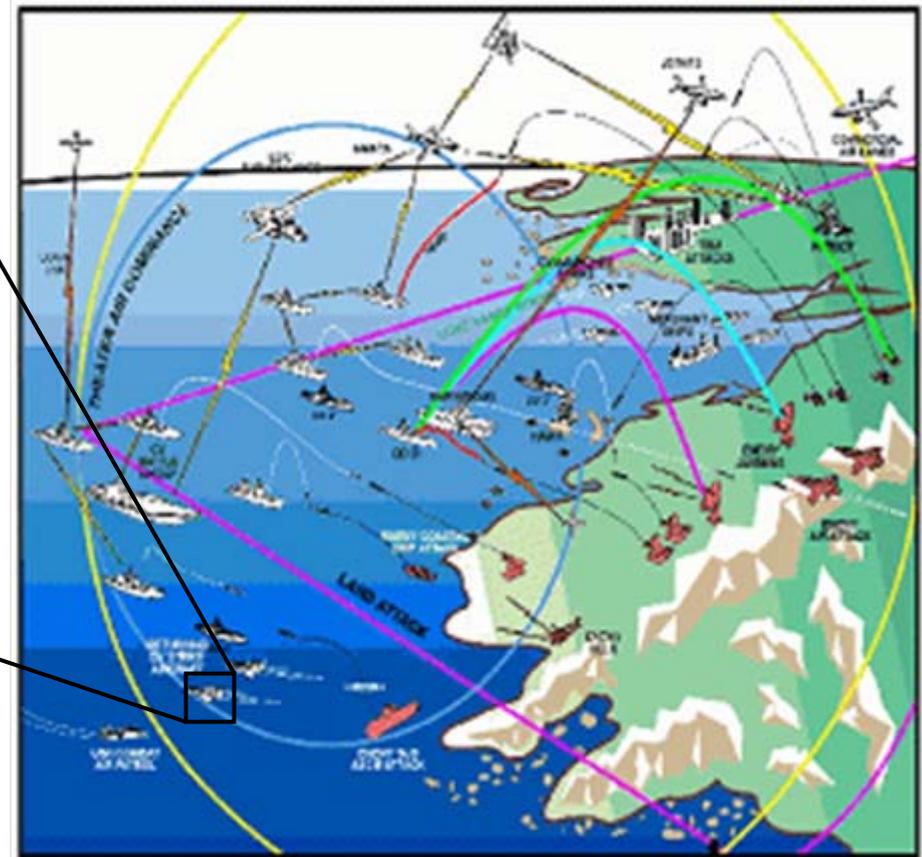
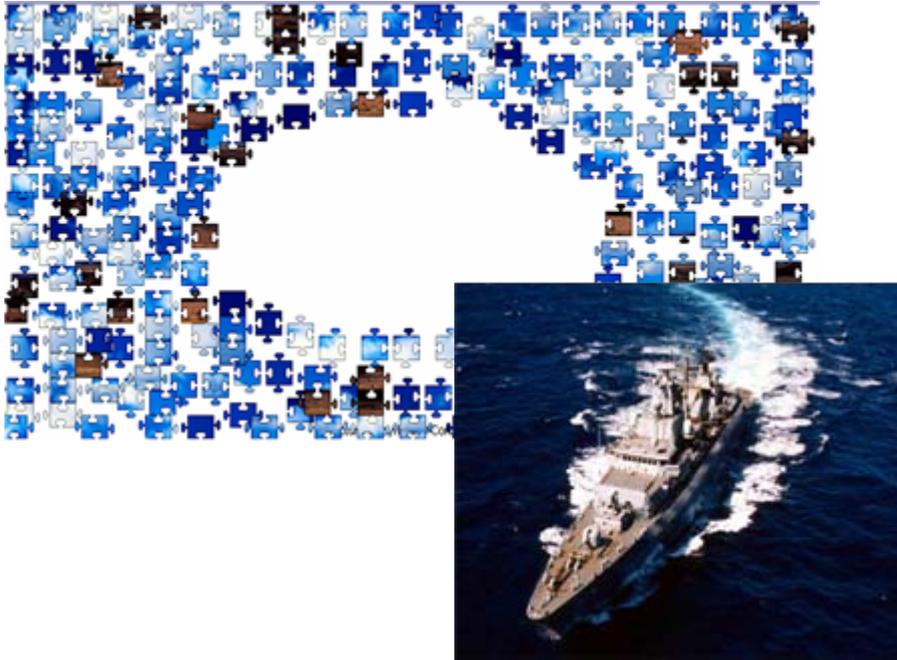


Summary & Conclusions

Could you put together a 300 piece puzzle without the picture?



