



16th ICCRTS
“Collective C2 in Multinational Civil-Military Operations”

Title: Kitae I-Edge Organisation in Battlespace Helmand

Author and Point of Contact

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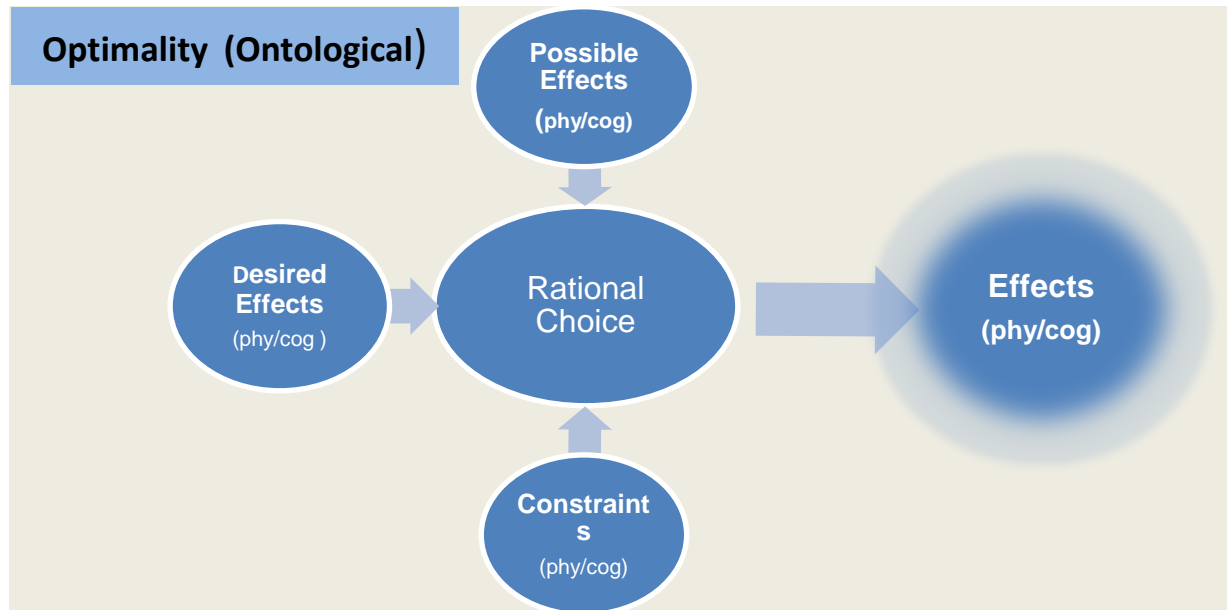
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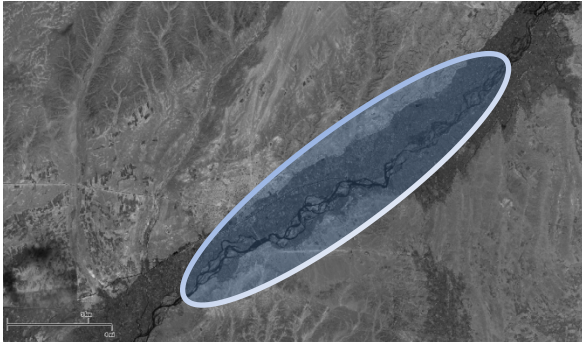
THEORY & KEY CONCEPTS

1. RCT & Constructivism
2. Optimality
3. EBAO Context
4. COIN
5. Agility





ANALYTICAL FRAMEWORK



Participant Observation DABG:INTELL OFFICER ALL-SOURCE/TARGETING/SOF

The Commanders intent for the 6 months was to re-gain CF FoM in order to access the local population for human terrain mapping, and to set the foundation for expanding GIRoA influence.

| TARGETING PROCESS | | | |
|--|---------------------------------------|-----------------|---------------------|
| QEQ | | | |
| Compounds of Interest (COIs), Persons of Interest (POIs), Battle Group (BG), Special Operations Forces/Special Forces (SOF/SF) | | | |
| Targets/COIs/POIs Generated for BG | Targets/COI/POIs Generated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
| 000 | 000 | 000 | 000 |

