



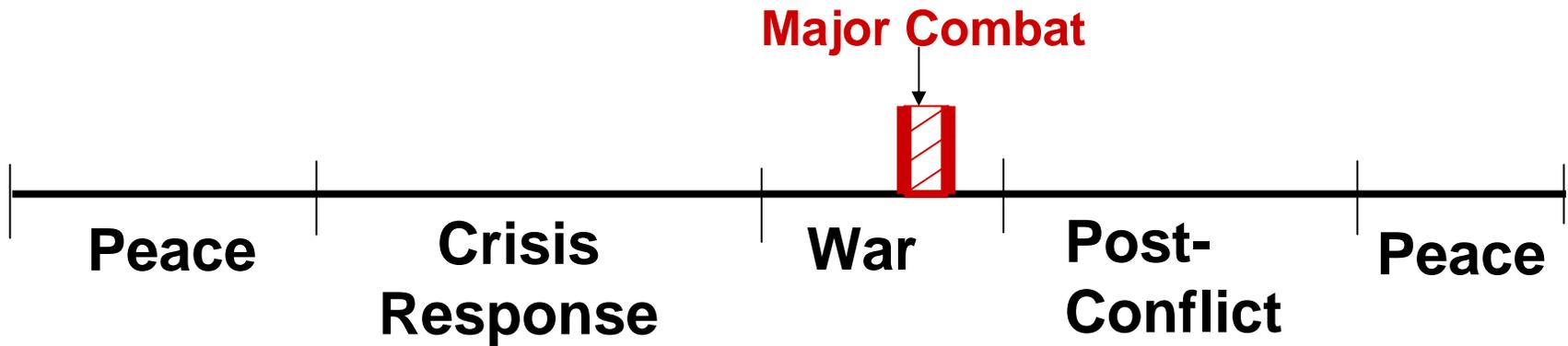
# Cajole and Coordinate? C2 in Whole-of: -Government, - Nation, and -Coalition Action

13th ICCRTS  
June 17-19 2008

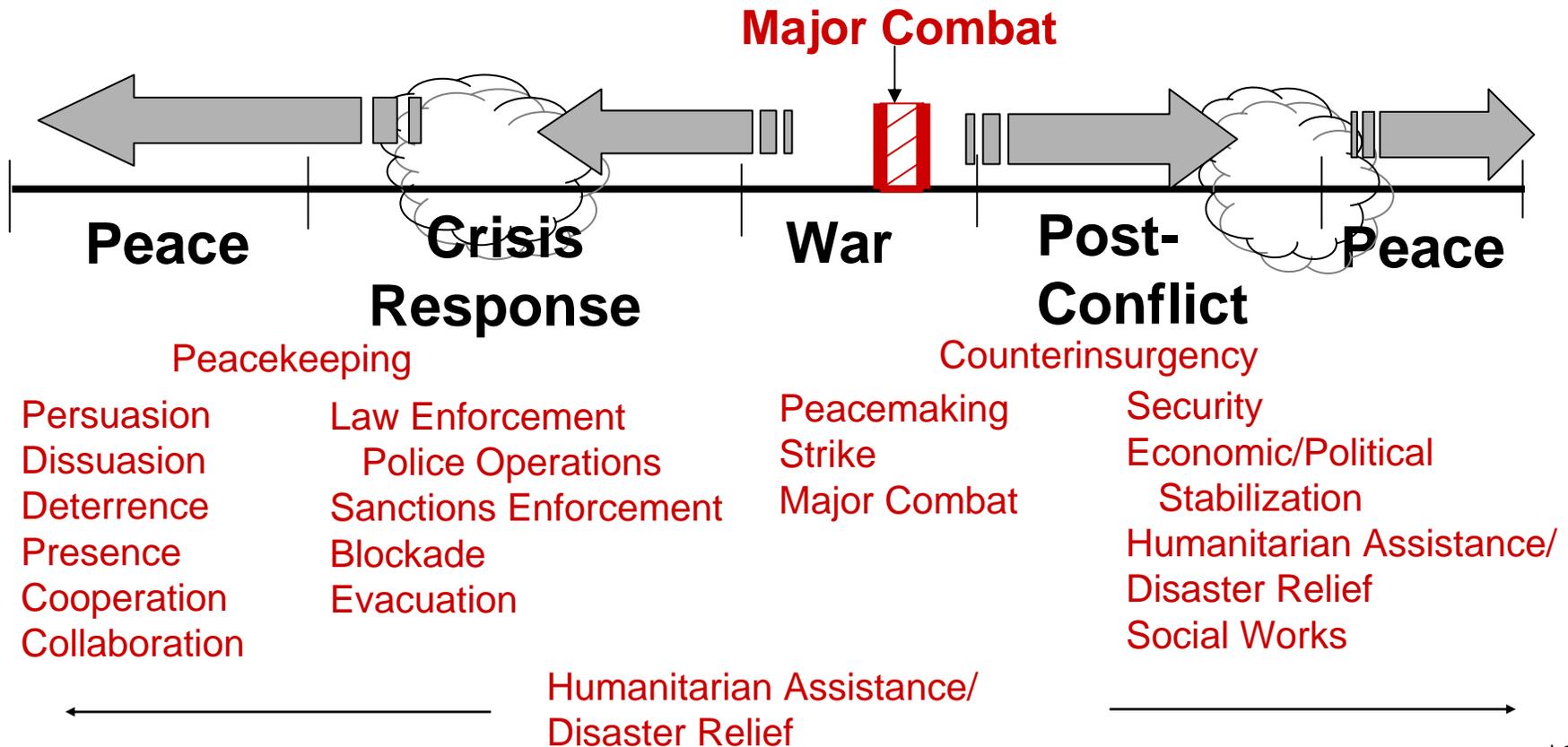
Edward A. Smith Jr./Anne-Marie Grisogono/Mark N. Clemente

