



# **The Effects of Strategic Communication Principles on C2 Agility, Complexity/Uncertainty, and C2 Maturity**

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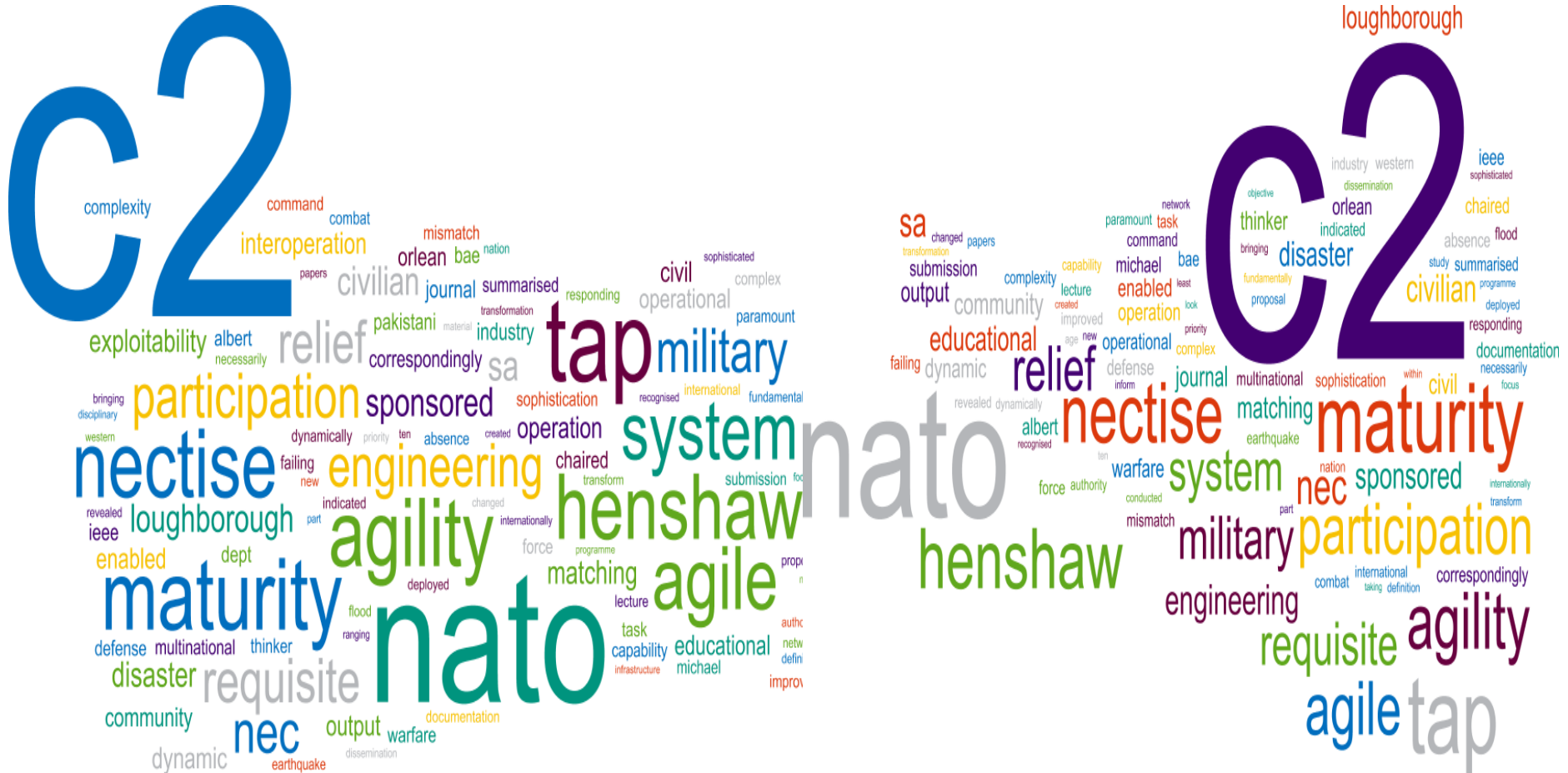


# Outline

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- \* **The Effects of Strategic Communication on:**
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  - **C2 Maturity**
- \* **Conclusion**