Structural Agility Quotient (SAQ)

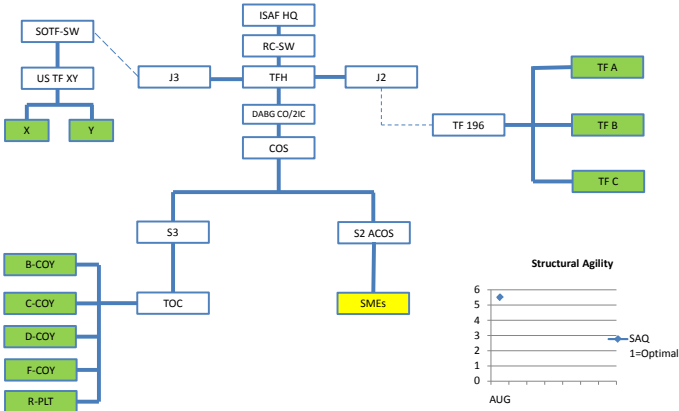
Quantity Effects Quotient (QEQ)

| MOE: Tactical Freedom of Movement | |
|-----------------------------------|--|
| High | Assets present +HTM possible + creation of white space for shaping and shuras |
| Med | Limited assets + HTM possible with non-organic assets |
| Low | No assets – or essentially ‘no go’ within framework ops for organic assets –no HTM |



AUGUST 2010

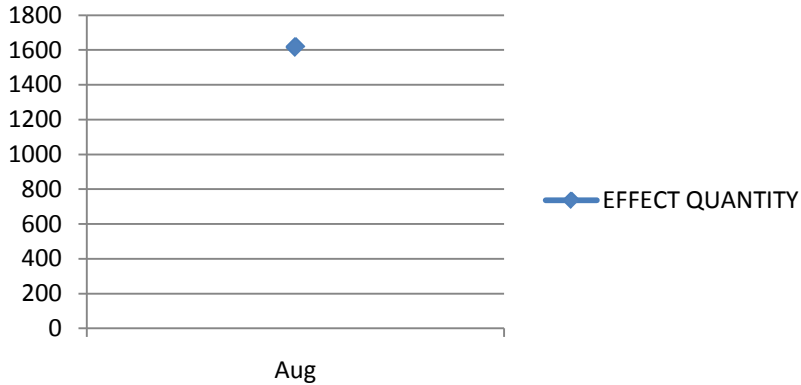
SAQ=5.5



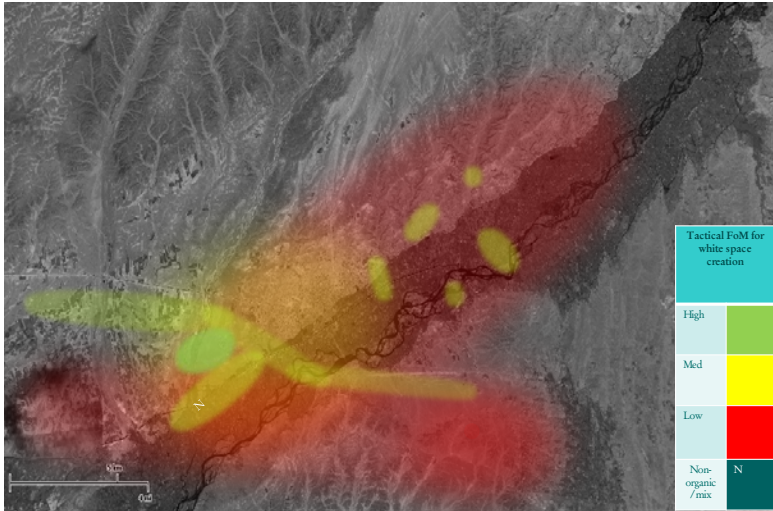
| Targets/COIs/POIs Generated for BG | Targets/COI/POIs Generated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
|------------------------------------|---------------------------------------|-----------------|---------------------|
| 59 | 18 | 9 | 12 |

$$\begin{aligned}
 \text{QEQ} &= \text{TG} \times \text{TA} \\
 &= (59 + 18) + (9 + 12) \\
 &= 167
 \end{aligned}$$

