



The LOCI-method: Collaboration Building in Complex Endeavors Based on Analysis of Interdependencies

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Dr. Wim Kamphuis
Dr. Peter Essens

Presented by:
Christine van Burken
phD student

*“Moral issues in
network enabled collaborations”*



21st century missions

- › Highly complex → Creation of coalitions, comprehensive approaches
- › Entities from military, political, social, economic domains

- › Differences in:
 - › Goals
 - › Organizational characteristics
 - › Political perspectives
 - › Values and norms
 - › Etc.

- › With whom to cooperate in what way?



N2C2M2 (Nato NEC C2 Maturity Model)

- › Focus on being able to operate at higher levels of C2 maturity
- › C2 Agility: different C2 approaches can be selected for different situations
- › No elaboration on *how* appropriate partners and C2 approaches should be selected!
- › New approach: LOCI method



1) Mathieu, Marks, & Zaccaro, 2001

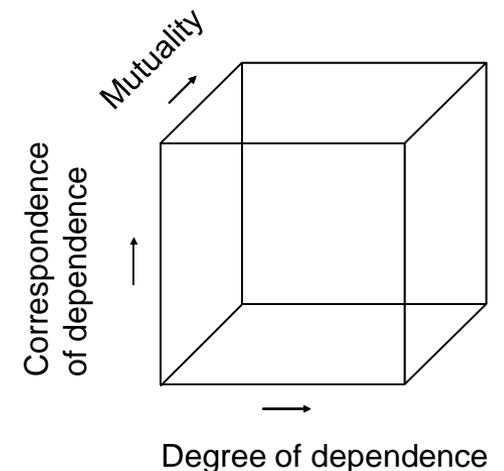
2) cf. Thibaut & Kelley, 1959

Proposed LOCI method

- › Interdependence most important determinant and consequence of cooperation choices

- › Three basic forms of interdependence on¹⁾
 - › Input (information, resources)
 - › Process (operational level)
 - › Outcome (objectives)

- › Three critical properties of interdependence²⁾
 - › Degree
 - › Mutuality
 - › Correspondence