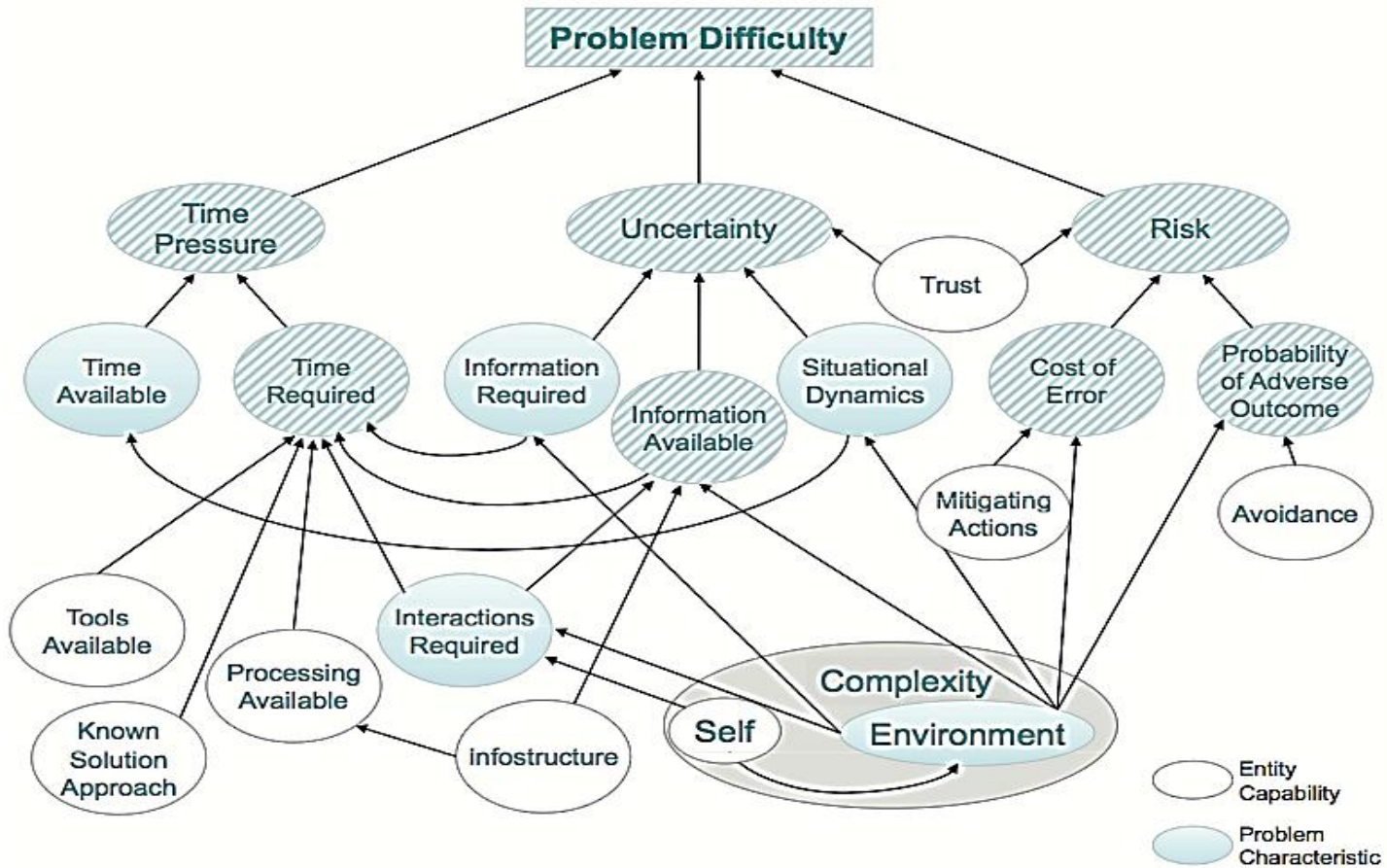


# Introduction

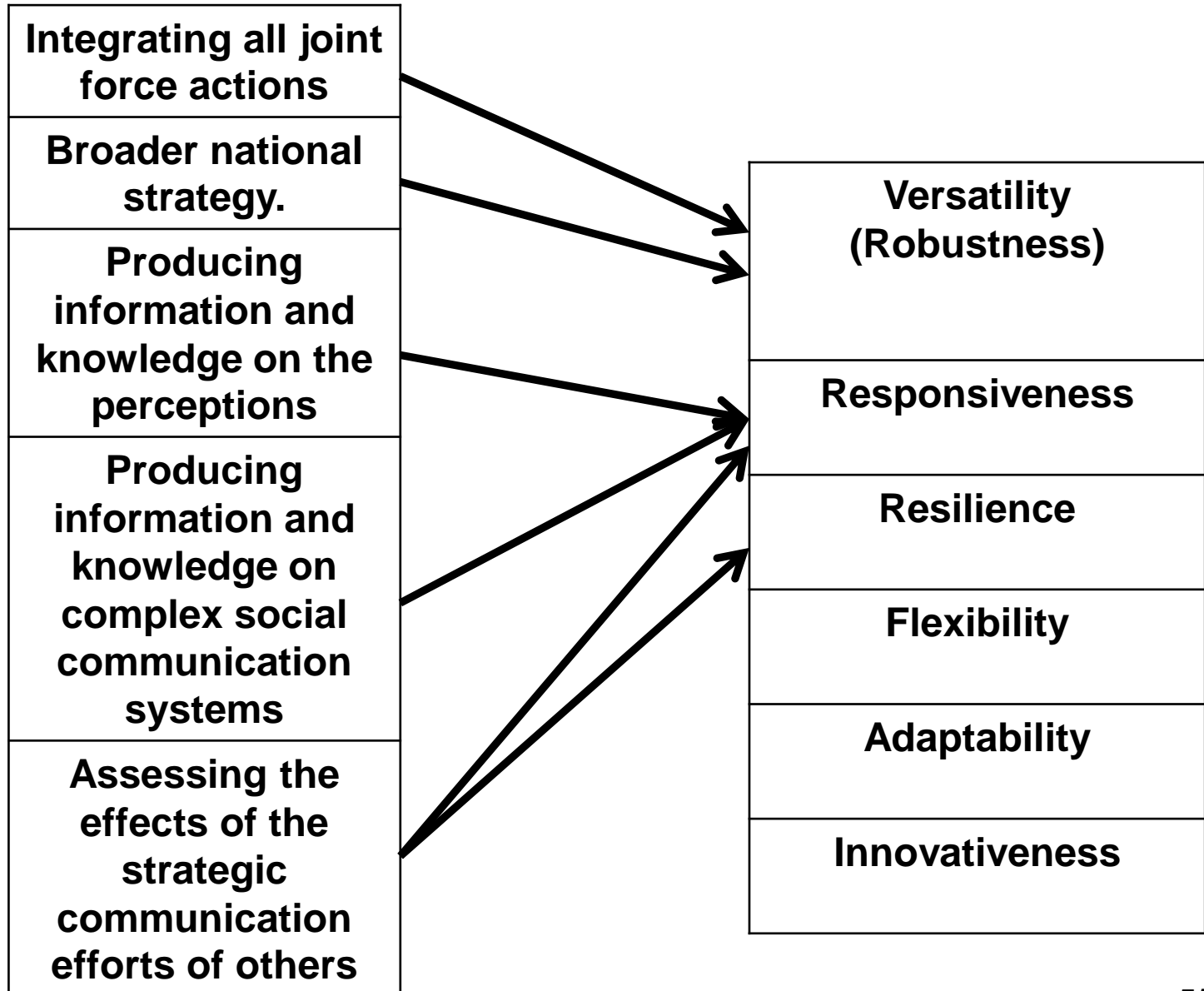




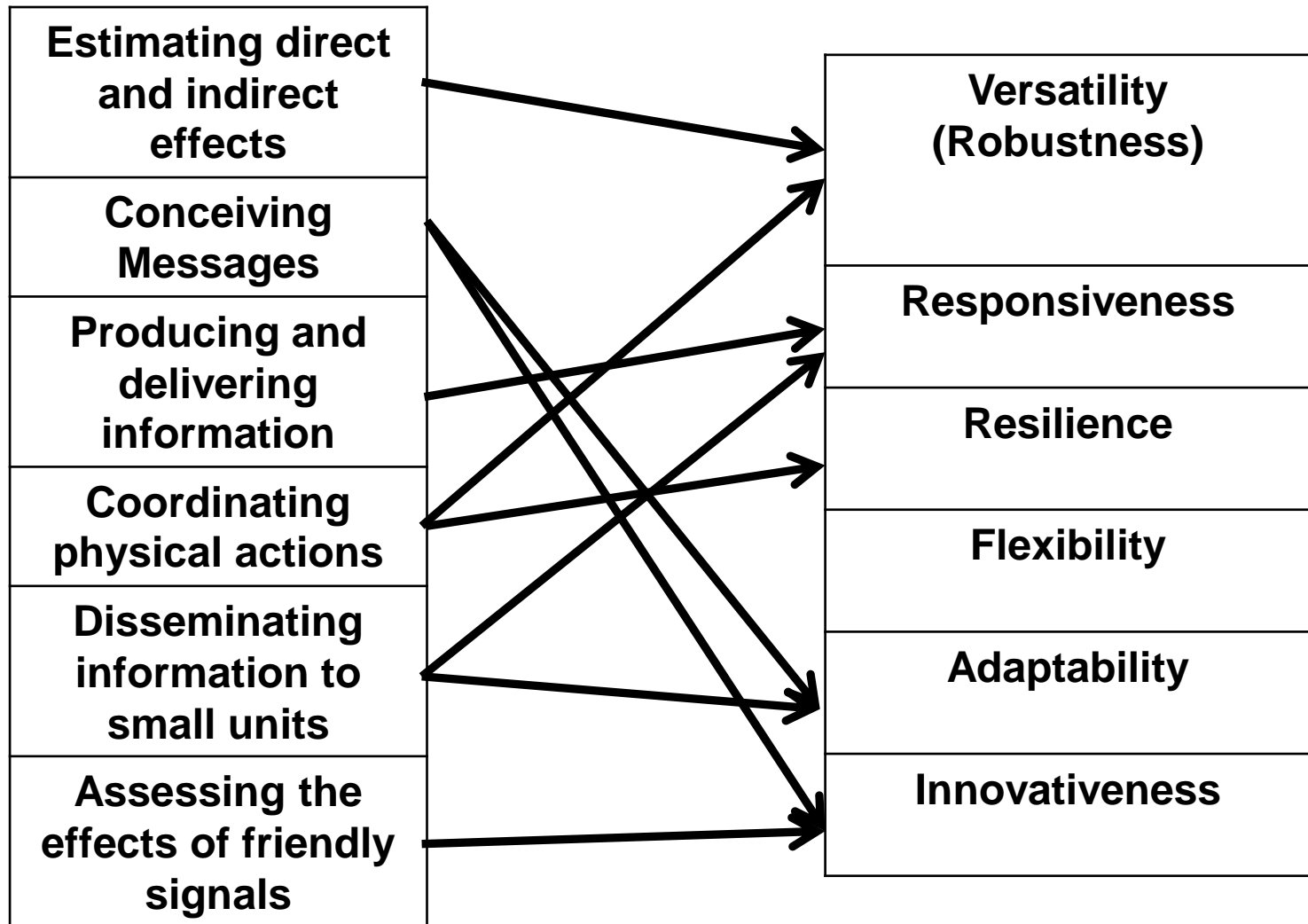
# Problem Difficulty



# Strategic Communication-C2 Agility Relation



# Strategic Communication-C2 Agility Relation



# Strategic Communication-C2 Agility Relation Versatility(Robustness)(Good Example)

## Broad Theme

Improving regional security  
through cooperation with  
Mesonesia.

## Strategic Objectives

Improving relations, enhancing  
the U.S. credibility and  
legitimacy

Determined standards of “success”

Determined actions to take

Focused on specific areas

Prevented unnecessary force deployments

Enhanced control over units and area

Delineated HQ’s area of interest

Prevented force allocations to other  
functions

Concentrated capabilities on specific areas



# Strategic Communication-C2 Agility Relation Versatility(Robustness)(Good Example)

## Central Aspect

Developing cooperative security arrangement and building partnership

Improved capabilities of armies through interaction

Lessened the uncertainty

Facilitated cooperation





# Strategic Communication-C2 Agility Relation Versatility(Robustness)(Bad Example)

In Somalia between 1993 and 1994:

There was not a “Broad Strategy”

Hardly prevented rumors and misinformation among UNOSOM staff

UNOSOM HQ was not able to influence diplomatic community

Countries contributing troops to the force were ignored and not informed adequately

Political, humanitarian, and military strategies were independent from each other

There was not a group of planners responsible for formulating this over-arching strategy