QEQ Aug



Map 1.0 August 2010 Tactical FoM

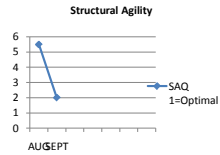
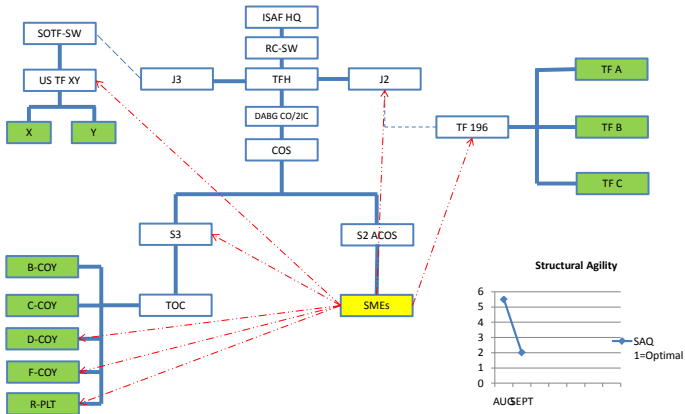


(N) = TF X



SEPTEMBER 2010

SAQ=2.0

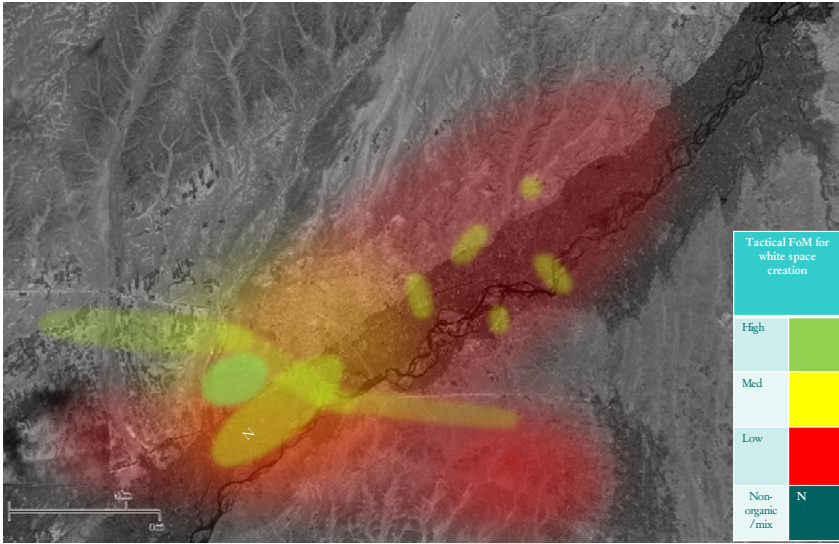
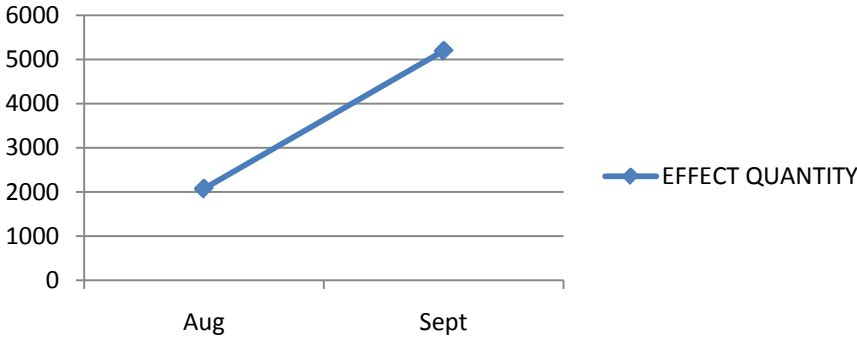