# How we think about conflict

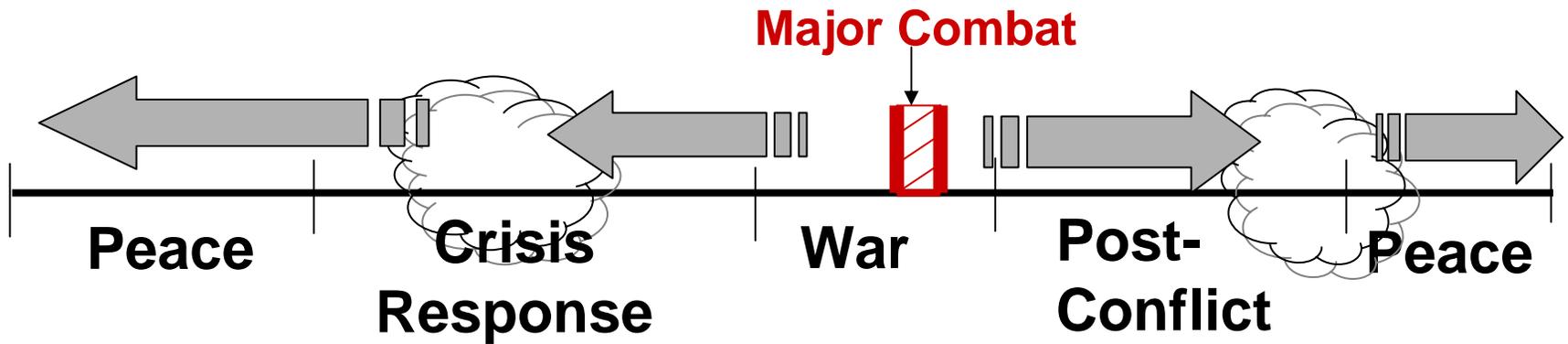
## Traditional Model



# Spectrum of “Real World” Operations



# What does that mean?



- Increasing human dimension
- Increasing complexity
- Cross spectrum
- Increasing “whole of government” effort