# Strategic Communication-C2 Agility Relation Versatility(Robustness)(Bad Example)

## Results:

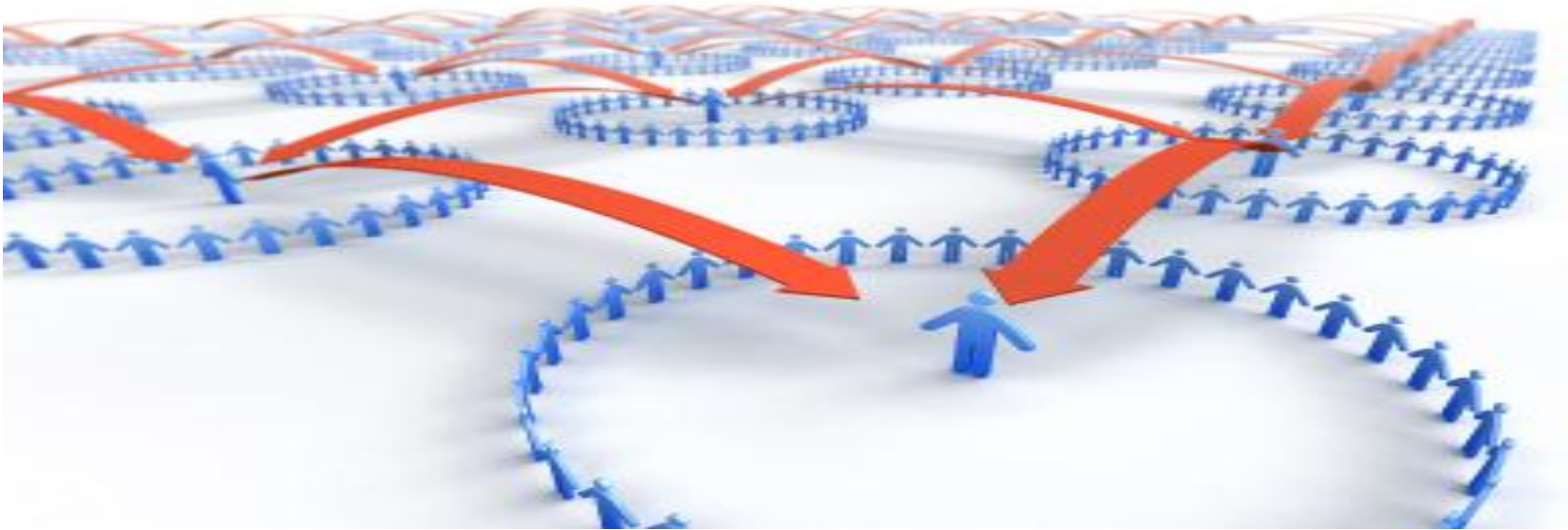
A **decayed C2 structure** without any means of robustness and agility

**Lack of coordination** of the partners' physical capabilities and **poor maintenance of their support** for the operation

**UNOSOM HQ could not retain its versatility** required to display appropriate C2 Agility.



# Strategic Communication-C2 Agility Relation Responsiveness-Resilience (Good Example)



Social network analysis to identify **key** persons,

Academic and commercial research into **perceptions**

**Content** analysis of information products

Indexing **opinion leaders**

**Recognizing** the  
change in the  
environment or  
**anticipating**



# Strategic Communication-C2 Agility Relation Responsiveness-Resilience (Good Example)



When PACOM depicts the map of different social communication network to identify other actors in the area, the HQ attained two advantages with respect to its C2 Agility.

It was able to respond to the changes **in an appropriate way** in a very short time.

It **identified the deficiency** and inadequacy in its C2 ability and tried to **repair the lost capability**.



# Strategic Communication-C2 Agility Relation Responsiveness-Resilience (Bad Example)

In Somalia between 1993 and 1994:

Two factional leaders (Aideed and Ali Mahdi) disseminated  
**propaganda messages**

The audience was influenced by these groups and **was not  
accessible for UN PSYOP units**

The decision makers **could not produce and deliver** appropriate  
messages

The UN HQ **tried to formulate PSYOP** without including radio and  
newspaper

**UNOSOM did not have an integrated information strategy at all**



# Strategic Communication-C2 Agility Relation Responsiveness-Resilience (Bad Example)

## Results:

**UNOSOM could not explain why it was in Somali**

**It could not utilize the effective media machineries**

**UNOSOM HQ's responsibility to assess the target audience was never fulfilled.**



# Strategic Communication-C2 Agility Relation

## Flexibility-Innovativeness- Adaptability

Pretesting the messages on “focus groups”

Developing metrics to measure the effects

Utilizing polls, follows blogs

Collecting data to have a deeper understanding

Developing timely and culturally appropriate messages

Choosing alternatives formulated by the strategic communication efforts.

