



14th ICCRTS

C2 and Agility

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14th ICCRTS

Organizational Issues Track

A **Complementary** (and **Challenging**)

Implementation of
Pre-Emption For

**Inter- and National
Security Outcomes**

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OUTLINE - FOR OUTCOMES

- **Another View of Pre-Emption**
- **2002 & 2006 National Security Strategies – Stability and Change**
- **DOTMLP-F – It’s Source and Use**
- **The Un-Certain Environment for Tools of National Power**
- **DOTMLP-F Transition from DoD to National & Beyond**
- **Review of Complementary Pre-Emption Concept**
- **Supporting CCRP Examples**
- **The ‘So What?’ – Organizational Summary**
 - **The Horizontal and Vertical Integration**
- **Final Take Aways**

To Stimulate Thought and Discussion

TAKE AWAYS

- **The Employment of Soft Power In All Forms**
- **Opportunity to Expand DOTMLP-F Framework Use**
- **Engagement, Coalitions, Partnerships**
 - At All Organizational Levels
 - National, International, Volunteer, Business
- **Whole of Government & Nation Approach**
- **All Levels of Connection & Interaction For Resolution Opportunities**
- **Model: A Cooperative Strategy for 21st Century Seapower**

Obstacles and Gaps are Opportunities for Solutions and Improvements

ANOTHER VIEW OF PRE-EMPTION

- **PRE-EMPTION:**
 - preemption is the action ‘to take possession before others’; preempt includes ‘to seize upon to the exclusion of others’, and ‘to prevent from happening or taking place’
- **PREVENTION**
 - prevent includes ‘to keep from happening or existing’ (with ‘forestall’ as a synonym); and, prevention is ‘the action of preventing’
- **To Act is to forestall something from taking place**

**Distinction in the Time Scale Considered
Along with the Root Cause**

ANOTHER VIEW OF PRE-EMPTION

- **Much attention and discussion toward WMD**
- **Other Hand – International Law**
 - Minimum World Order concept from UN Charter
 - Customary & International Law – self-defense
- **What becomes the correct action point**
 - The root cause vice symptom
 - Opportunity: The fundamental conditions which generate the root cause vice symptom
- **Coalitions to Pre-empt/Prevent Root Causes**

When meeting the MWO & IL Conditions – Address the Fundamental Conditions which generate the root cause

2002 & 2006 NATIONAL SECURITY STRATEGIES – STABILITY AND CHANGE

- Champion aspirations for human dignity;
- Strengthen alliances to defeat global terrorism and work to prevent attacks against us and our friends;
- Work with others to defuse regional conflicts;
- Prevent our enemies from threatening us, our allies, and our friends with weapons of Mass destruction (WMD);
- Ignite a new era of global economic growth through free markets and free trade;
- Expand the circle of development by opening societies and building the infrastructure of democracy;
- Develop agendas for cooperative action with other main centers of Global Power;
- Transform America's National Security institutions to meet the challenges and opportunities of the twenty-first century; **and,**
- **Engage the opportunities and confront the challenges of Globalization.**

**LOTS OF EDGES, CHALLENGES, OPPORTUNITIES, AND GAPS TO OVERCOME
ACROSS ORGANIZATIONS LARGE AND SMALL – LOCAL AND INTERNATIONAL
ASPECTS OF ORGANIZATIONAL STABILITY AND ADAPTABILITY
?? STABLE LONG TERM – ADAPTING SHORTER TERM ??**

Reasons for Preventing Disorder Beyond Borders

As a wealthy status quo power, the United States has an interest in maintaining international order. Behind the abstractions about rising interdependence are changes that make it more difficult to isolate the United States from the effects.

More concretely, there are two simple reasons why Americans have a national interest in preventing disorder beyond our borders.