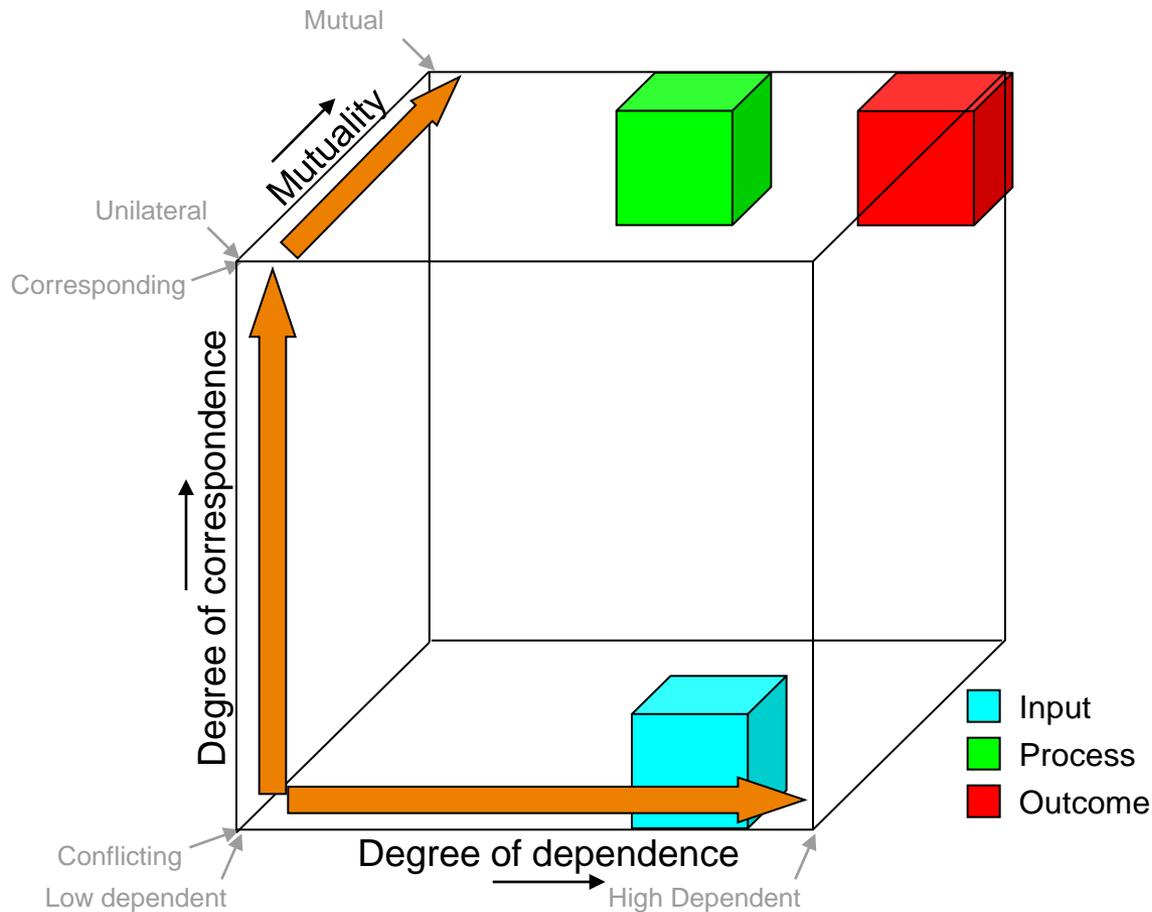


LOCI-Method

1. Determine task and goals
Why, What, Where, When, How
2. Define stakeholders
Different techniques possible (e.g., Bryson, 2003, Ramirez, 1999)
3. Describe dependencies
Use of instrument to score dependencies
4. Representation of results
Interdependence Space
5. Choose partners and cooperation approaches
Use of set of generic principles
6. Create agreement
Negotiations stage and commitments stage (Ring & Van de Ven, 1994)
7. Cooperate