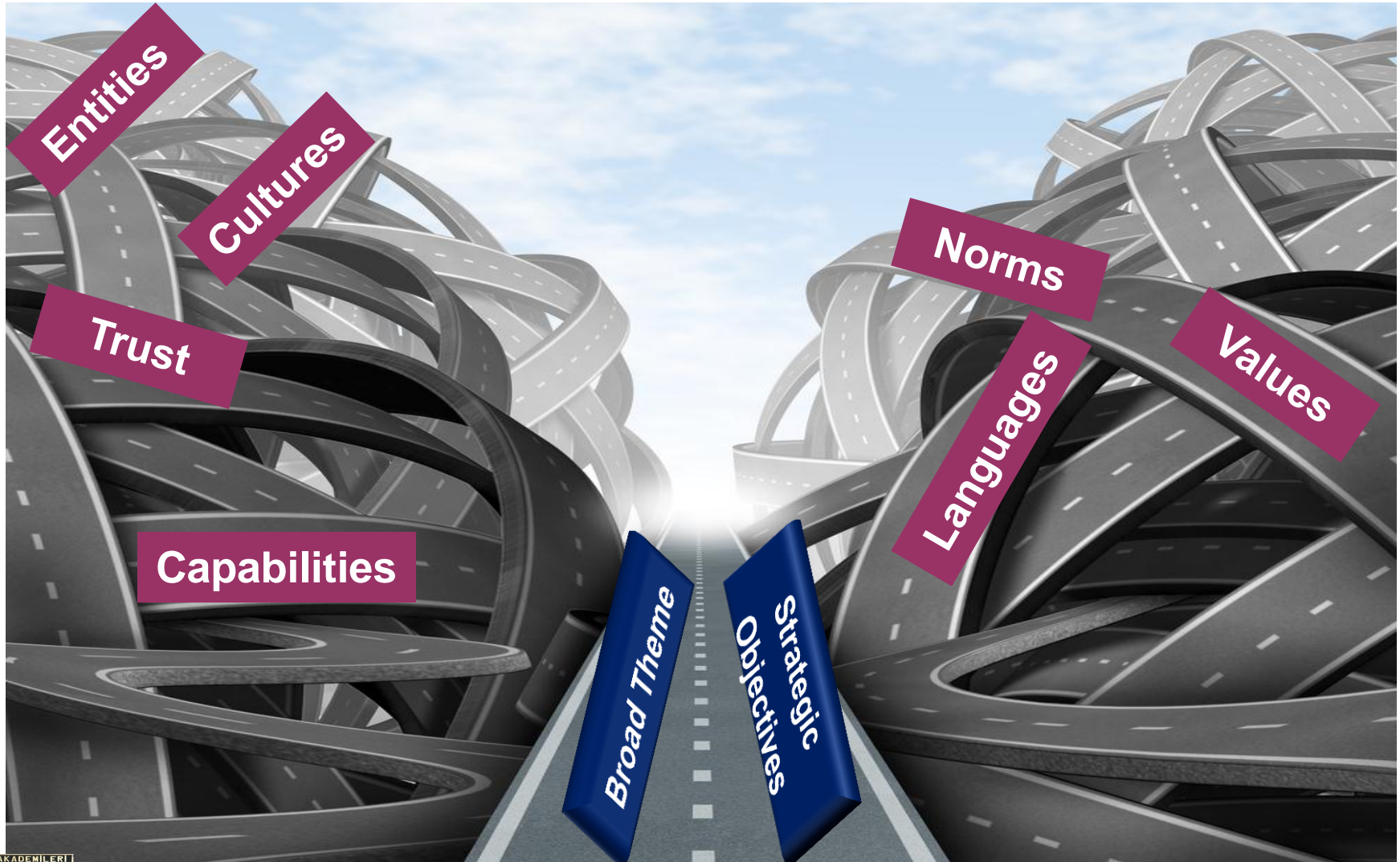
Improving new strategies according to the changes in the operation area

Becoming “suited for the challenge”



