

# Command and Control Of Civil Military Operations

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# Perspective

## The Critic's View

- Military
- American
- Experiential
- Connective Theory
- Applied Model

# Critique: Military Orientation

- All organizations are living systems
- All organizations “do” operations
- Militaries are forms of organizations
- Militaries are living systems
- Militaries “do” operations
- Military operations’ experience should apply to the generic organizational set

# Critique (implied): American

- U.S. has large experiential base with CMO
- U.S. has large doctrinal base with CMO
- U.S. does have cultural bias
- U.S. bias should not blind researchers to value of the relevant parts of that experience and doctrine

# Critique: Measurement of Operational Success and Failure

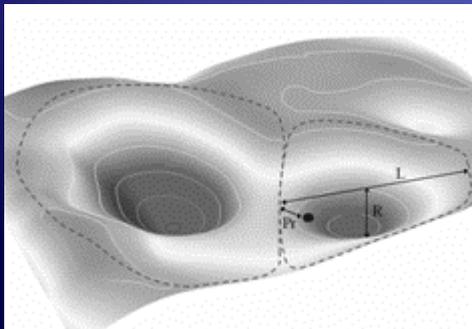
- Success/failure based on match between outcomes and goals
- Match determined by expert judgment
- If that is insufficient, then I make the call.

# Critique: Connective Theory

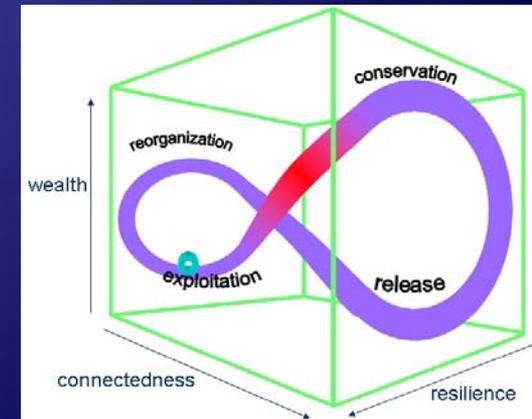
- Original Effort to tie three theoretical models too ambitious
- Modified case is to explore utility of Adaptive Cycle theory and C2 Approach Space in CMO C2

# Adaptive Cycle Theory

- Adaptive Cycle Theory based on several decades of Ecological research (from 1970s)
- Original research now extended to human-ecology interface
- Captures dynamics and uncertainty of complex organizations and operations
- Introduces logic and mathematical rigor into operational thinking (enhances scientific acceptance)
- Conceptually captures multiple stakeholders' and environmental actions (use of multidimensional state space)
- Provides lessons on limitations of human management in these types of operations



Adaptation or  
Transformation?



<u>Operation</u>	<u>Summary</u>	<u>CMO Objective*</u>	<u>Adaptability or Transformability</u>	<u>Success Or Failure</u>
PROMOTE LIBERTY	PANAMA, 1989-90	1-5	A	S
PROVIDE COMFORT	KURDISTAN, 1991	2,3,4	A	S
SEA ANGEL	BANGLADESH, 1991	3,4	A	S
CONTINUE HOPE	SOMALIA, 1993	1-5	T	F
JOINT ENDEAVOR	BOSNIA, 1995-?	1-5	T	?
UPHOLD DEMOCRACY	HAITI, 1995	1-5	A	?
Post-ALLIED FORCE	KOSOVO, 1999-?	1-5	T	?S
ENDURING FREEDOM	AFGHANISTAN, 2001-?	1-5	T	?
IRAQI FREEDOM	IRAQ, 2003-?	1-5	T	?
UNIFIED ASSISTANCE	Asian Tsunami, 2004	3,4	A	S
JTF-KATRINA	Gulf States, 2005	1-4	A	?S
Operation LIFELINE	PAKISTAN, 2005	3,4	A	S
UNIFIED RESPONSE	HAITI, 2010	1-4	A	S

# Evidence of Theory Support

\*CMO OBJECTIVES: 1=Support to Civil Authority; 2=Populace & Resource Control; 3=Humanitarian Assistance; 4=Nation Assistance; 5=Civil Information Management

# Observations

- Adaptations more frequent, more successful than Transformations
- C2 model for adaptation requires creativity, flexibility
- “Edge” Organization Model fits required C2 model
- Adaptive Cycle Theory is a productive “lens” thru which one can view C2 for CMOs