

**19<sup>th</sup> ICCRTS**

***C2 Agility: Lessons Learned  
from Research and Operations***

## Track 2

# Organizational Concepts and Approaches

## Communities' Strategic Opportunities Through Broken Window Repair and Global Commons Improvements

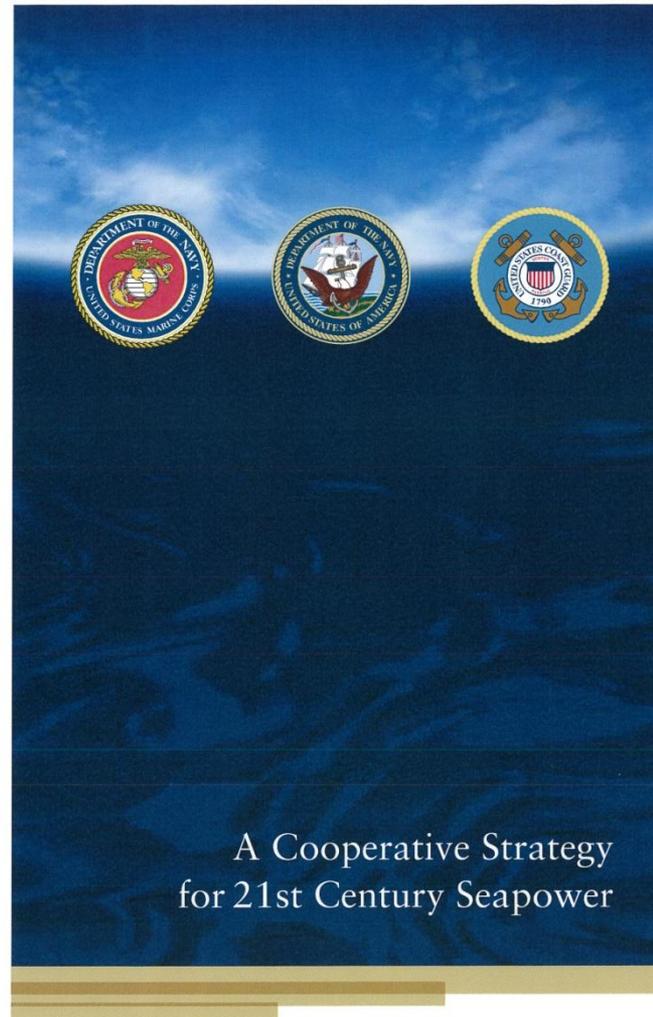
**Russell E. Bryant, Jr.**

**PEO IWS**

# Outline

- **The Legacy of Change and Ideas**
- **Secretary Hagel's Six Criteria –**
- **Criteria Implications and Options**
- **Options Common Factors**
- **Change Legacy and Complexity**
- **Implications Summary and Where As . . .**
  - The So What Factor**
- **The New Global Common – Population Resource**
  - A Collective Management Task**

# Legacy of Changes & Ideas



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# Legacy of Changes & Ideas

- **The Global Commons**
  - Air/Atmosphere; Oceans; Space; Artic/Antarctic Areas; and 'Internet/World Wide Web'
  - ¿ Other Candidate(s) ?
- **Understanding Broken Window Policing/Theory**
  - Allocation of resources through detailed analysis and understanding of data/information
- **Balance of Will-Ways-Means with Threats-Objectives-Constraints**

# The Need for Alignment and Balance

- While discussing President Obama's policy style in their American Interest article— *Leading from Behind: Third Time a Charm?*, Owen Harries and Tom Switzer argue that Obama understands the "most important sentence ever written about American foreign policy,"

Walter Lippmann's formulation:

- **"Without the controlling principle that the nation must maintain its objectives and its power in equilibrium, its purposes within its means and its means equal to its purposes, its commitments related to its resources and its resources adequate to its commitments, it is impossible to think at all about foreign affairs."**

# Secretary Hagel's Six Criteria

- **reform (R) and planning (P)**
  - “we will continue to focus on institutional reform” &
  - “we will re-evaluate our military’s force planning construct . . .”
- **readiness (R) and capabilities (C)**
  - “will be preparing for a prolonged military readiness challenge” &
  - “will be protecting investments in emerging military capabilities . . .”
- **balance (B) and policy (P)**
  - “. . . balance. Across the services . . . capacity and capability, between: active and reserve . . . forward stationed and homebased . . . conventional and unconventional . . . capabilities” &
  - “personnel and compensation policy.”