| Targets/COIs/POIs Generated for BG | Targets/COI/POIs Generated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
|------------------------------------|---------------------------------------|-----------------|---------------------|
| 29 | 60 | 9 | 45 |

| |
|---------------------------|
| QEQ=TGxTA |
| = (29+60) + (9+45) |
| = 5194 |

Map 2.0 September 2010 Tactical FoM

QEQ September

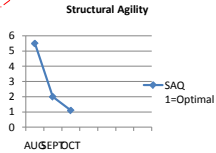
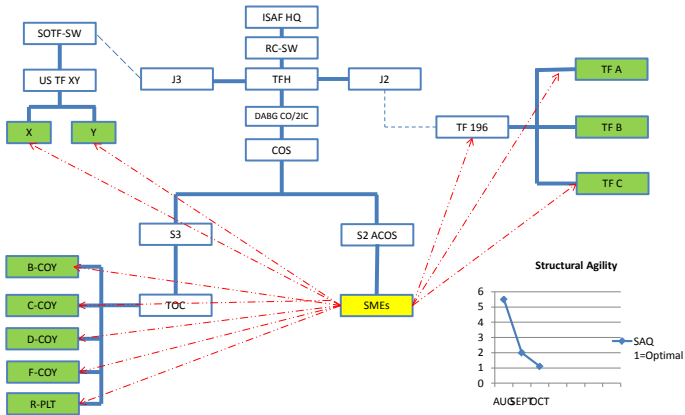


(N) = TF X, TF Y, ATF



OCTOBER 2010

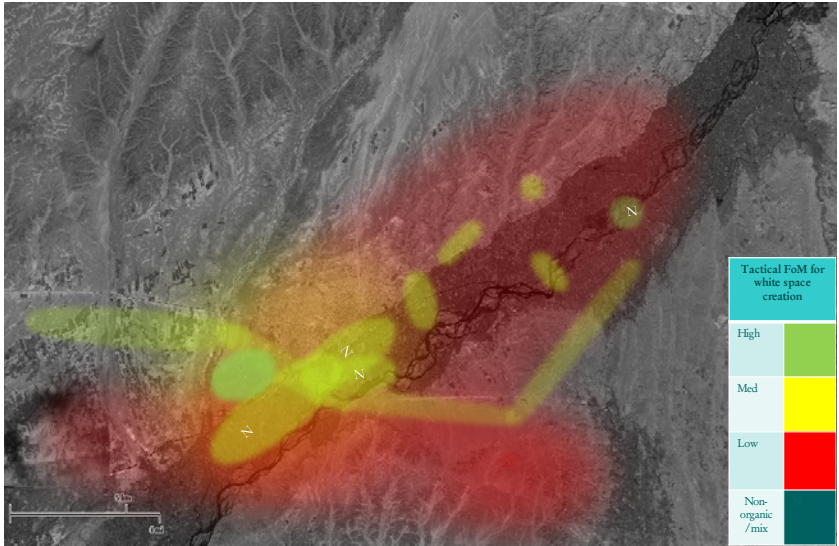
SAQ=1.3



| Tar­gets/COIs/POIs Gen­erated for BG | Tar­gets/COI/POIs Gen­erated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
|--------------------------------------|---|-----------------|---------------------|
| 98 | 84 | 8 | 59 |

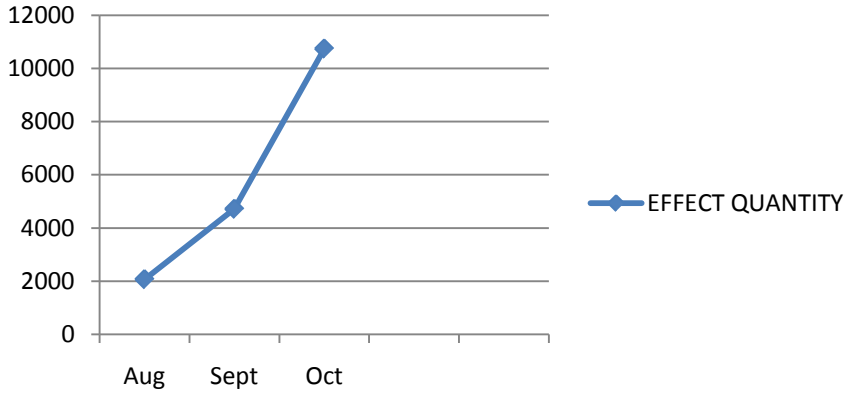
$$\begin{aligned}
 \text{QE}Q &= \text{T}G \times \text{T}A \\
 &= (98 + 84) + (8 + 59) \\
 &= 12194
 \end{aligned}$$

