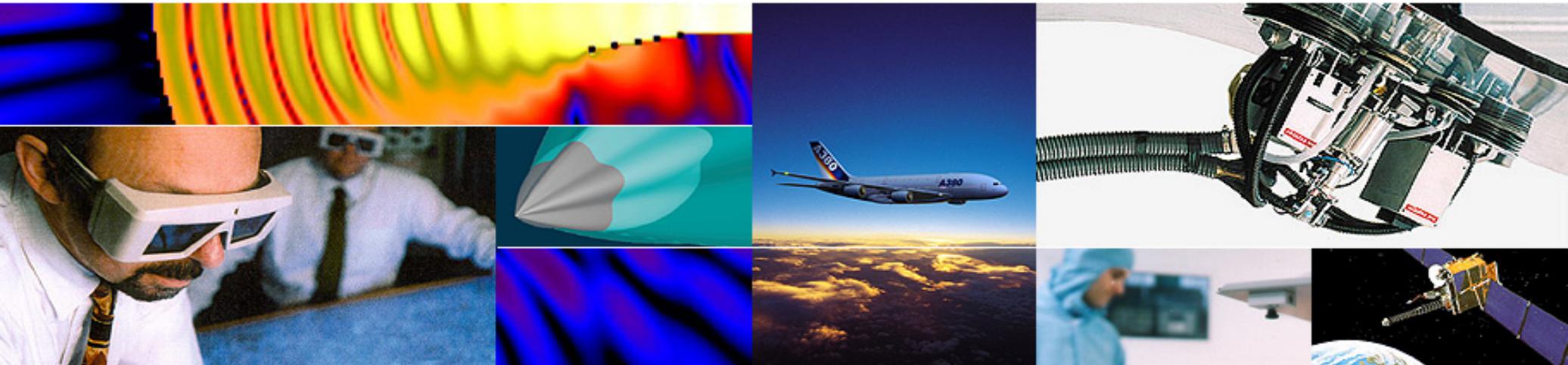


An Experimental Investigation of Different Leadership and Facilitation Styles in Cross-Government Coalition Planning #168

Andrew Leggatt



Co-authors & Acknowledgements

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- Martyn Skeer, Andrew Preece, Guy Dodgson and Brian Wardman
- All participating nations ESP, FRA, DEU, DNK, NOR, SWE, UK, USA

Experiment location: DCC





Overview of the facility

Summary

- Background
 - The Co-operative Implementation Planning Concept
 - MNE5
- Aims and Hypotheses
- Experiment Design
- Participants
- Procedure
- Findings
- Discussion
- Questions

Background

- Co operative Implementation Planning Concept
 - Developed by DCDC (UK MOD)
 - A component of the Comprehensive Approach
 - Proposes a “forum” of military coalition, other government departments, international organisations (IOs), non-government organisations (NGOs), regional organisations and the host nation
 - The output of the forum is a plan which describes how the strategic interagency plan will be implemented.

Background

- MNE5
 - 5th in a series of MN events led by US JFCOM
 - Exploring the use of MN power to influence the behaviour of adversaries and prevent or mitigate crises.
 - Participating countries include: Australia, Canada, Denmark, Finland, France, Germany, Norway, Spain, Sweden, UK, US and NATO ACT.
 - MNE5 aimed to explore the development of the Comprehensive Approach in crisis response planning.
 - This aspect MNE5 consisted of 3 strands of work
 - MNISP – Multinational Interagency Strategic Planning – the high level strategic overall crisis response
 - CIP – Cooperative Implementation Planning – how to implement the plan on the ground
 - CIME – Cooperative Implementation Management and Evaluation – defines how to assess progress on the ground.

Objectives

1. To gain insights into the utility of the CIP forum as a mechanism for generating both effective dialogue and suitable planning output.
2. To identify the strengths and weaknesses of different styles of conducting dialogue.
3. To identify the strengths and weaknesses of different planning approaches and facilitation techniques.