The C2 environment is more like a million-piece puzzle



One can barely command it
much less control it. It's time to
consider something besides C2 –
we believe Command & Trust is
worth considering.

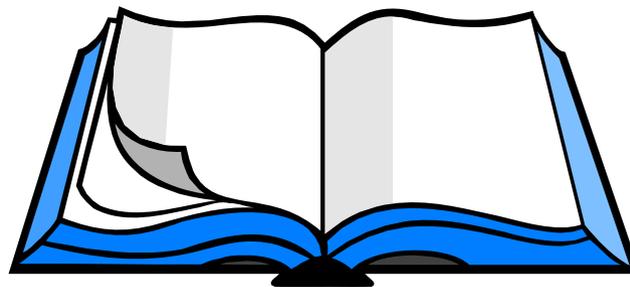
1. How can we better understand the concept of “shared expectations” between Commanders at Headquarters and Commanders in the field? That is, how can “shared expectations” create shared understanding of mission expectations?



One reason the Military Services have trouble operating jointly is that they don't speak the same language. For example, if you told Navy personnel to "secure a building," they would turn off the lights and lock the doors. The Army would occupy the building so no one could enter. Marines would assault the building, capture it, and defend it with suppressive fire and close combat. The Air Force, on the other hand, would take out a three-year lease with an option to buy.



“Compile and use a common lexicon / taxonomy.”



2. What incentives can we use to create the will to perform in a direction that is advantageous to both the organization and the individual?



General Omar Nelson Bradley
(1893-1981)

“...no leader knows it all. A leader should encourage the members of his staff to speak up if they think the commander is wrong. It is a grave error for the leader to surround himself with a ‘yes’ staff.”

3. How can we focus on assessing, in a rigorous and objective manner, the relative skills of the various parties to deliver their expectations?

In the case of El Dorado Canyon (the Libya Raid), every effort was made to provide the on-scene commander full authority to make any necessary decisions. Admiral Crowe, Chairman of the JCS, briefly described his ‘non-interference’ theory of command and control: ***“You just clinch your teeth, and stay the hell out of it.”***



Admiral William J. Crowe, Jr.
(1925 –2007)

Six Challenges for Continued Research

4. How do we handle “unanticipated events”?

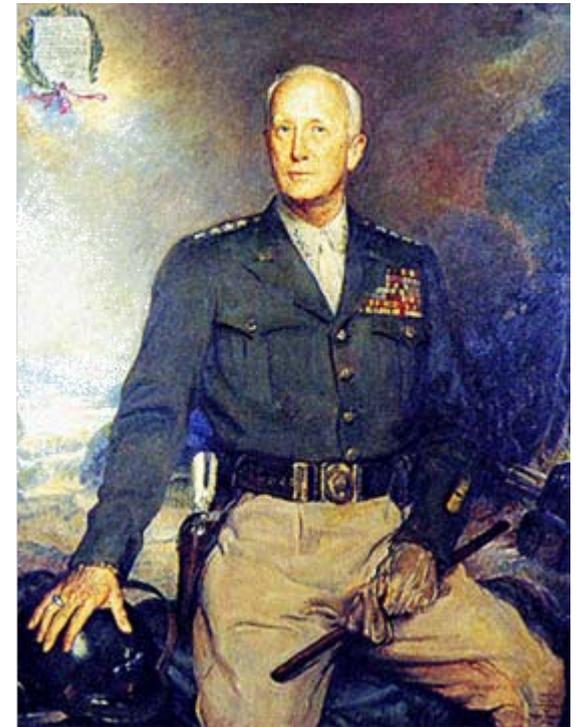


Murphy's Law: If something can go wrong, it will go wrong.



5. How do we find the courage and conviction to begin transitioning how Commanders operate – from the more traditional Command & Control environment to the new Command & Trust environment?

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”



General George S. Patton, Jr.
(1885-1945)

Six Challenges for Continued Research

6. How do we build trust amongst all parties?



U.S. Naval Academy



U.S. Air Force Academy

Trust in the foxhole begins with teaching Command & Trust at the military Academies, War Colleges, ROTC Units, Officer Candidate Schools, etc...



U.S. Military Academy



“Battles are won through the ability of men to express concrete ideas in clear and unmistakable language.”
- **BG S.L.A. Marshall**

Brigadier General S.L.A. Marshall
(1900 – 1977)

<http://www.military-quotes.com/database/m.htm>