Map 3.0 October 2010 Tactical FoM



(N) =MSOC, TF Y, ATF, BRF

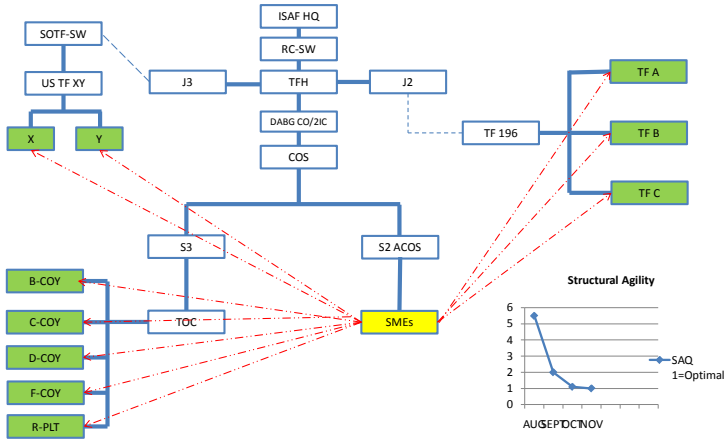
QE­Q Oct





NOVEMBER 2010

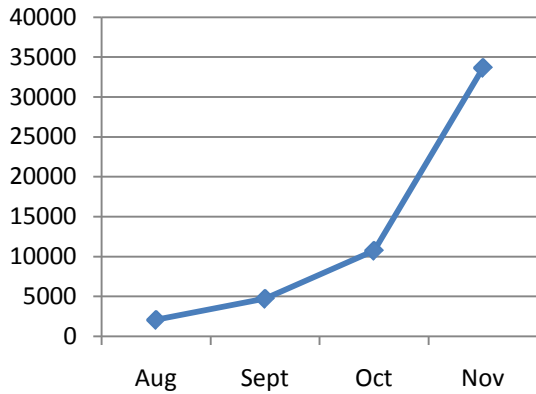
SAQ=1.0



| Targets/COIs/POIs Generated for BG | Targets/COI/POIs Generated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
|------------------------------------|---------------------------------------|-----------------|---------------------|
| 269 | 157 | 26 | 53 |

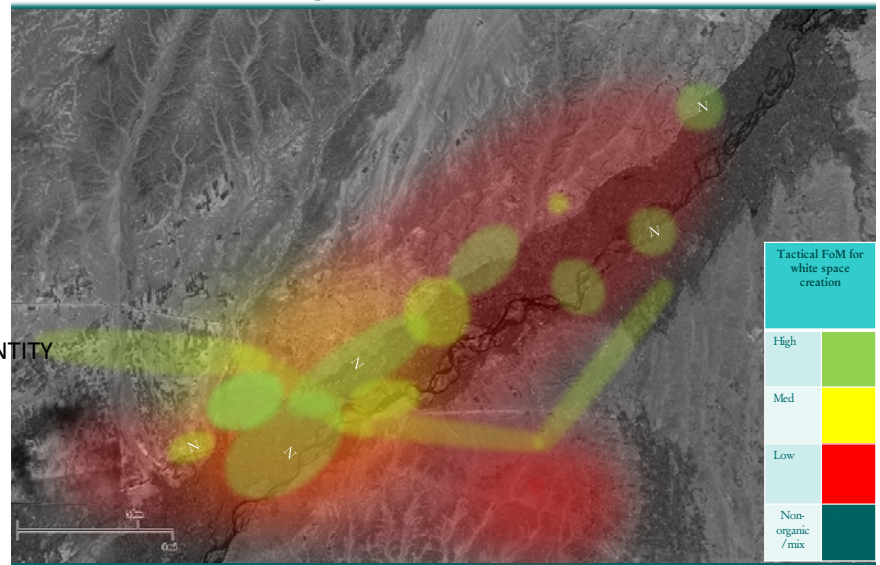
| |
|------------------------------|
| QEQ=TGxTA |
| = (269+157) x (26+53) |
| = 33654 |