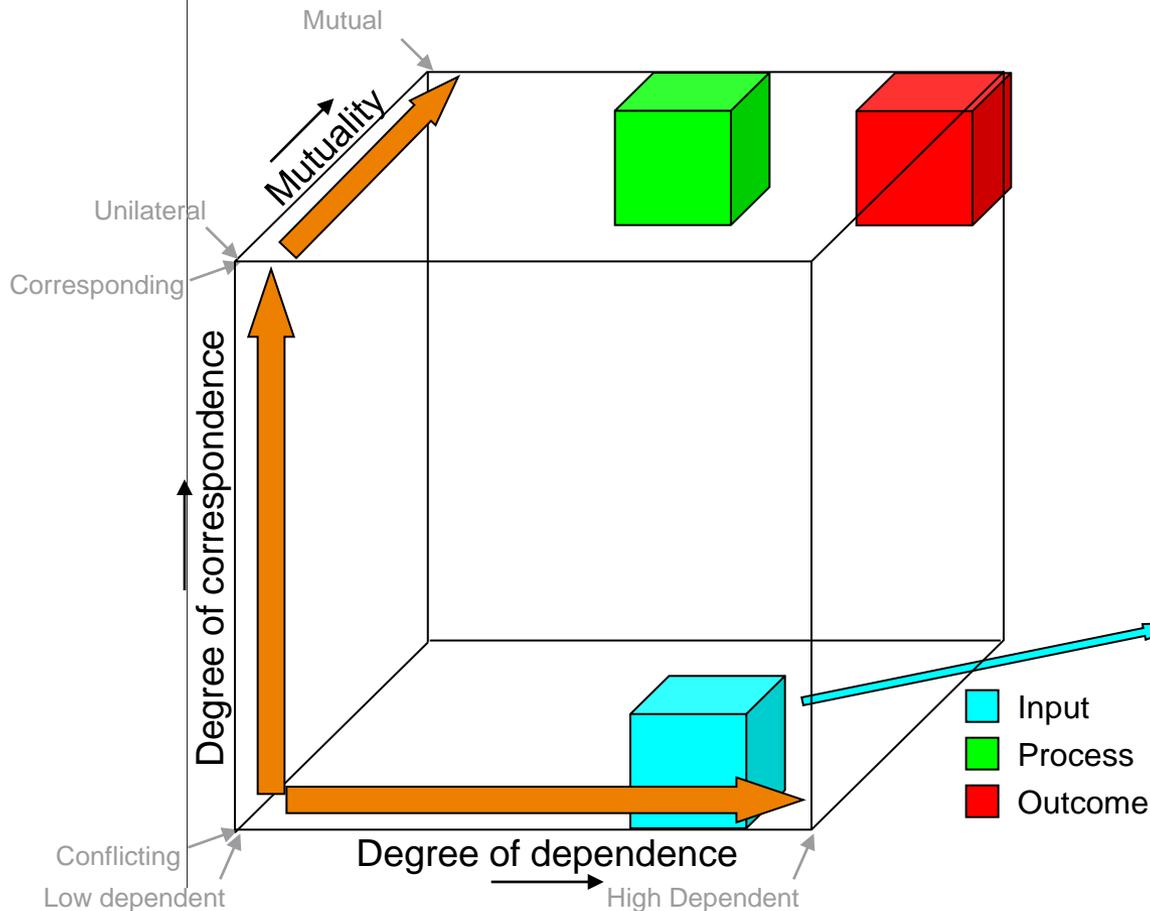


The Interdependence Space





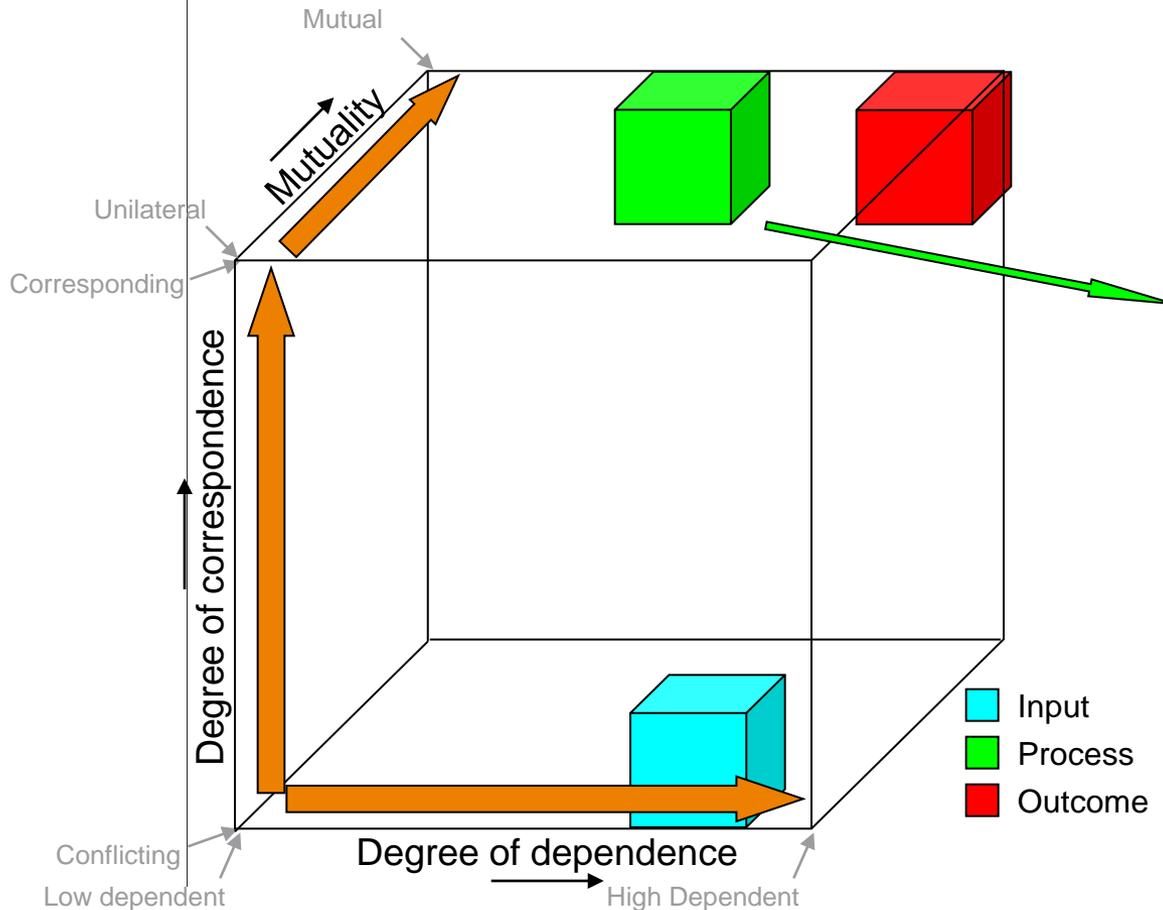
The Interdependence Space



1. You are highly dependent upon another party for certain resources
2. The other party needs these same resources too
3. The other party does not depend on you for resources



