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"Collective C2 in Multinational Civil-Military Operations"
Title: Non technical interoperability revisited: Reflections on the non military interface
Topic: C2, Management, and Governance in Civil-Military Operations
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More than 10 years ago, the author and colleagues at the DERA Centre for Human Sciences embarked on a study to examine those social and organizational factors that introduce friction into interactions between national military contingents on multinational operations. Following early scoping interviews with personnel whose most recent operational experience had been in the former Yugoslavia, we also decided to devote some effort to capturing issues arising from the increased requirement for the military to interact on operations with a variety of non-military organizations. The study was conducted in a period from just before 9/11 up to the conclusion of major combat operations in Iraq. This paper will review those early studies and their conclusions in the context of the current focus on a comprehensive approach to operations and the associated requirement for commanders to deliver integrated and coherent effects within complex campaign environments.