# Complicated vs. Complex

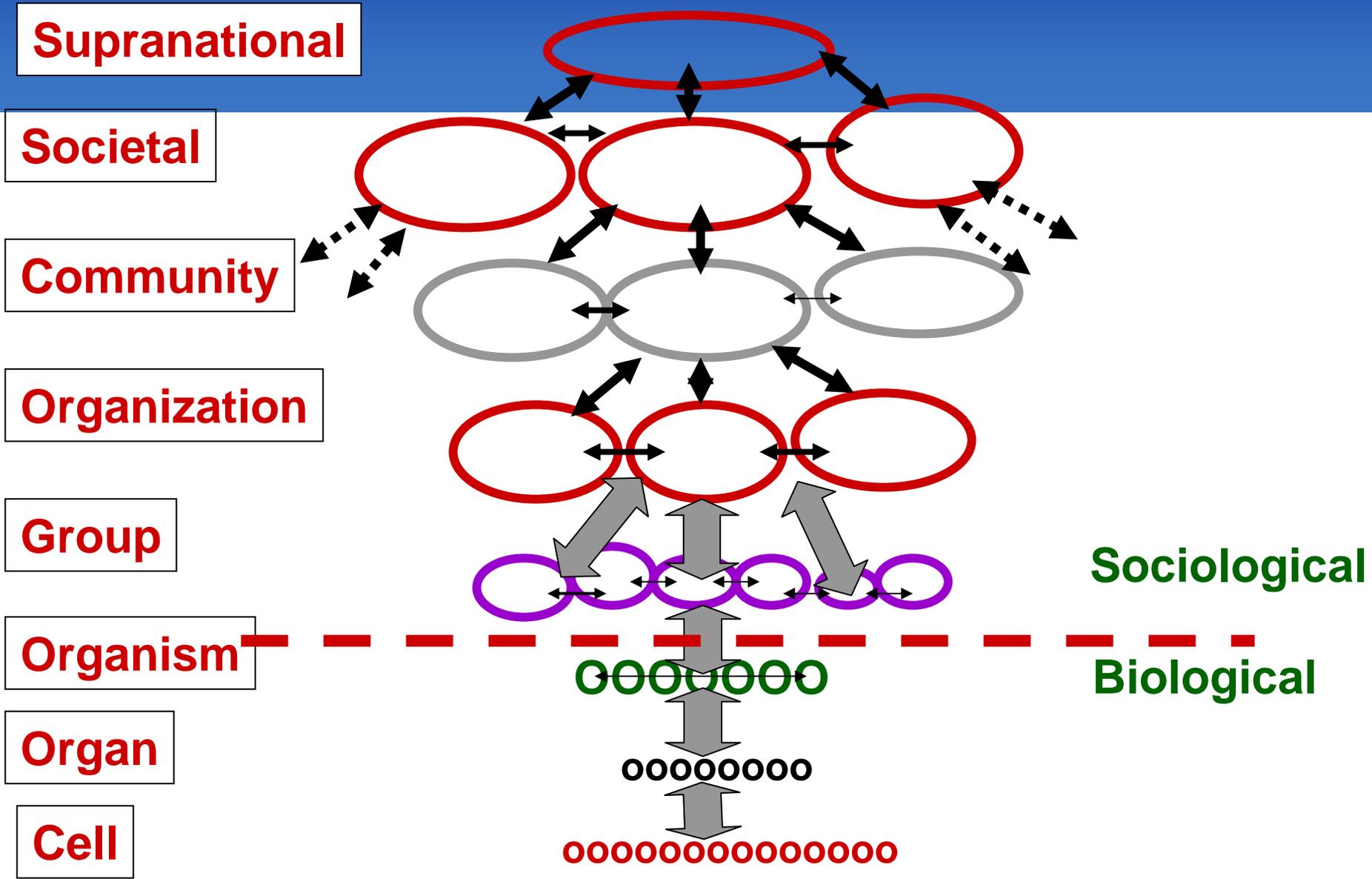
## Complicated/ Linear

- Solving
- Whole equal to the sum of the parts
- Outputs proportionate to inputs
- Repeatable results
- Predictable chain of causes and effects

## Complex/ Non-linear

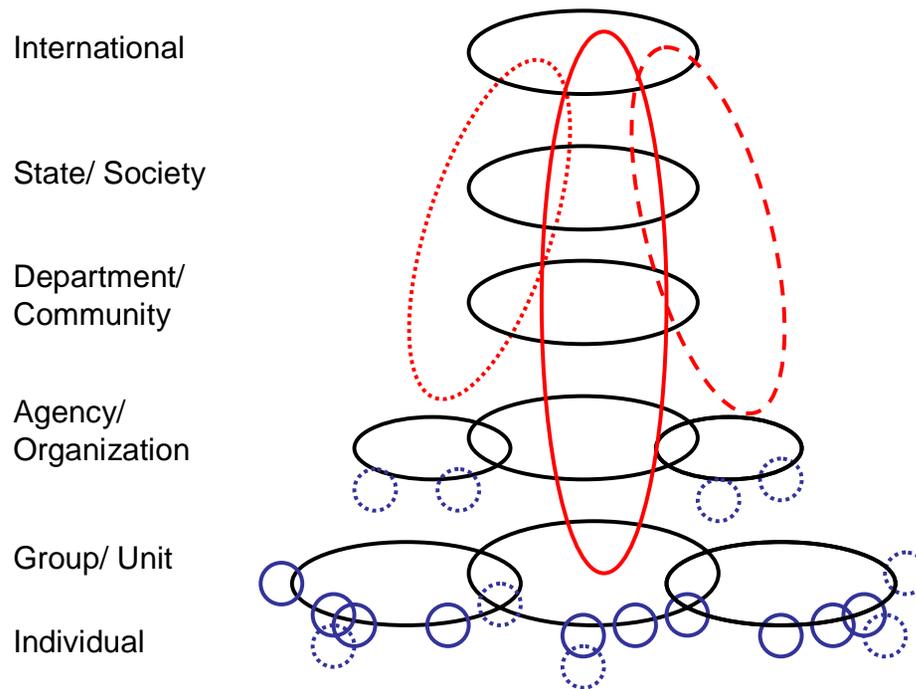
- Bounding
- Whole not equal to the sum of the parts
- Outputs not proportionate to inputs
- Results not repeatable
- No predictable chain of causes and effects