¿¿¿ What underlies all these criteria ???

¿¿¿ What can be done ‘without money’ ???



# The Health of Cities

## (By Extension – of Nations/Regions)

### (and Organizations)

Richard J. Norton

I began to write this paper because I was interested in the health of cities and the health of nations. I was particularly interested in the health of cities because I had seen so many cities that were in a state of decay and I wanted to know why. I was particularly interested in the health of nations because I had seen so many nations that were in a state of decay and I wanted to know why. I was particularly interested in the health of organizations because I had seen so many organizations that were in a state of decay and I wanted to know why. I was particularly interested in the health of cities because I had seen so many cities that were in a state of decay and I wanted to know why. I was particularly interested in the health of nations because I had seen so many nations that were in a state of decay and I wanted to know why. I was particularly interested in the health of organizations because I had seen so many organizations that were in a state of decay and I wanted to know why.

	<b>Government</b>	<b>Economy</b>	<b>Services</b>	<b>Security</b>
<b>Healthy</b> <b>(“Green”)</b>	Enacts effective legislation, directs resources, controls events in all portions of the city all the time. Not corrupt.	Robust. Significant foreign investment. Provides goods and services. Possesses stable and adequate tax base.	Complete range of services, including educational and cultural, available to all city residents.	Well regulated by professional, ethical police forces. Quick response to wide wide spectrum of requirements.
<b>Marginal</b> <b>(“Yellow”)</b>	Exercises only “patchwork” or “diurnal” control. Highly corrupt.	Limited/no foreign investment. Subsidized or decaying industries and growing deficits.	Can manage minimal level of public health, hospital access, potable water, trash disposal.	Little regard for legality/human rights. Police often matched/stymied by criminal “peers.”
<b>Going Feral</b> <b>(“Red”)</b>	At best has negotiated zones of control; at worst does not exist.	Either local subsistence industries or industry based on illegal commerce.	Intermittent to non-Existent power and water. Those who can afford to will privately contract	Nonexistent. Security is attained through private means or paying protection.