1st, events and actors out there can hurt us;

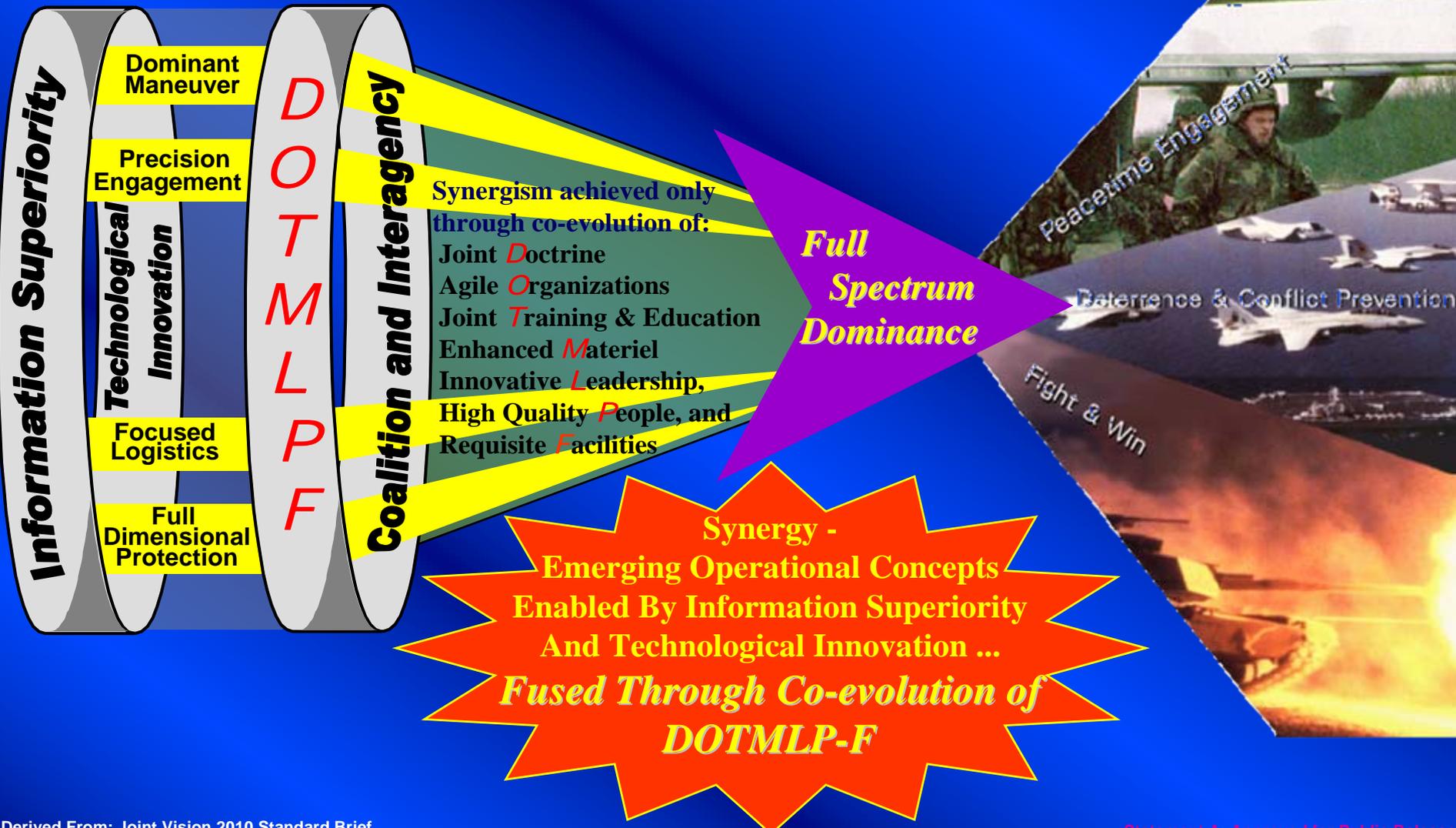
and,

2nd, Americans want to influence distant governments and organizations on a variety of issues such as the proliferation of weapons of mass destruction, terrorism, drugs, shared resources, and the environment.