# The System of Complex Adaptive Systems

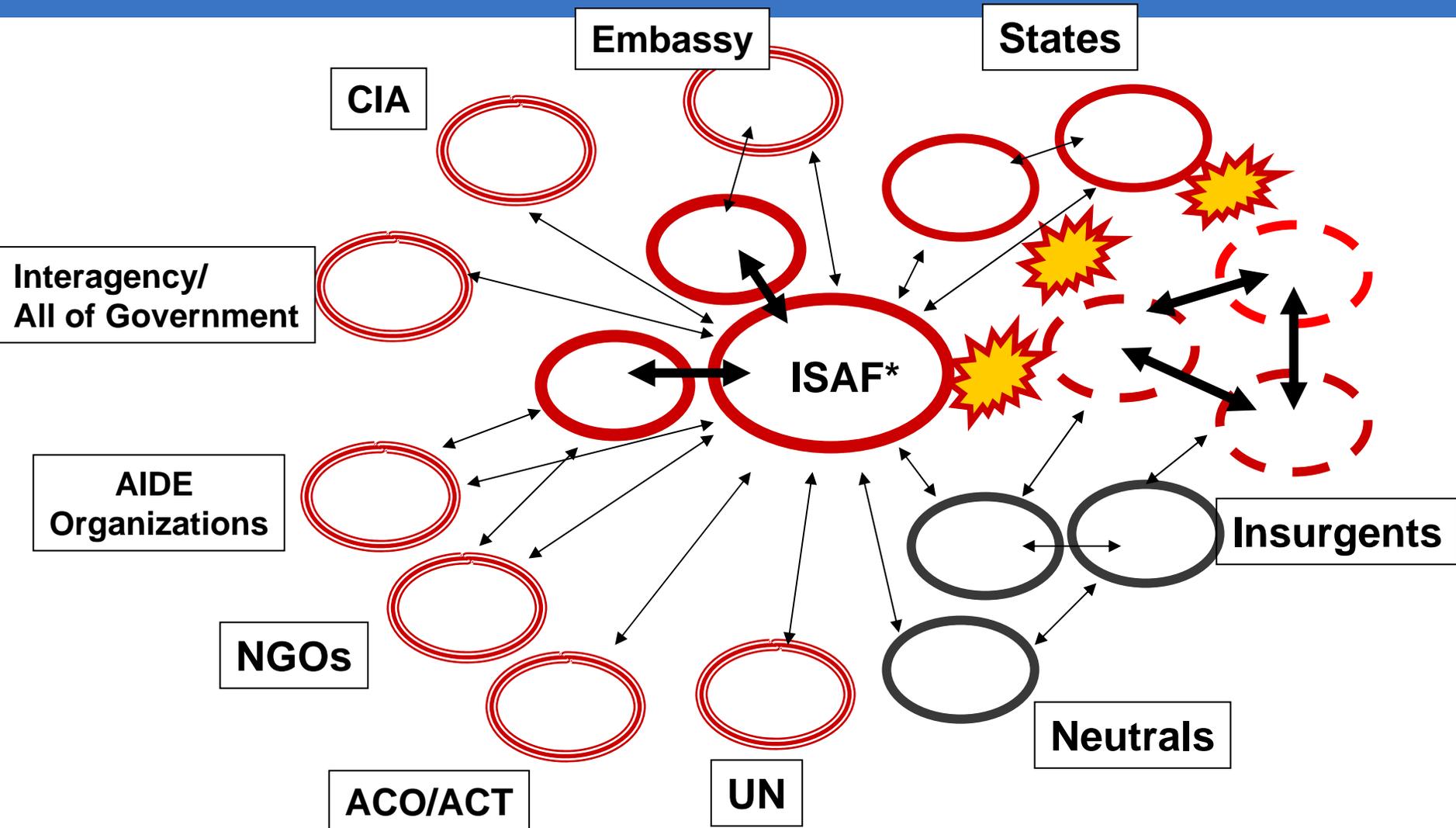


Based on James Grier Miller, Living Systems

# Vertical and Lateral Networking

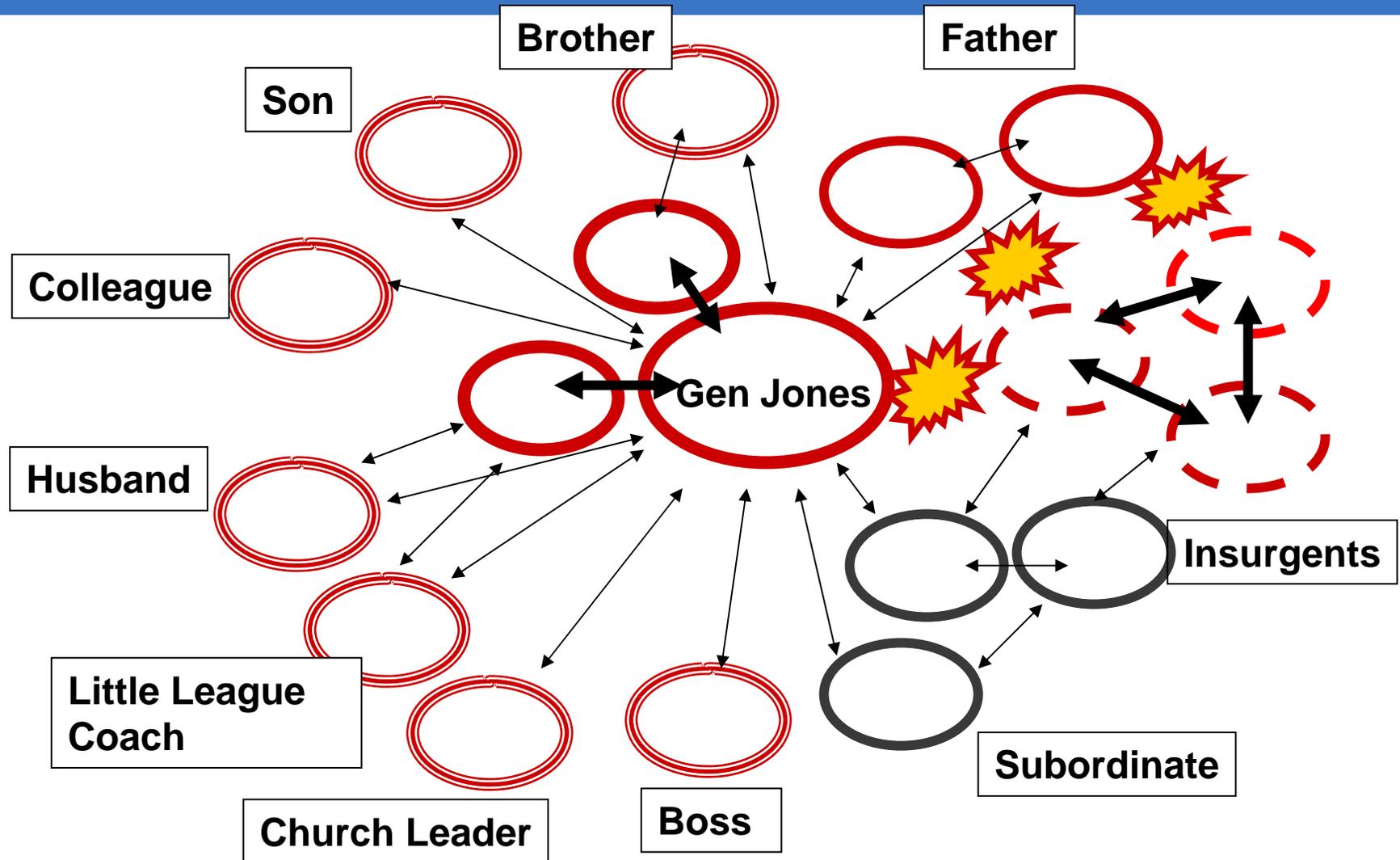