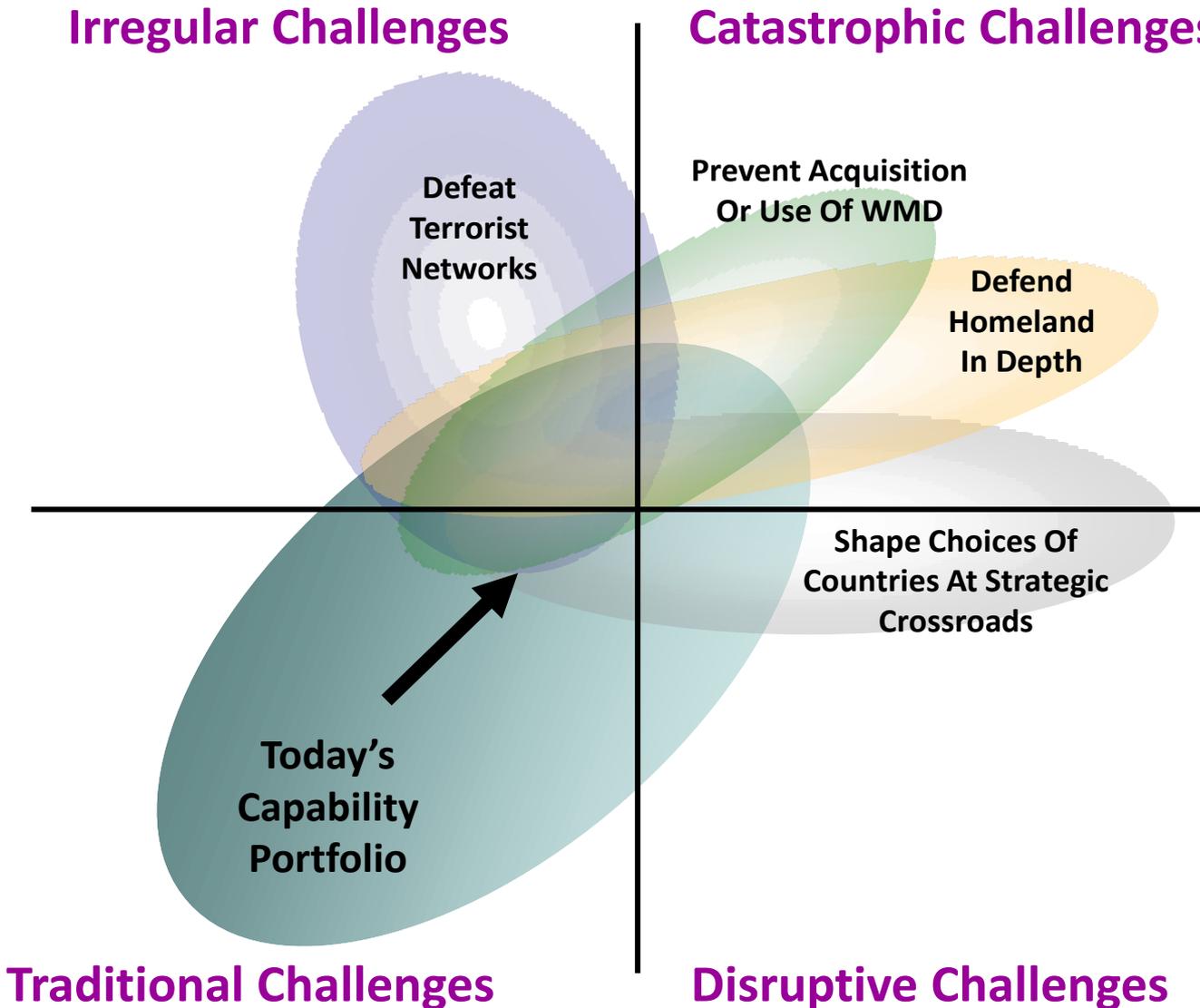
**A Metaphor for**

**Agility-Nimbleness-  
Adaptability**

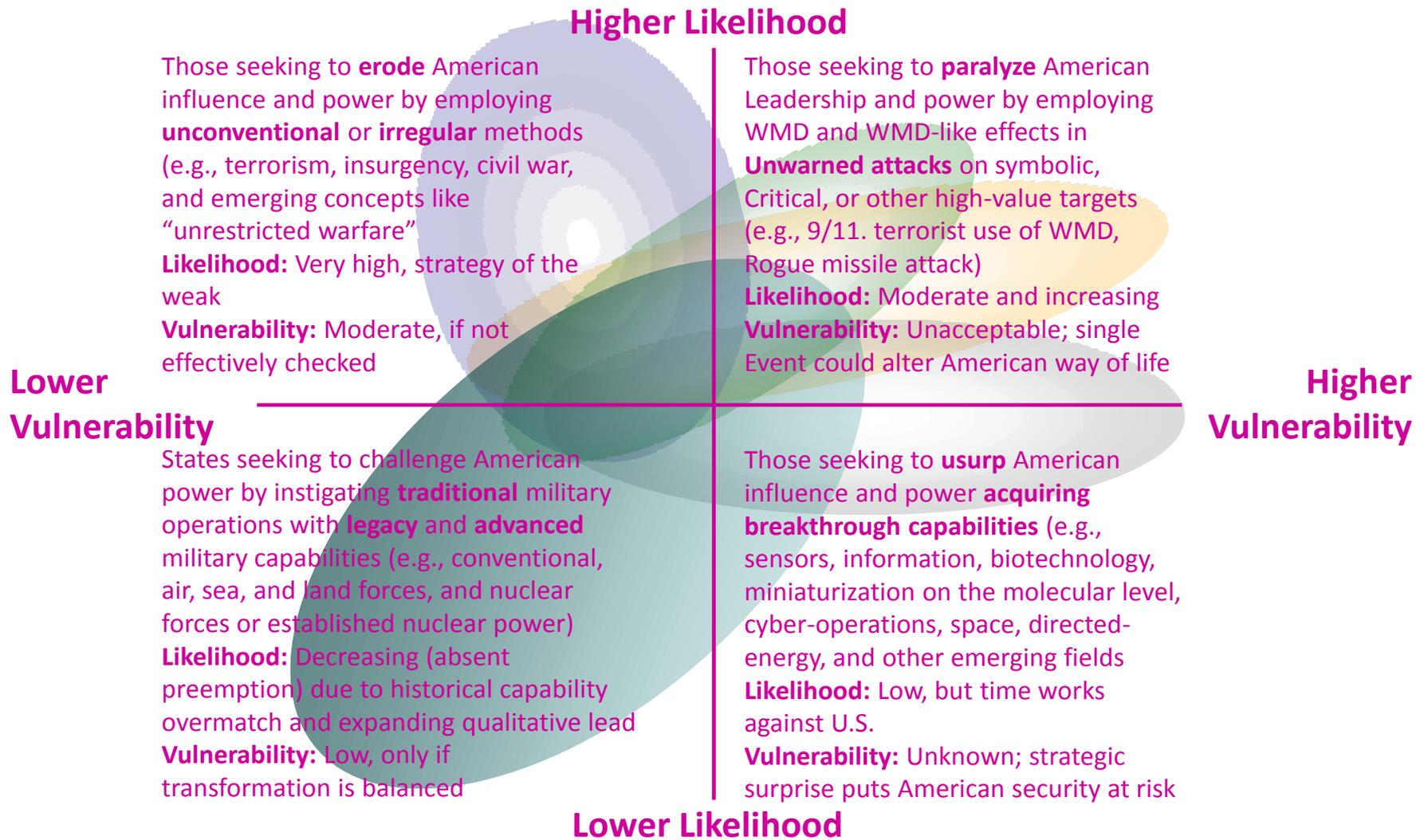