Engage: Just Cause; Discriminating Response; Proportionality; and High Probability of Good Outcome

DOTMLP-F – IT'S SOURCE AND USE

Full Spectrum Dominance



THE UN-CERTAIN ENVIRONMENT FOR TOOLS OF

NATIONAL POWER Challenging 21st Century Military and Civilian Security Environment



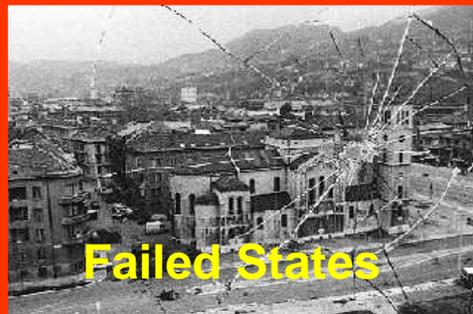
**Anti-Civilian
Terrorism**



**Anti-Military
Terrorism**



**Anti-IGO / NGO
Terrorism**



Failed States



Non-State Actors



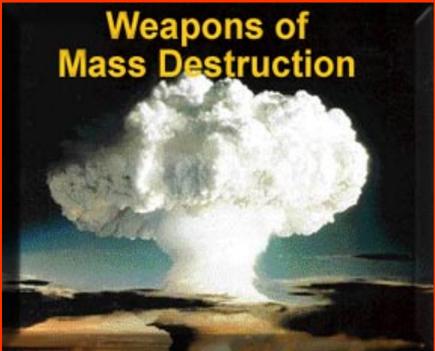
Transnational Actors



Peacekeeping



**Weapons
Proliferation**



**Weapons of
Mass Destruction**



Information Security

THE UN-CERTAIN ENVIRONMENT FOR TOOLS OF NATIONAL POWER

National Defense Model Environmental Context

Event is widespread
& sustained

Flood

Ice Storm

Irregular (such
as insurgency)

Catastrophic
(such as chemical
Or biological attack)

Systems are
robust

Systems are
vulnerable

Traditional

Disruptive
(such as sabotage of
U.S. electrical grid)