QEQ November



◆ EFFECT QUANTITY

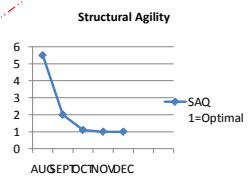
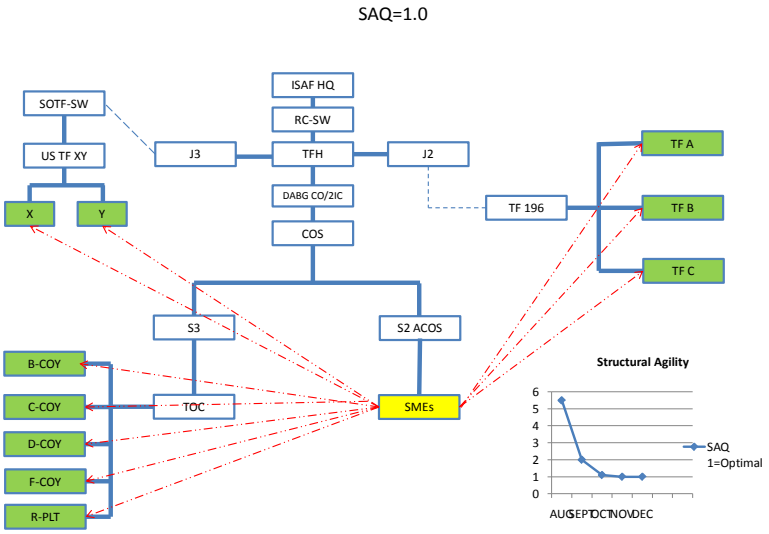
Map 4.0 November 2010 Tactical FoM



(N) = MSOC, TF Y, ATF, BRF, BAG, AFG 7th and 4th Commandos



DECEMBER 2010



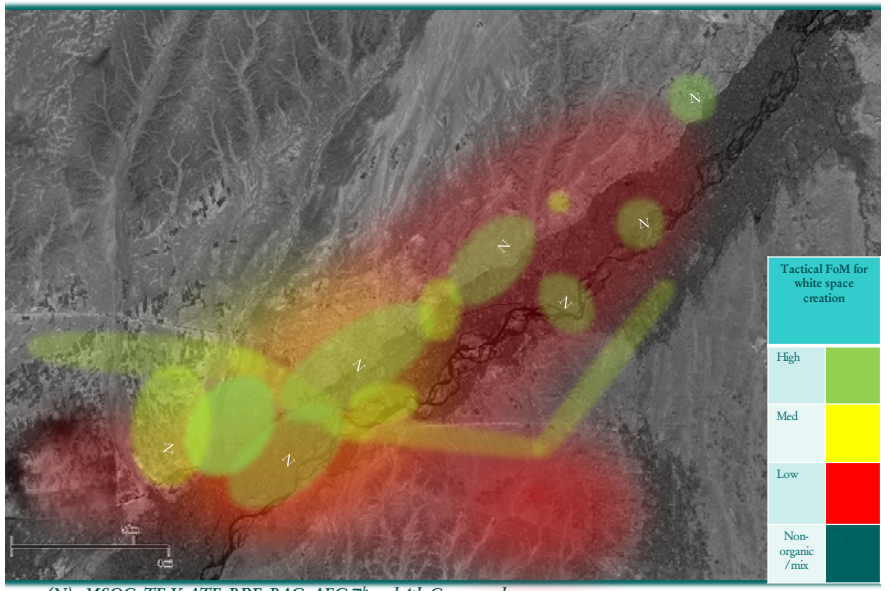
| Targets/COIs/POIs Generated for BG | Targets/COI/POIs Generated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
|------------------------------------|---------------------------------------|-----------------|---------------------|
| 238 | 30 | 35 | 21 |