# The Strategic Transformation as Manifested in 2006 QDR

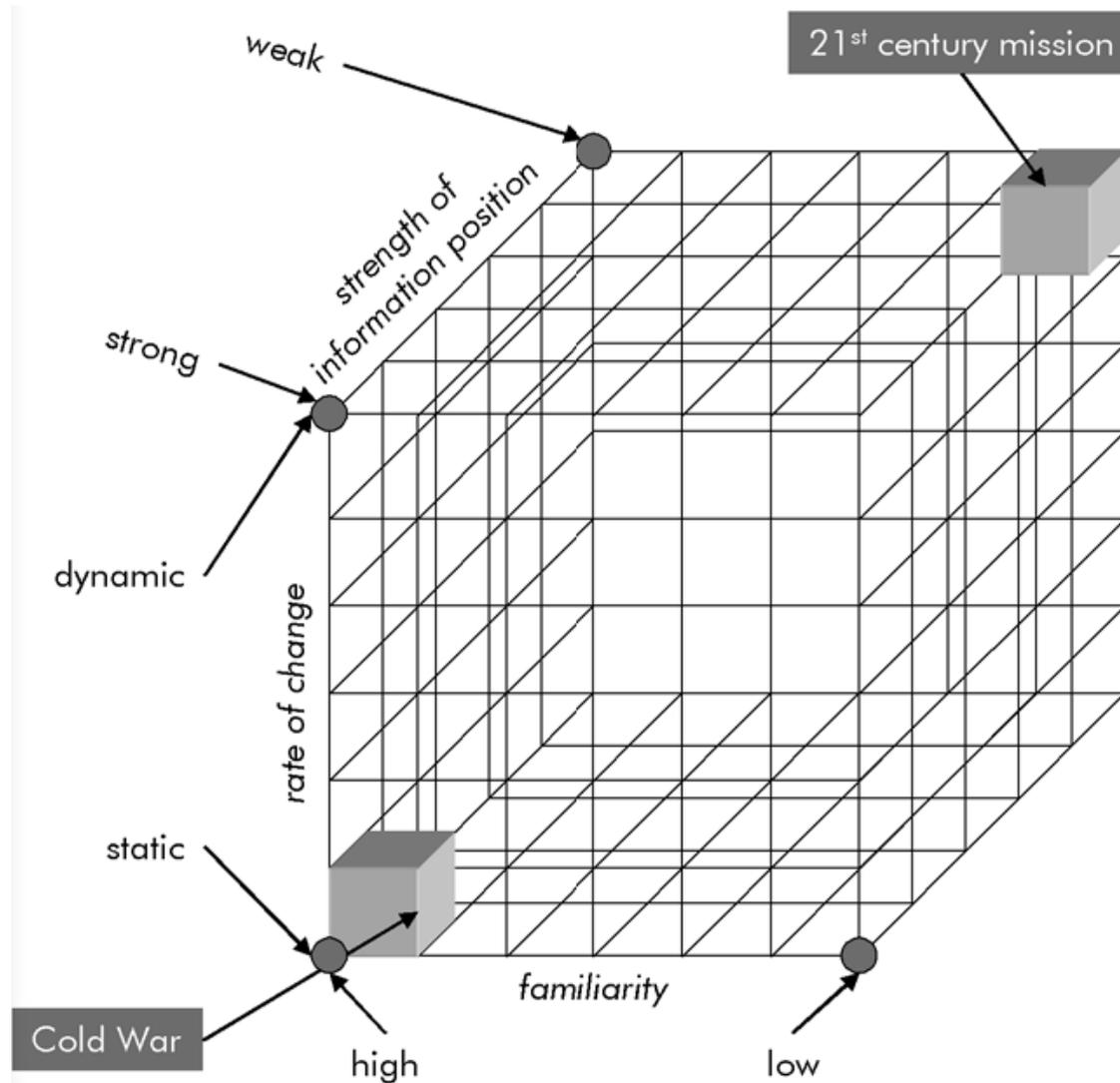
## The Opportunity for Interaction and Effects