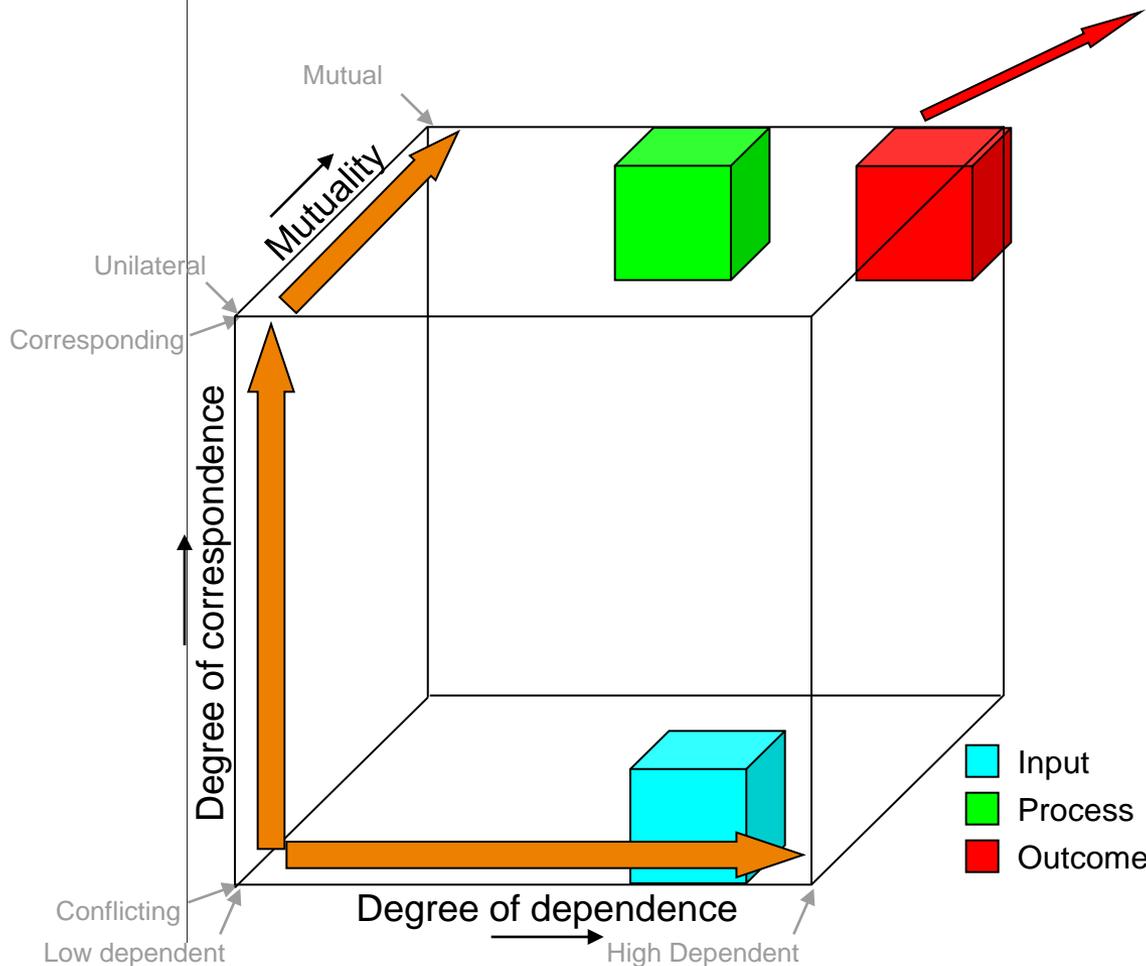
The Interdependence Space



1. You have to interact to some extent with the other party to perform your mission
2. You and the other party can cooperate with each other well
3. The other party also needs to interact with you to perform its mission