QE_Q = TG × TA

= (238 + 30) × (35 + 21)

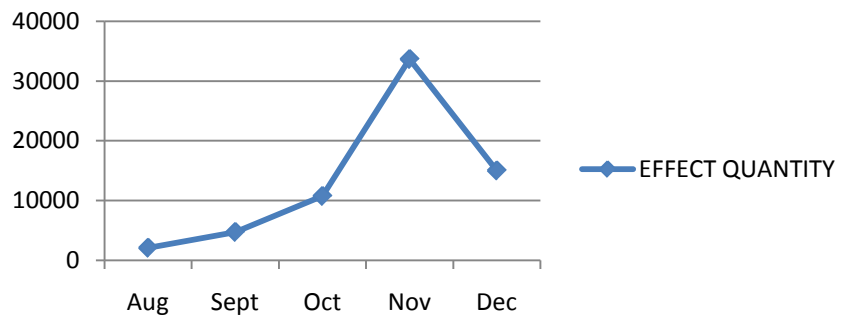
= 15008

Map 5.0 December 2010 Tactical FoM



(N) = MSOC, TF Y, ATF, BRP, BAG, AFG 7th and 4th Commandos

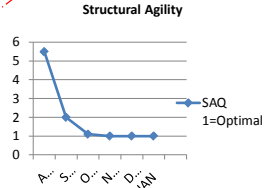
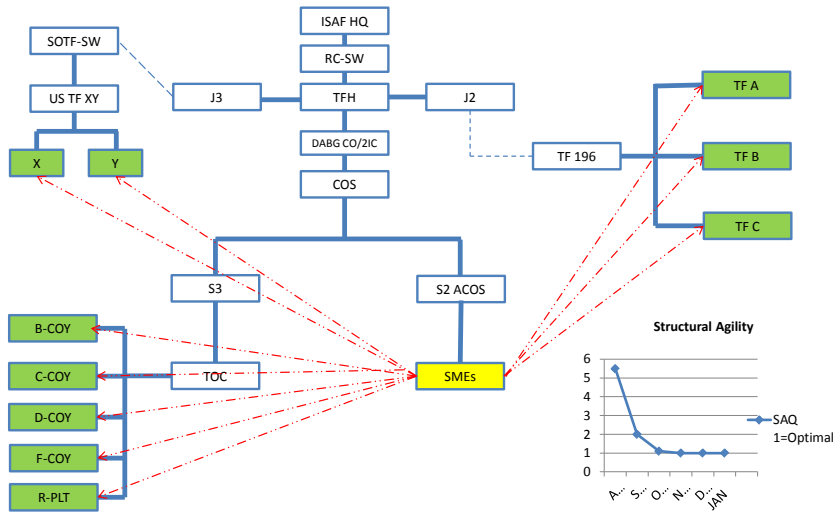
QE_Q Dec