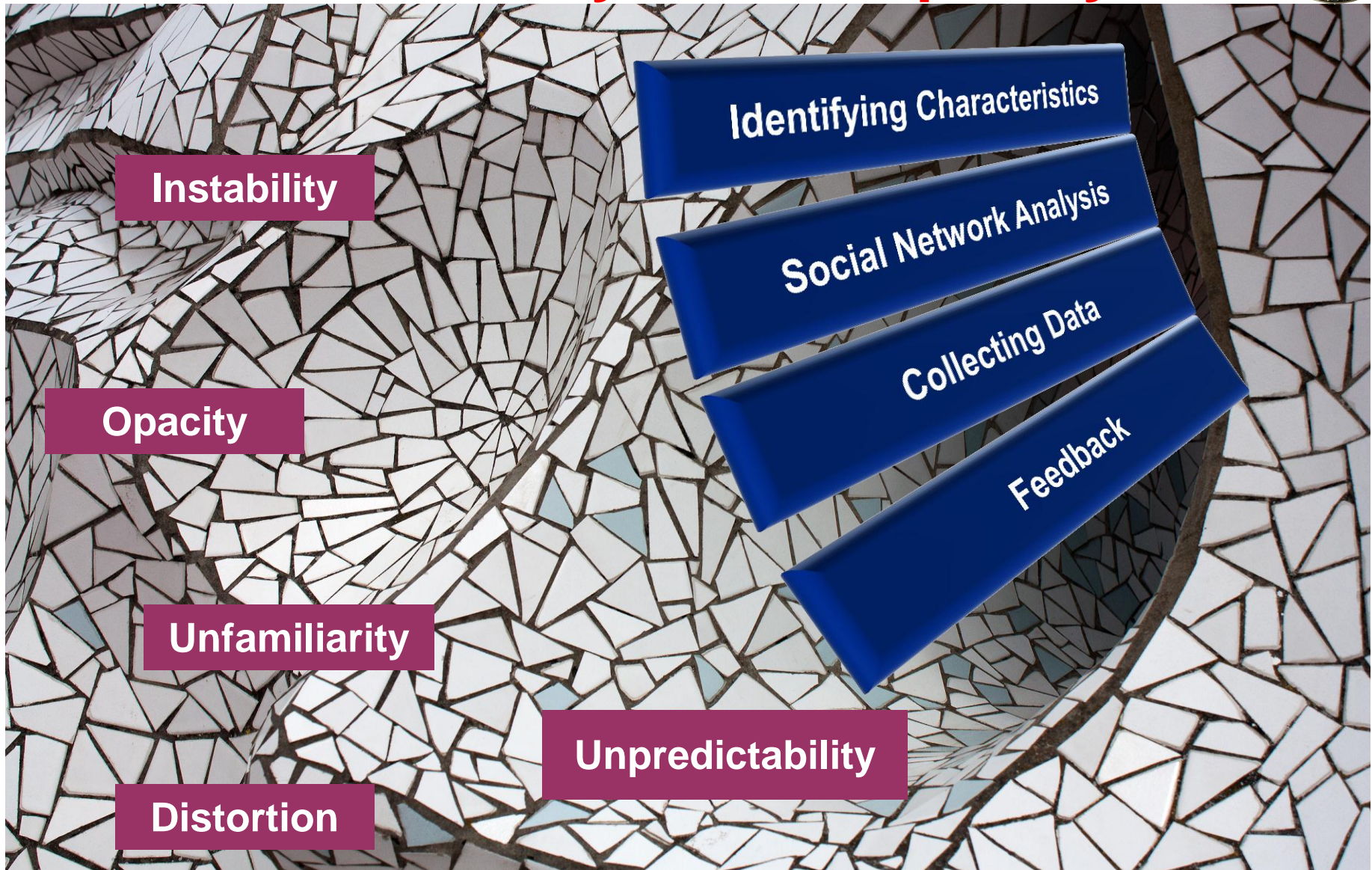


# Effects of Strategic Communication on Uncertainty and Complexity





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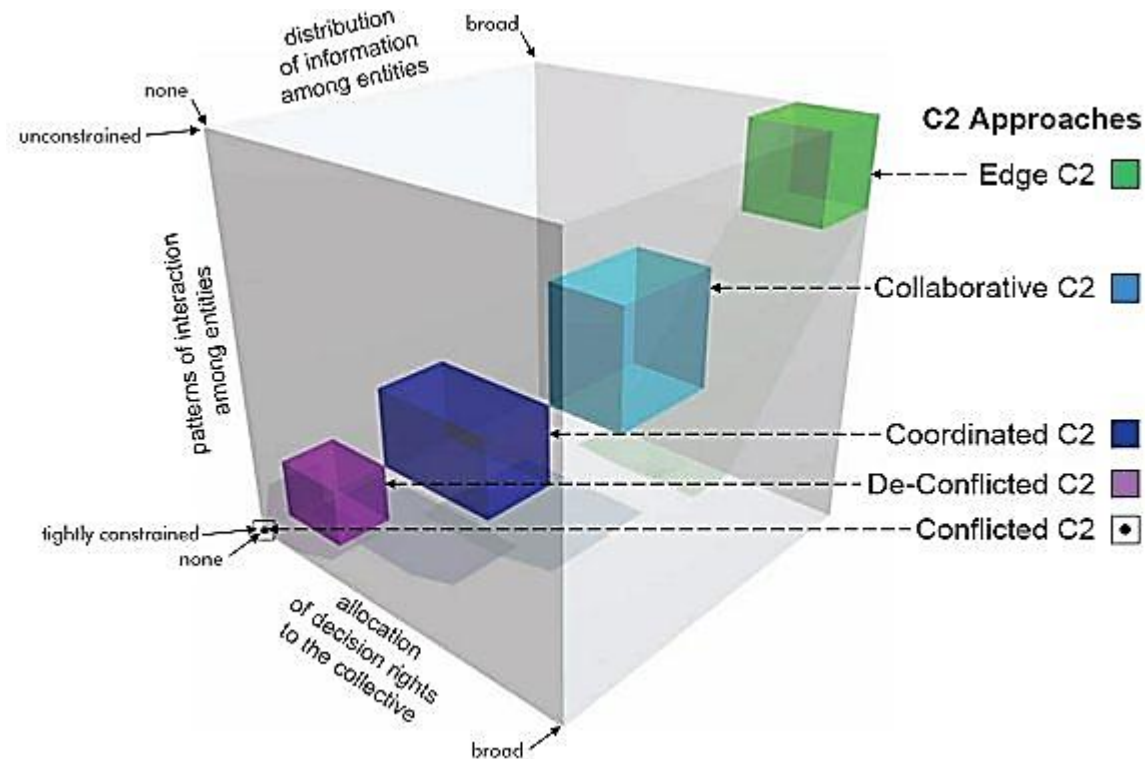