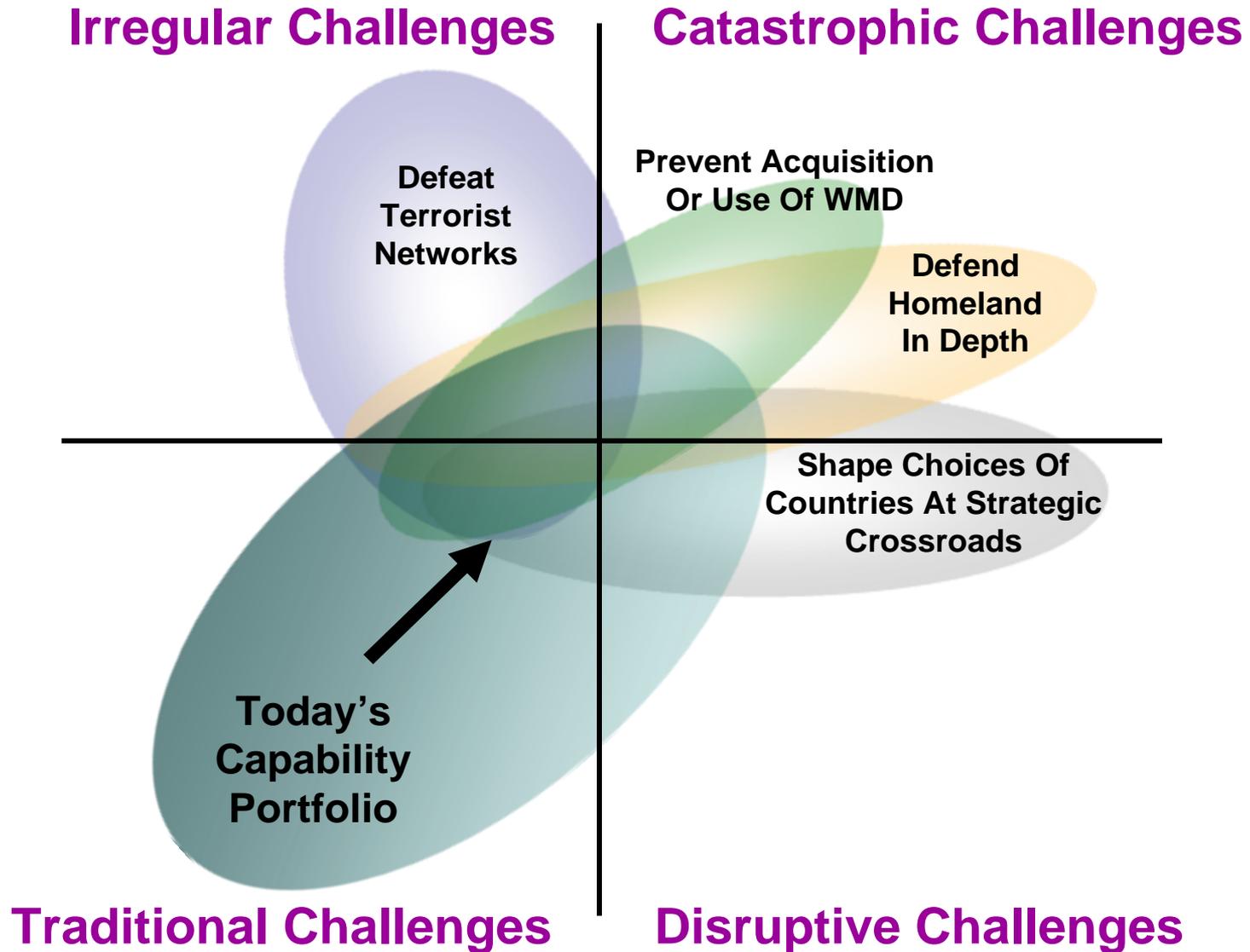
Tornado

Hurricanes

Events are discrete
& episodic

The Strategic Transformation as Manifested in QDR

The Opportunity for Prevention/Pre-Emption Effects

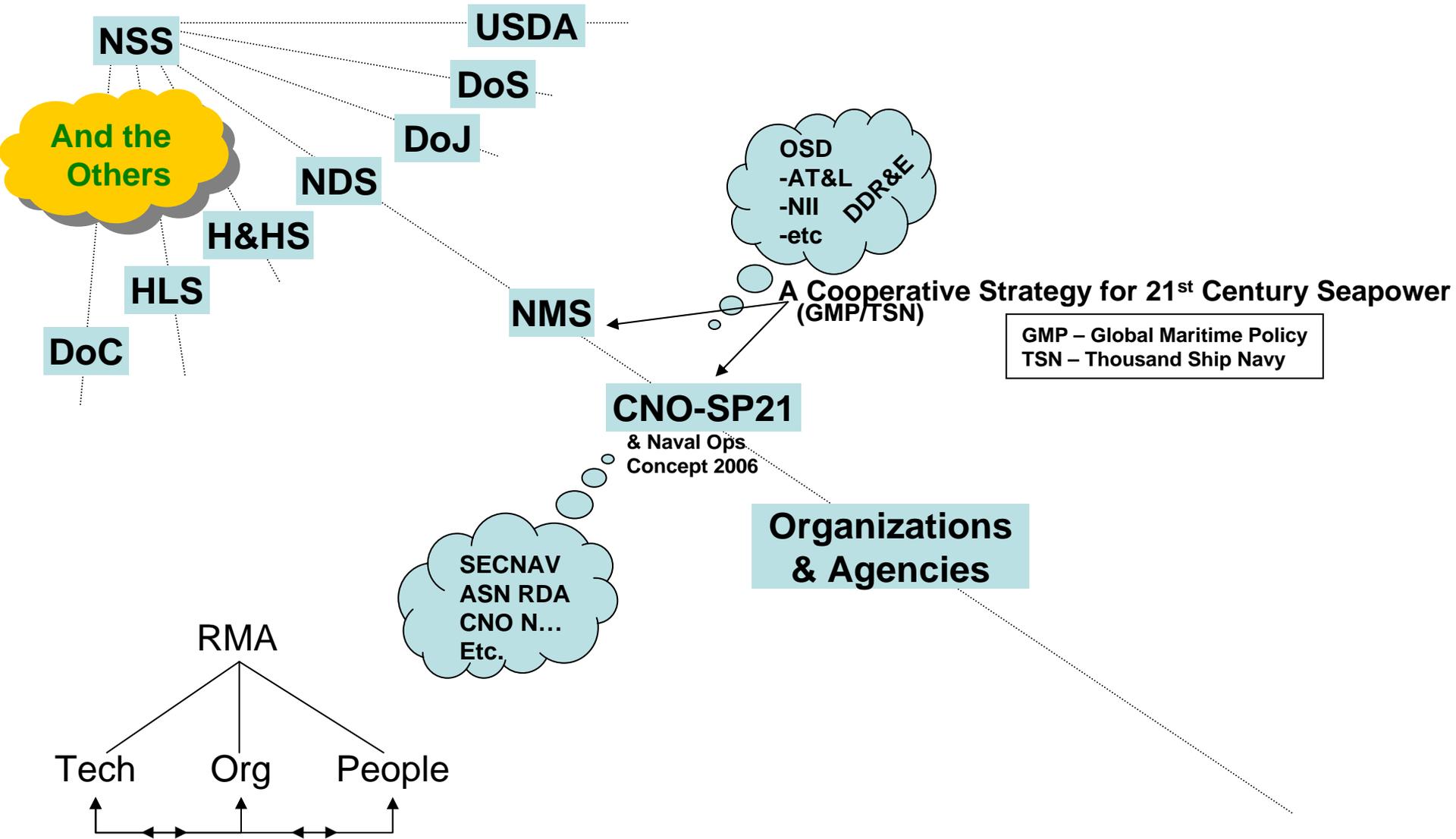


THE UN-CERTAIN ENVIRONMENT FOR TOOLS OF NATIONAL POWER

Security Environment: Four Challenges



Line of Sight for All Government



Needed: Specialists at Being Generalists – Adaptability Across Organizations

Top Level 'Line-of-Sight' - Defense

National Security Strategy

- Champion Aspirations for human dignity
- Strengthen alliances to defeat global terrorism and work to prevent attacks on the United States and our allies
- Work with others to defuse regional conflicts
- Prevent our enemies from threatening the United States, our allies, and our friends with WMD
- Expand the circle of development by opening societies and building the infrastructure of democracy
- Develop agendas for cooperative action with other main centers of global power
- Ignite a new era of global economic growth through free markets and free trade
- Transform America's national security institutions to meet the challenges and opportunities of the 21st century

National Defense Strategy

Objectives

- Defend the Homeland
- Win the Long War
- Promote Security
- Deter Conflict
- Win 'Our Nations' Wars

Realize Objective Through

- Shape the Choices of Key States
- Prevent Adversaries from Acquiring or Using Weapons of Mass Destruction (WMD)
- Strength and Expand Alliances and Partnerships
- Secure U.S. Strategic Access and Retain Freedom of Action
- Integrate and Unify our efforts: A New "Jointness"

National Military Strategy

Objectives of the Military

- **Protect** the United States against attacks and aggression
- **Prevent** conflict and surprise attacks
- **Prevail** against adversaries

- In support of objectives of the NDS the armed Forces conduct military activities globally to carry out the three mission points.