JANUARY 2011

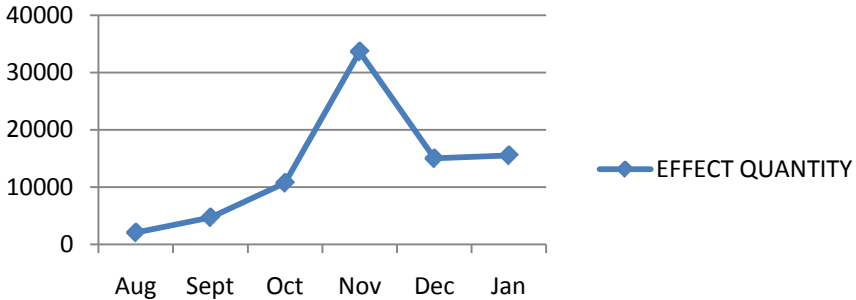
SAQ=1.0



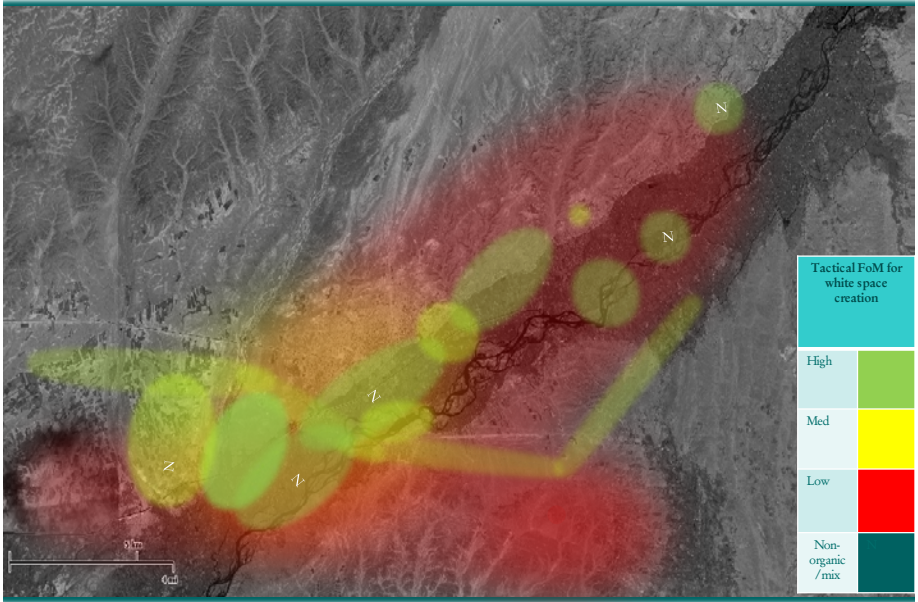
| Targets/COIs/POIs Generated for BG | Targets/COI/POIs Generated for SOF/SF | Exploited by BG | Exploited by SOF/SF |
|------------------------------------|---------------------------------------|-----------------|---------------------|
| 282 | 35 | 33 | 16 |

$$\begin{aligned}
 \text{QEQ} &= \text{TG} \times \text{TA} \\
 &= (282 + 35) \times (33 + 16) \\
 &= 15533
 \end{aligned}$$

QEQ Jan



Map 6.0 January 2011 Tactical FoM



(N)=MSOC, TF Y, ATF, BRF, BAG, AFG 7th and 4th Commandos



KEY DYNAMICS SUMMARY



- 1. Role/responsibility driven networking will naturally occur despite hierarchal constructions.**
- 2. Within a hierarchal orgnaisation, counter-networking (vertical networking) will also naturally occur.**
- 3. Counter-networking frustrates self-synchronisation.**
- 4. Networked C2 increases battlespace agility.**
- 5. As battlespace agility increases effect production increases.**
- 6. SOF/SF unit constructions and planning processes are far more agile than conventional constructions due to streamlined C2.**
- 7. SOF/SF unit are far more effect than conventional constructions due to increased agility.**
- 8. Hierarchal (stovepipe) management of the synchronisation of activities and effects promotes fragmentation and severly reduces battlesapce agility.**



Suggested General Principles for Organisation



1. Authority to act must be pushed to the edge where there are capacities to interact with the environment.
2. The C2 between knowledge production and the authority to take action must be streamlined as much as possible.
3. Knowledge development support must be pushed to the edge in support of authority to act.
4. ALL internal organisational activities should be subject to an effect analysis with regards to supporting the previous 3 points.



1. New specialists for network organisation support.
 - Synchronisation experts
 - Social Network Managers
 - Social Network Planners/Builders
2. MSOC, SOTF-SW, CANSOFCOM – as possible models for small army construction.
3. RMA 4G – Revolution in Military Affairs 4th Generation