Hypothesis

- Different approaches to leading the CIP forum will impact on both the type and effectiveness of dialogue and process output.
 - It was assumed that more effective dialogue would result in:
 - A plan that was more fit for purpose
 - More buy-in from participants in the planning and the plan

Experimental design

- The experiment examined 3 styles of approach to leadership and facilitation when undertaking Cooperative Implementation Planning
 - Development style
 - Diplomatic style
 - Military style
- Between groups / Between participants design

Participants

- Key roles
 - Leader
 - Facilitator
 - Scribe

Group	Members	Participants background		Participants nationality	
		Military	Civilian	UK	Non-UK
A – Dev	13	5	8	4	9
B – Mil	11	7	4	4	7
C - Dip	13	5	8	5	8

Working group



Procedure - Forum tasking

- Participants were asked to adopt a structure & philosophy as described by the CIP concept
- Provide a response to the strategic tasking from the MNISP to the crisis 2010 which included:
 - Summary of key issues from analysis of the situation;
 - Conditions that need to be achieved by intervention to realise the desired end state (Decisive Conditions and Supporting Effects);
 - A rationale for the intervention or “theory of change” which explains the logic behind the plan;
 - Specify the organisations that will take the lead responsibility for delivering each of the Supporting Effects;
 - Specify the organisations that will provide support to the lead organisation to deliver the effects.
 - Critical interdependencies between Supporting Effects.

Procedure - Timetable

- Day 1:
 - Morning: Introductory briefings in plenary about aim and objectives and read in.
 - Afternoon: Group planning
- Day 2:
 - Group planning
- Day 3:
 - Morning: Back briefing in plenary

Analyst data collection and white cell



Data collection

- Observation by human factors analysts
- Post task questionnaire
- Semi-structured feedback sessions

- Regarding
 - CIP forum construct
 - CIP forum process
 - Comparison of forum outputs
 - Experiment validity check

Viewing and activity separation



Findings

- Validity of experiment treatments
 - Group A (Development) rated their forum as significantly more “development” in style than those in the diplomatic group.
 - Group B (Military) rated their meeting as significantly more military in flavour than either the diplomatic or development groups.
- Suitability of the scenario
 - All participants were asked to rate the suitability of the scenario.
 - 28 out of 30 respondents suggested that scenario was suitable.

Findings II

- The CIP forum concept
 - CIP concept offers strengths that no other planning process offers (31 out of 33 respondents agreed);
 - The CIP concept has the potential to help their own organisation (28 out of 32 respondents agreed)
 - The costs of participating in a CIP forum are outweighed by the benefits (31 out of 32 respondents agreed)

Findings III

- The CIP forum process
 - Facilitation: 31 out of 32 respondents thought the CIP process needed suitable facilitation capability
 - Leadership: CIP participants indicated that a leader as well as a facilitator is required to run CIP forums (31 out 34 agreed)
 - Scribes: Anecdotal evidence that the scribe role was highly valued.
 - Participants: For the concept to work representatives must be empowered individuals.
 - Requirement for co-location (29 out of 32 agreed)
 - Group Cohesion – varied
 - Approach preferred - consultative

Findings IV

- Comparisons of process between groups (Diplomatic, Military & Development)
 - Extent of individuals engaging in dialogue (Mil > Dev)
 - Relevance of dialogue (Dip < other groups)
 - Facilitator rating (all +ve but Mil < other groups)
 - Consultation (Mil < other groups)
 - Planning approach suitable to tasking (Mil < other groups techniques)

Findings V

- Independent comparisons of output between groups (Diplomatic, Military & Development)
 - All groups produced adequate plan in short timescale
 - Development group most complete plan
 - Diplomatic group least complete plan
 - Development and Diplomatic richer analysis of the situation than the Military group
 - Development group produced the 'theory of change'

- Directive approach produced a full plan
- Consultative approach produced full plan too.

Conclusions

1. CIP forum provided a mechanism for generating effective dialogue and adequate output.
2. Based upon participant's comments, the CIP forum offers strengths over other existing planning approaches.
3. Suitable facilitation essential.
4. Separate facilitation and leader.
5. Scribe role required.
6. Open consultative approach enables rich dialogue but requires facilitation to keep groups focused.
7. Mandating the application of a single process not helpful, however, mandating the output is helpful.
8. Perception of participant's empowerment to influence both process and output is vital.

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