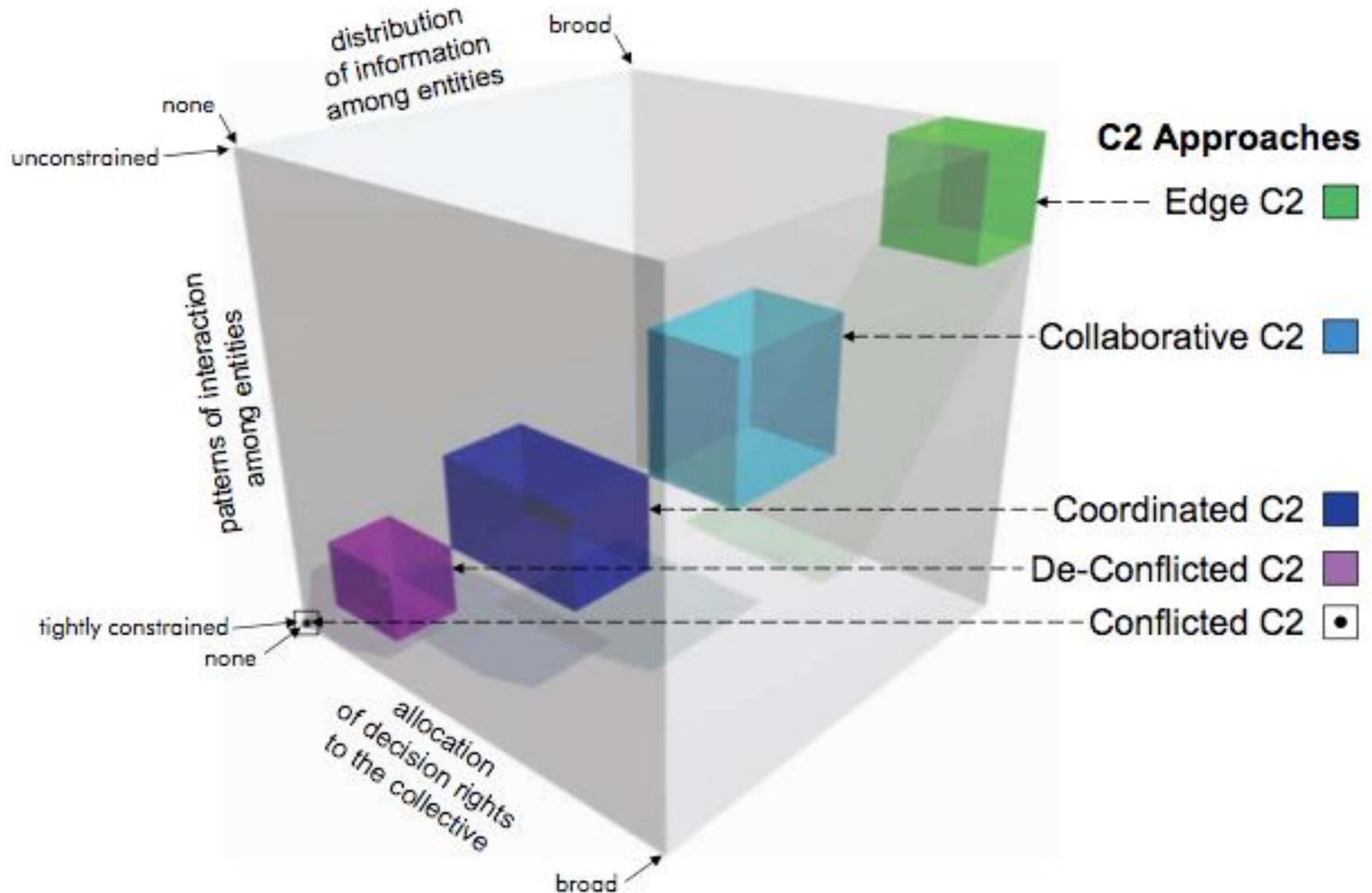
# THE UN-CERTAIN ENVIRONMENT FOR TOOLS OF NATIONAL POWER – THE COMPLETE SET Security Environment: Four Challenges