Services

“ . . . Soft power capabilities . . . and elements of national power . . . must tap the full strength of America and its people . . . ”



National Military Strategy

Protect

The United States Against

External Attacks and Aggression

Prevent

Conflict and

Surprise

Prevail

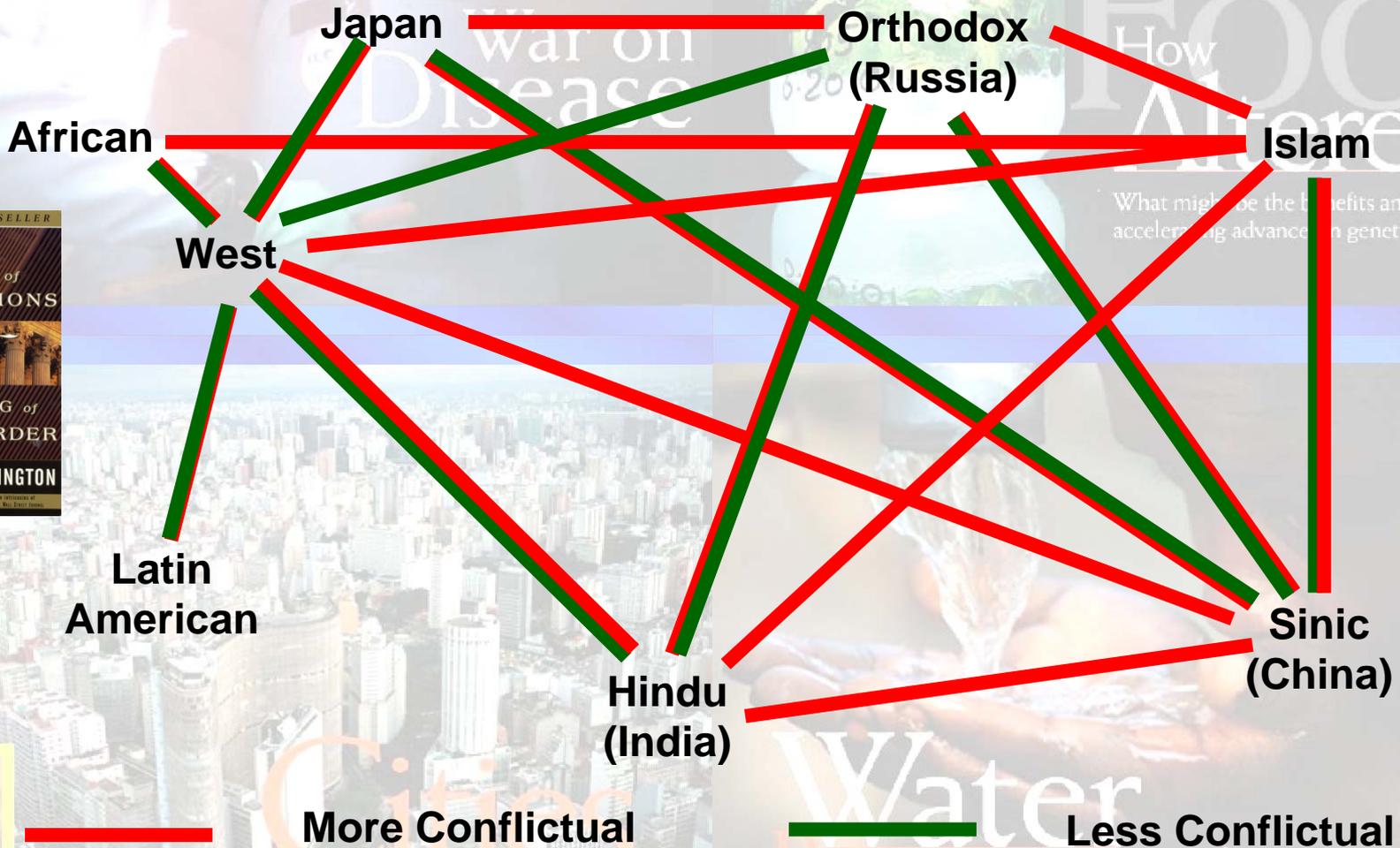
Against

Adversaries

NDS 2008

**In Support the National Defense Strategy Objectives the
Armed Forces Conduct Military Activities Globally**

The Global Politics of Civilizations: Dynamic/Shifting Emerging Alignments