# Stovepipes or Cylinders of Excellence?

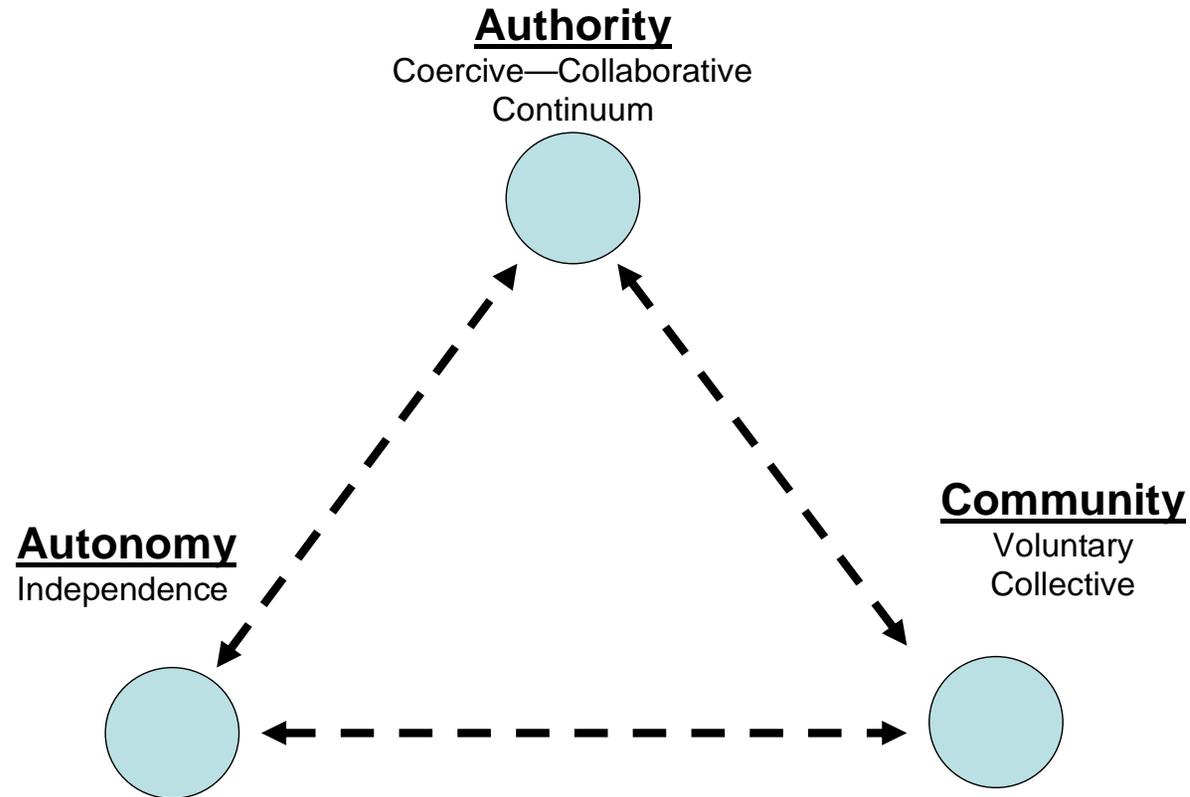


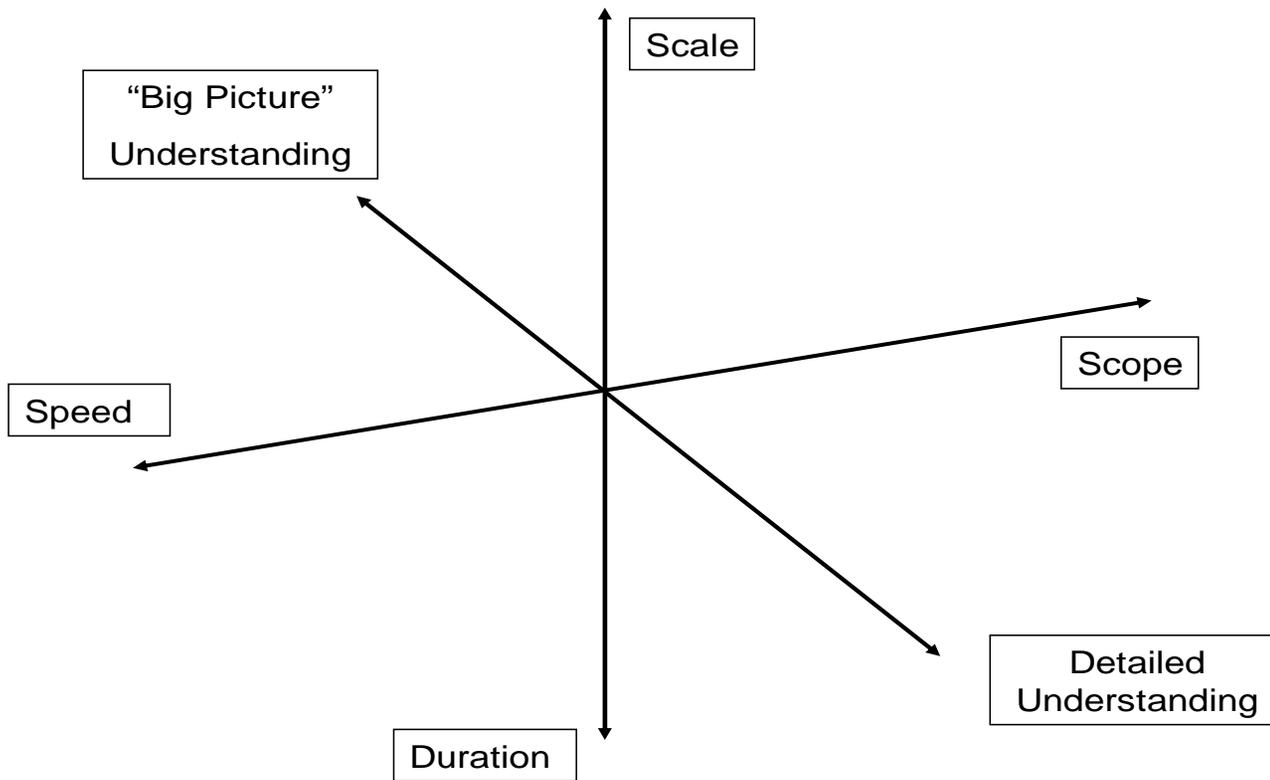
\*International Security Force Afghanistan 13<sup>th</sup> ICCRST #214.ppt | 8