The Interdependence Space

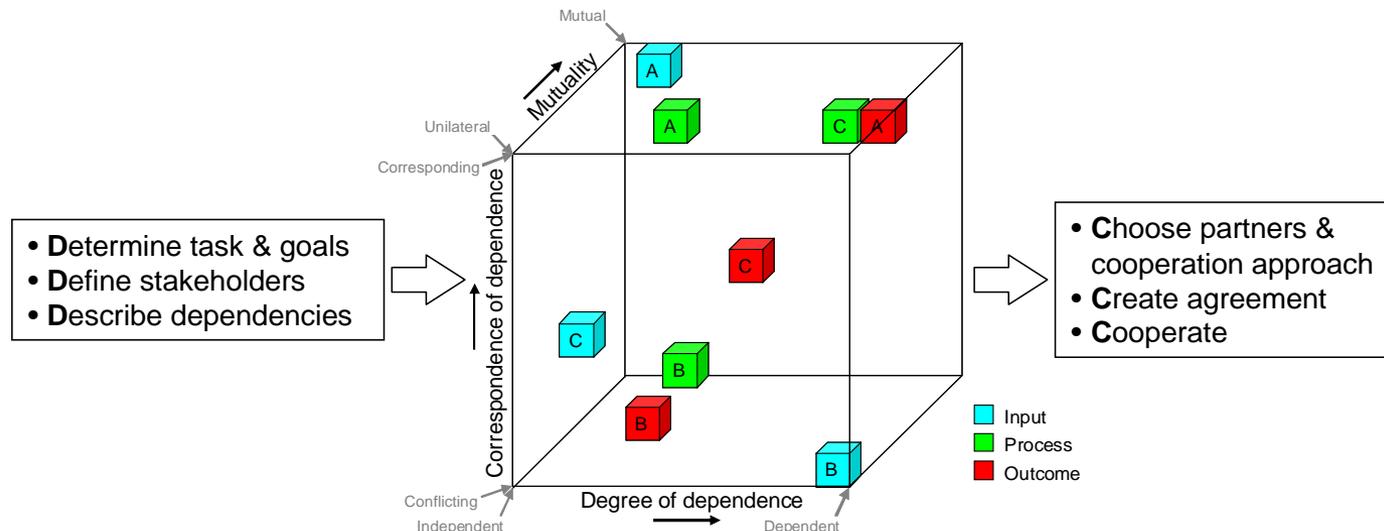


1. You are highly dependent upon the other party for reaching your goal
2. The other party is equally dependent on you for reaching its goals
3. Your goals and the other parties' goals are corresponding



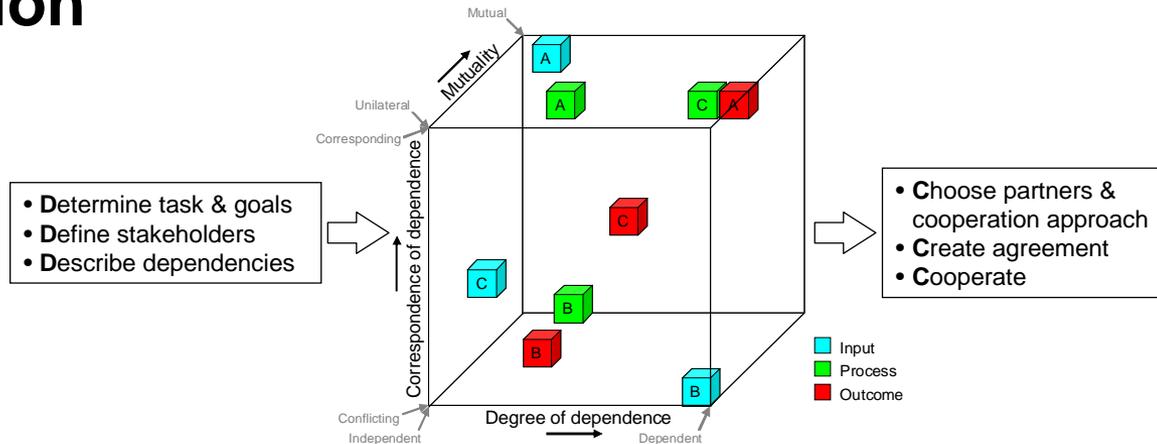
Use of Interdependence Space: The LOCI-Method

- › In comprehensive approach: interdependencies not fixed:
 - › Entities can choose between different potential partners to realize goals
 - › Entities can choose between different cooperation approaches
- › Hence: Levels Of Chosen Interdependence (LOCI) method





Discussion



- › LOCI provides an effective method to create insights in potential and requirements for cooperation
- › Plans to apply method in large scale Comprehensive approach exercise by end 2011