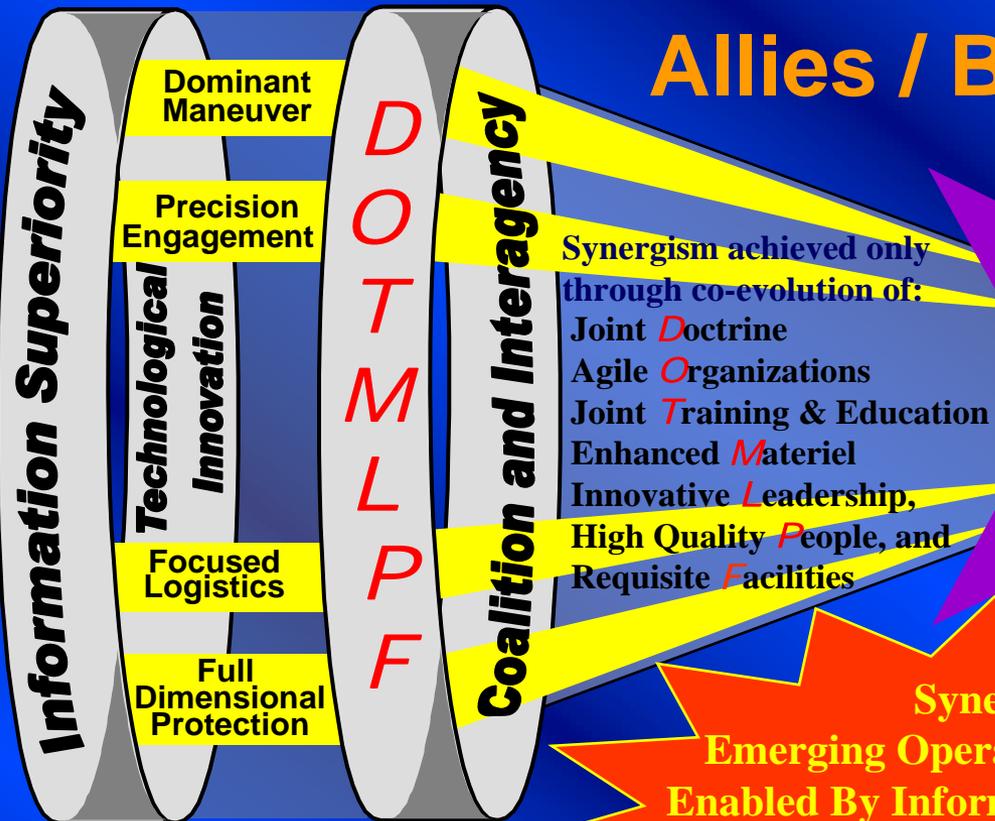


Derived from 'The Clash of Civilizations and the Making of World Order', Samuel P. Huntington, Touchstone, 1997, Fig. 9.1, p. 245.

Statement A: Approved for Public Release

Full Soft/Hard Power Dominance

For ALL Govt / NGO / IGO
Allies / Businesses



**Full
Soft/Hard
Dominance**

**Synergy -
Emerging Operational Concepts
Enabled By Information Superiority
And Technological Innovation ...
Fused Through Co-evolution of
DOTMLP-F**



WHAT TO DO ? ! ?