# Individuals do this ALL the time!

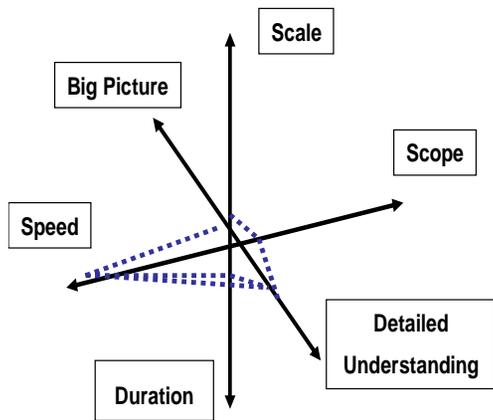


# The Triangle

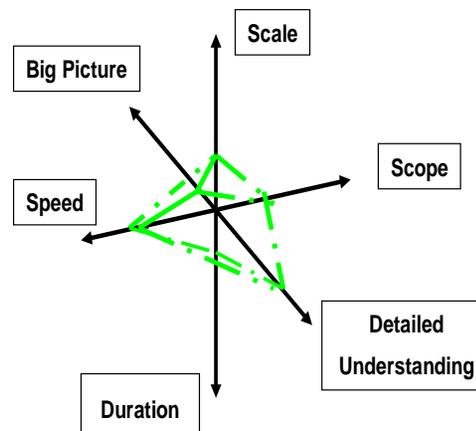




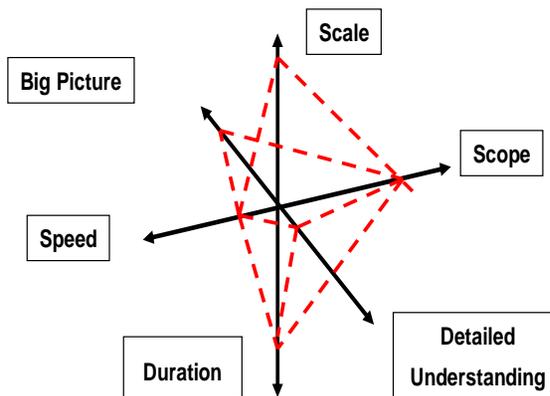
### Individual



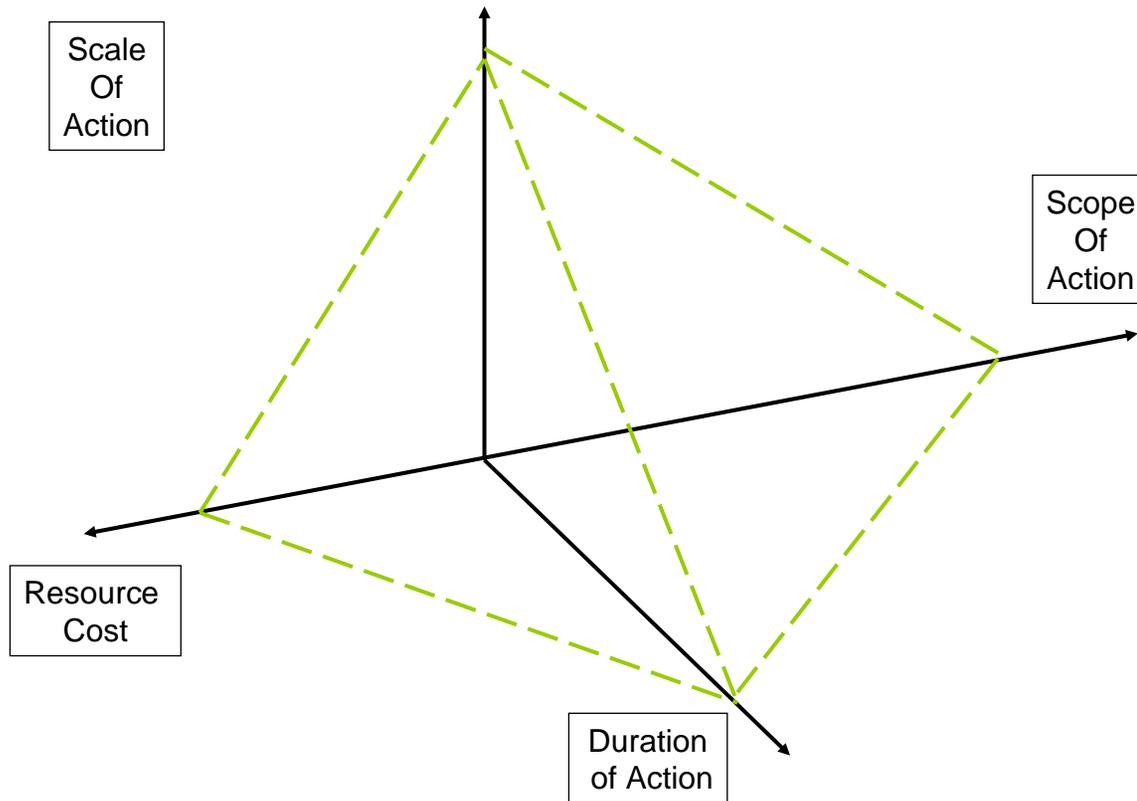
### Community / Stovepipe



### Authority



# Limits of Consensus



# Single Actor

How frequently changed	What actor wants or intends to achieve (ends --- means)	Actor's concept of how to achieve Intention (ways)	dependence on actor's understanding of context	needed contextual appreciation: scope   resolution	
Enduring ↓ as environment evolves and understanding develops ↓ as situation and understanding of it develops ↓ moment by moment	Defend core values		none	not applicable	