# Effects of Strategic Communication on C2 Maturity

**C2 Maturity** = **f** (C2 Approaches, Recognition of Situation, C2 Agility)



# Effects of Strategic Communication on C2 Maturity (C2 Approaches)



	<b>Distribution of Information</b>	<b>Allocation of Decision Rights</b>	<b>Patterns of Interaction</b>
<b>Strategic Communication</b>	<b>Use</b>	<b>Allow</b>	<b>Encourage</b>



# Effects of Strategic Communication on C2 Maturity (Recognition of Situation)



Dynamic

Complicated

Simple

Complex

Feedback

# Effects of Strategic Communication on C2 Maturity (C2 Agility)

## Strategic Communication-C2 Agility Components Relations (Slayts:5-16)

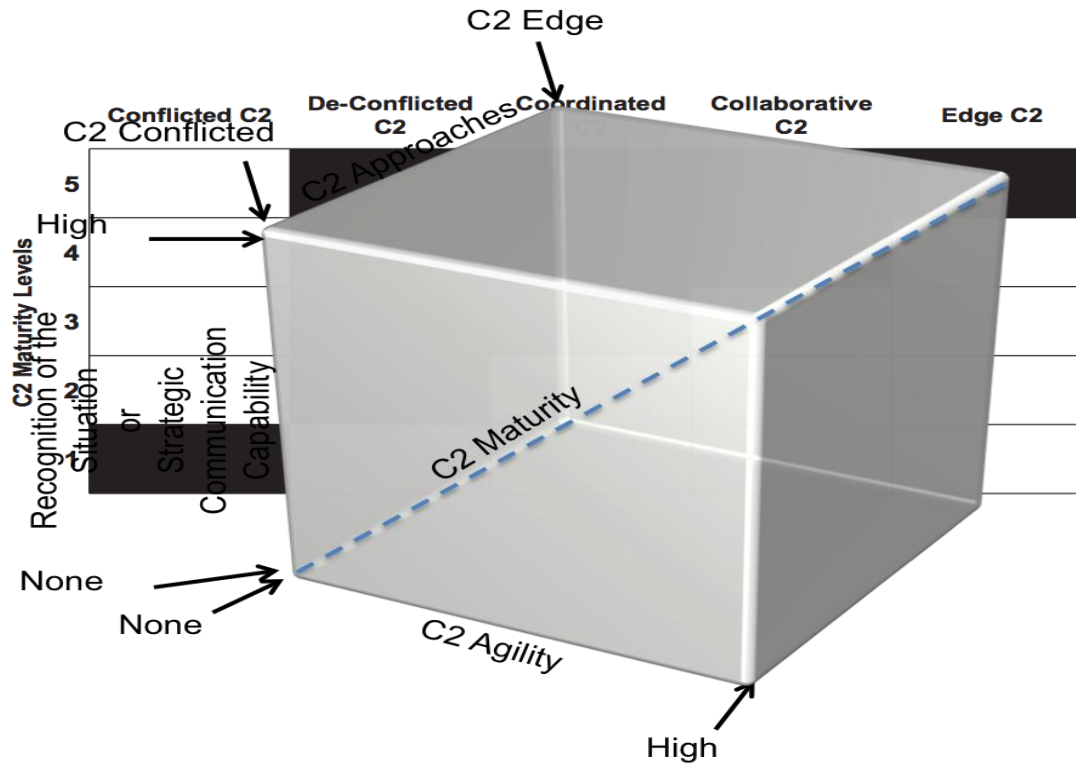


# Conclusion

The Strategic Communication principles affect all of these three elements of C2 Maturity. The effective implementations of them contribute to the entity's agility by strengthening its components. At the same time, these principles put lights on the complexities and uncertainties of the environment. In other words, the strategic communication helps planners and decision makers choose appropriate C2 Approach, move from one to another, and understand the conditions of the environment more accurately.



# Conclusion





**Thank you for your attention!**

**Any Question?**