- Lincoln's "hopes for the poor were the nation's economic development and material advance. These were to be promoted and nurtured by an interventionist, forward-looking government, doing "for a community of people, whatever they need to have done, but can not do, [at all], or can not, [so well do], for themselves – in their separate, and individual capacities." (Carwardine, 2006)
- Soft power balanced with hard power to purchase solutions and prevent conflict
- All the National and International Tools of Power to Aid and Partner

Move to an ALL AGENCY – International Framework



REVIEW OF COMPLEMENTARY PRE-EMPTION CONCEPT FOR OUTCOMES

- **Develop Understanding, Coordination, and Interactions for Pre-emptive Positive Outcome**
- **With-in and Between the Extended Framework of Organizations Which Act and are Connected Internationally**
- **NAVAL FORCES ARE ONLY ONE OF THE EXECUTIVE ORGANIZATIONS PRESENT IN THE LITTORALS - A LARGE TEAM ALREADY ON SCENE - COMMERCIAL INDUSTRIES INCLUDED**
 - **An Example for the Future – Like Maritime Strategy**

DEMONSTRATIVE – SUPPORTING CCRP EXAMPLES

- **“Command and Control Simulation for Domestic Operations” – Wheaton, et al., 2007**
- **“Developing Command and Control Performance-Based Training Criteria in a Network Centric Environment” – Tossell, et al., 2006**
- **“The Formal Representation of Administrative and Operational Relationships within Defense Organizational Constructs” – Chamberlain & Boller, 2006**
- **“Mission Command in the Networked Era” – Stewart, 2006**

DOTMLP-F TRANSITION FROM DOD TO NATIONAL & BEYOND FOR OUTCOMES

- **Develop Understanding, Coordination, and Interaction Patterns**
- **Within and Between the Extended Framework of Organizations**
- **Acting and Interacting Internationally**

- **Patching the Holes in the Boat and Raising All for the Common Good**

**Multiple Levels and Directions of Connection and Interaction –
Known, Understood, & Adpatively Employed – CAPT CABRILLO (Cussler)**

THE 'SO WHAT?' – ORGANIZATIONAL SUMMARY FOR OUTCOMES

- Albright “Countries must be asked to **identify capable personnel who will be dedicated to the job of humanitarian response and prepared over a period of years to excel in that function.** . . . Their **military and paramilitary components** would be **accompanied** by **civilian administrators and prosecutors affiliated with international legal authorities.** . . . It would be the **international equivalent of a cavalry that leaders could call on to ride to the rescue** in emergencies.”
- Maritime Strategy Example
- Capt Cabrillo Team
- New Jointness – All Players and Stakeholders
- Doing the Ultimate ‘Windows Work’ for Those in Need
 - Their Need – Known and Unknow

■ Functioning Core

■ Non-Integrating Gap



THE 'SO WHAT?' – CONNECTING HORIZONTAL AND VERTICAL EFFORTS

“The greatest challenge of science, its art, lies in asking an important question and framing it in a way that allows it to be broken into manageable pieces, into experiments that can be conducted that ultimately lead to answers. To do this requires a certain kind of genius, one that probes vertically and sees horizontally.

“Horizontal vision allows someone to assimilate and weave together seemingly unconnected bits of information. It allows an investigator to see what others do not see, and to make leaps of connectivity and creativity. Probing vertically, going deeper and deeper into something, creates new information. Sometimes what one finds will shine brilliantly enough to illuminate the whole world.

“At least one question connects the vertical and the horizontal. That question is “So What?” ”

Source: *The Great Influenza – The Epic Story of the Deadliest Plague in History*, John M. Barry. Penguin Books, NY:NY, 2005, p. 60.

An Apt Description of the Overall CCRP Process and Events

Statement A: Approved for Public Release

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DISCUSSION & QUESTIONS

A **Complementary** (and **Challenging**) Implementation of Pre-Emption For **Inter- and National Security Outcomes**

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