	Protect/advance interests (Metric: success/ failure) Achieve desired overall end-state	strategy	very high	very wide	low
			very high	very wide	low
	Desired operational end-state (Metric: indicators/proxies)	stratagem	very high	wide	medium
		course of action	high	restricted	high
	Desired outcomes/ effects/objectives		high	restricted	high
		plan	medium	narrow	higher
	tasks		low	specific aspects	very high
		procedures	low	local	very high

# Two Actors

## What can change:

- Values ends
- Intents
- Strategies ways
- Plans
- Tasks means
- Capabilities

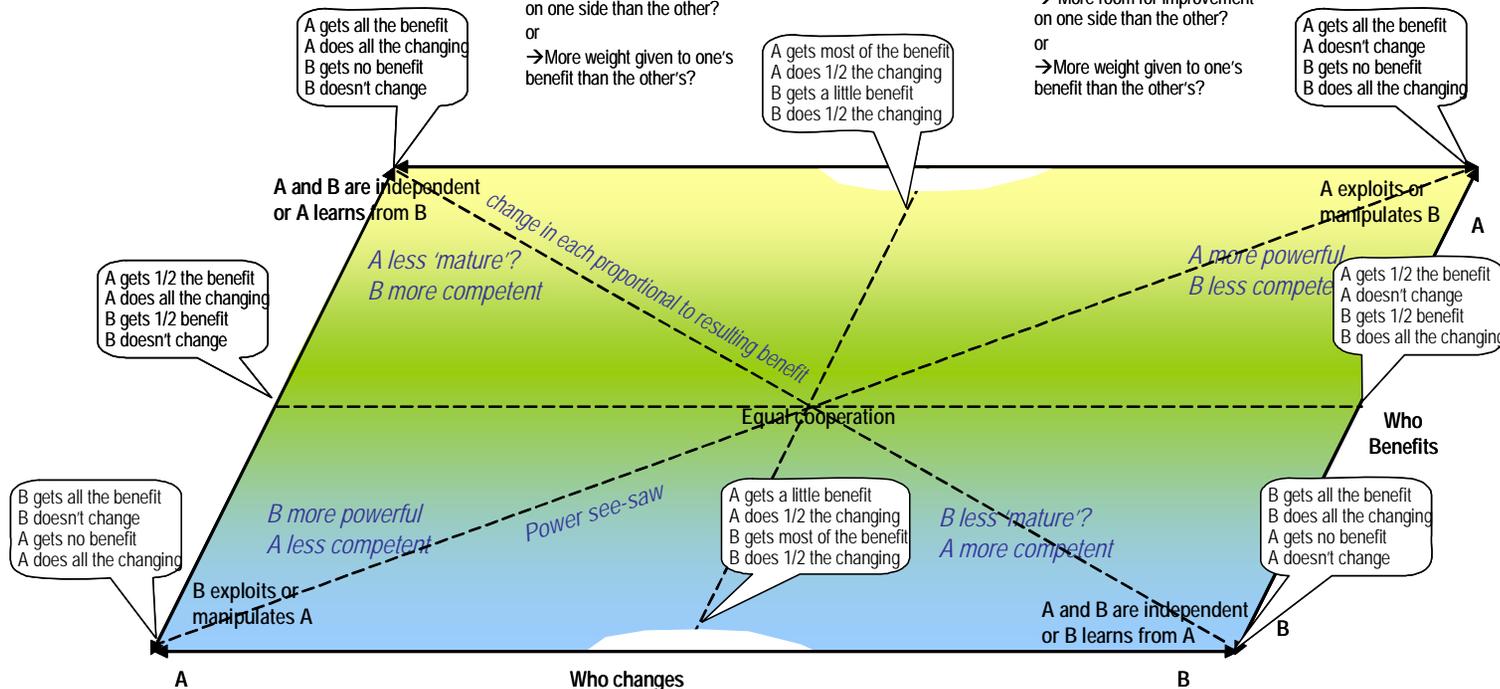
**Asymmetric changes**  
 → More room for improvement on one side than the other?  
 or  
 → More weight given to one's benefit than the other's?

