



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

Title: Kitae III- Unit Construction for Effect in Battlespace Helmand

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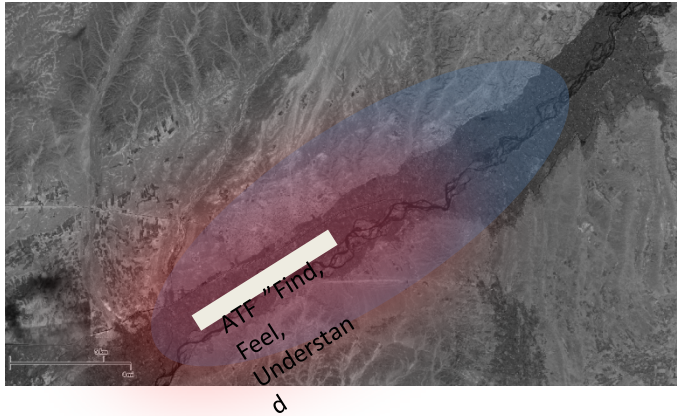
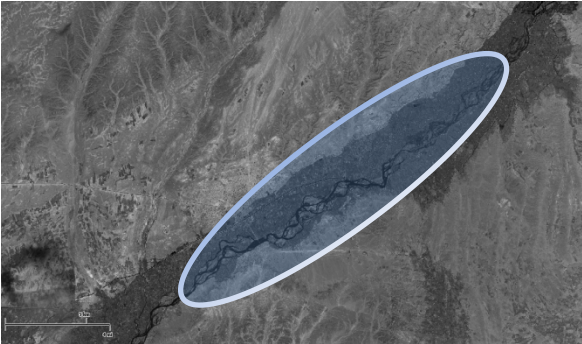
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- 1. RCT & Constructivism**
- 2. Identities and Norms**
- 3. EBAO Context**
- 4. COIN**
- 5. Agility**



ANALYTICAL FRAMEWORK



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

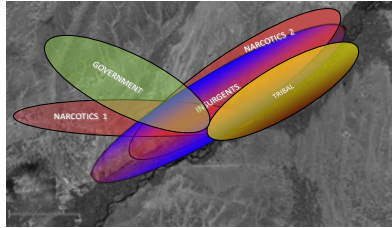
The Commanders intent for the 6 months was to re-gain CF FoM in order to access the local population for human terrain mapping, and to set the foundation for expanding GIRoA influence.

Physical Domain	Cognitive Domain
Challenges	Challenges
ATF Solutions	ATF Solutions - Role of Identity & Norms



COIN ENVIRONMENT

MAP 2.0 Network Approach





PHYSICAL DOMAIN

Challenges Physical Domain	ATF Construct Solutions
The INS FoM through loose networked cells, and flexible C2.	Effect minimized by using flexible network construction of different sized maneuver groups with flexible C2 with regards to maneuver authority supplemented by CF C2 for force-multiplying capacities.
The INS advantage in early warning and operational field intelligence.	Use of out of better educated out of area Afghan soldiers to minimize or exploit the INS reconnaissance and communications network through their own cultural awareness supplemented by CF ISTAR technology and specialists.
The INS IED strategy.	Adaption of TTPs that standardize night maneuver over difficult terrain combined with CF night vision and ISTAR technology, as well as sniffer dogs.
The INS SAF strategy.	Adaption of TTPs that standardize night maneuver to objectives, sufficient rudimentary firepower, supplemented by CF fires and specialists.





COGNITIVE DOMAIN

Challenges Cognitive Domain	ATF Construct Solutions
The INS advantage over CF in the operational environment due to common identity and shared norms with the LN.	Nullified this advantage as the ATF also had a common identity and norms with LN, but minus the local historical baggage.
The INS advantage over CF in terms of influence because of their access to LN areas, and complete familiarity with their norms.	Nullified the INS advantage and received force-multiplier in terms of CF info campaign support in terms of material and messaging expertise.
INS intelligence dominance in the battlespace due their identity and inherent norms found it easier to exploit LN for intelligence purposes.	The ATF nullified this advantage and provided an intelligence production force multiplier for CF by integrating a CF trained Afghan J2 with analytical support at ATF.





SUMMARY

1. Cognitive tools/controls can be used to enhance the construction of a unit for its environment.
2. Identity and norms play a key role in determining the cognitive effect of a unit.
3. Intersubjectivity is the dynamic that drives the relationship of the unit to its environment.



FUTURE RESEARCH



1. Isolate how to categorize various determininants of cognitive effect relative to units purpose. (Degree of COIN determines degree of identity required?)
2. Isolate and develope techniques for specialisation of personnel as unit 'plug & play' unit construction specialists.