## What is 'benefit'?

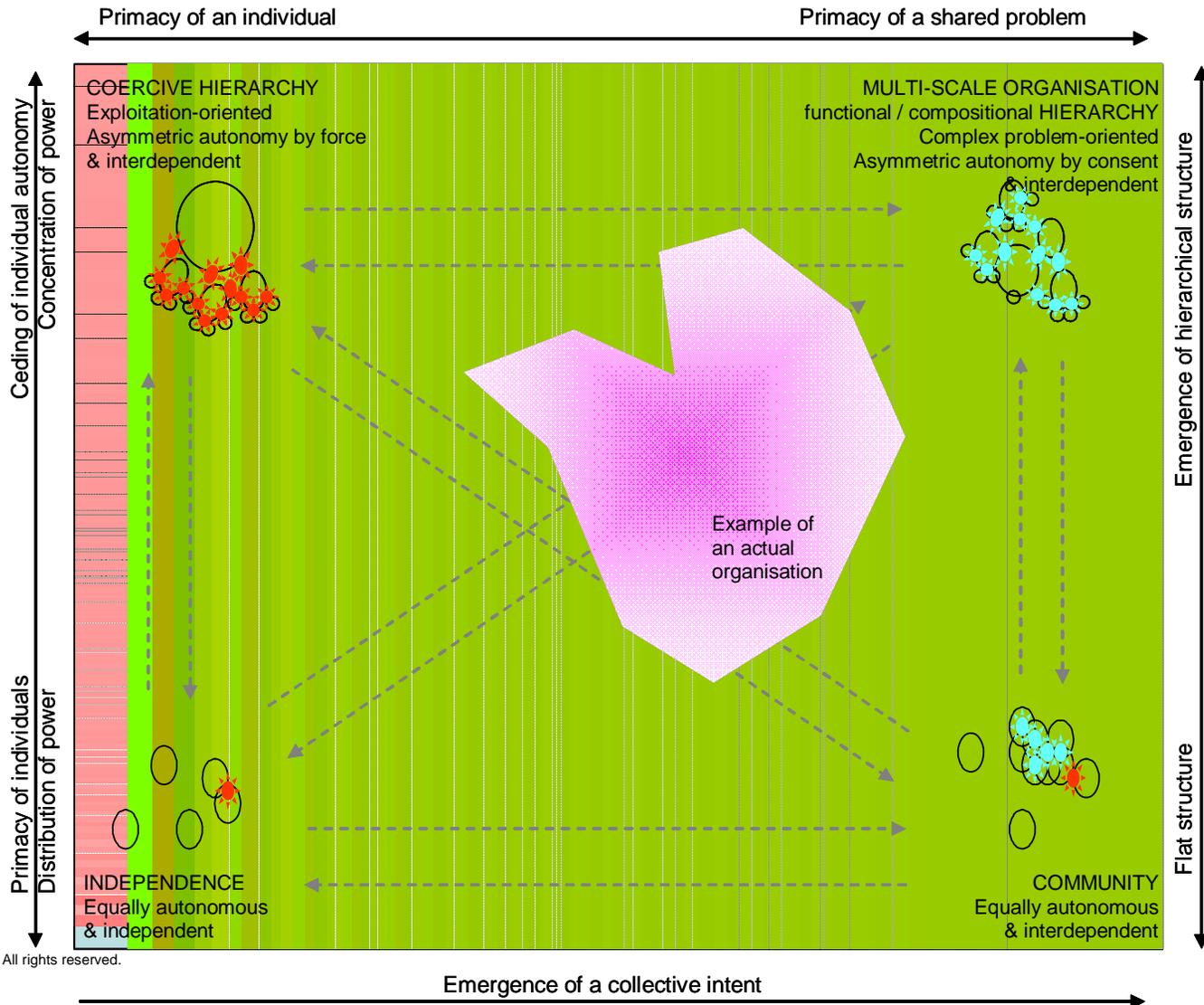
Enhanced outcome against one's:

- Values
- Intents
- Strategies
- Plans
- Tasks

**Asymmetric benefit**  
 → More room for improvement on one side than the other?  
 or  
 → More weight given to one's benefit than the other's?



# Multi-Actors



# Which Direction?



***It's about the People!!***