# The C2 Problem Space – One Style



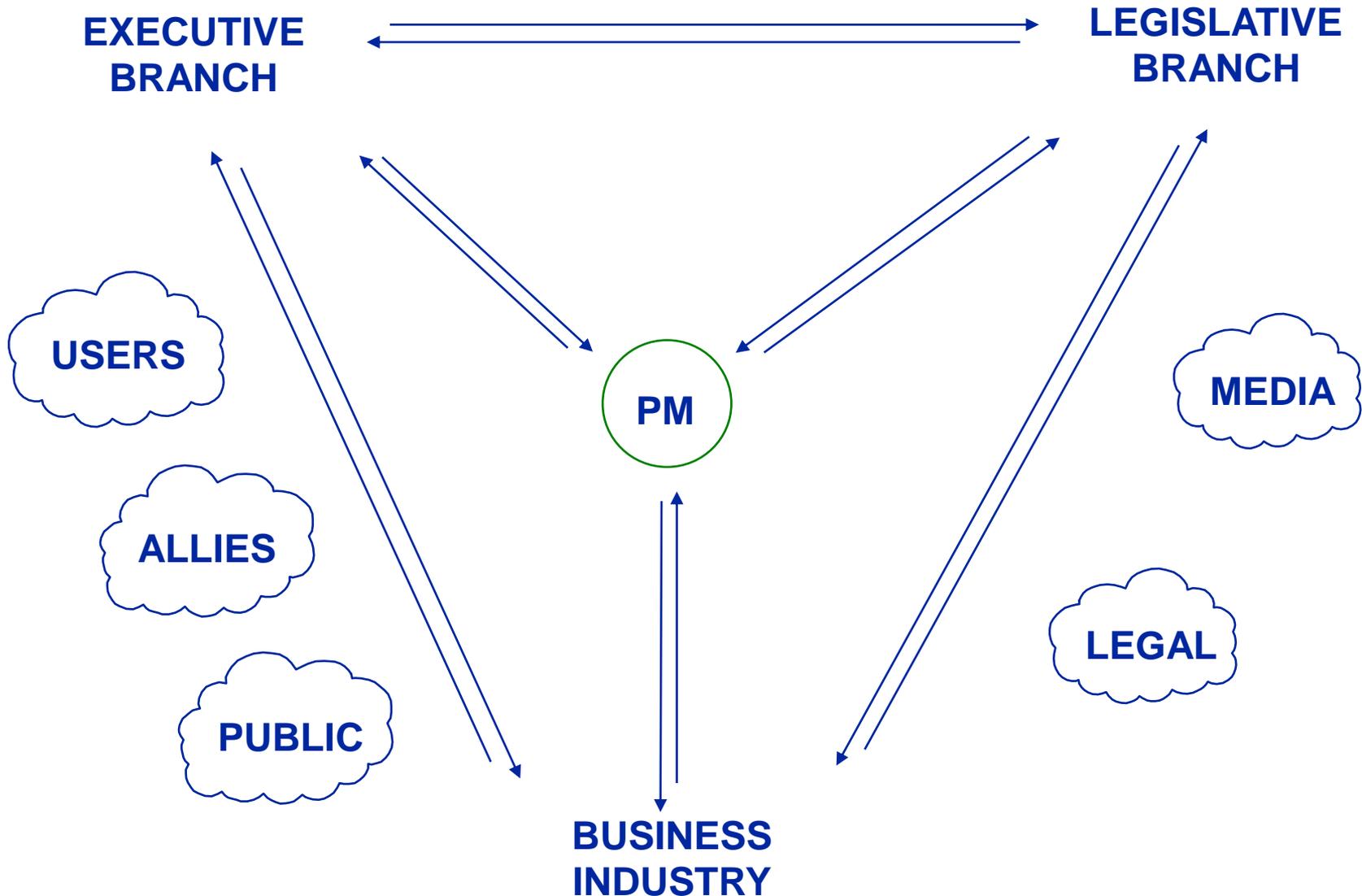
# Command Coordination (C2) Approach Space – Styles



Source: Moffat, *Adapting Modeling & Simulation for Network Enabled Operations*, 2011, Figure 2.4, p. 24; 4.2, p. 85.

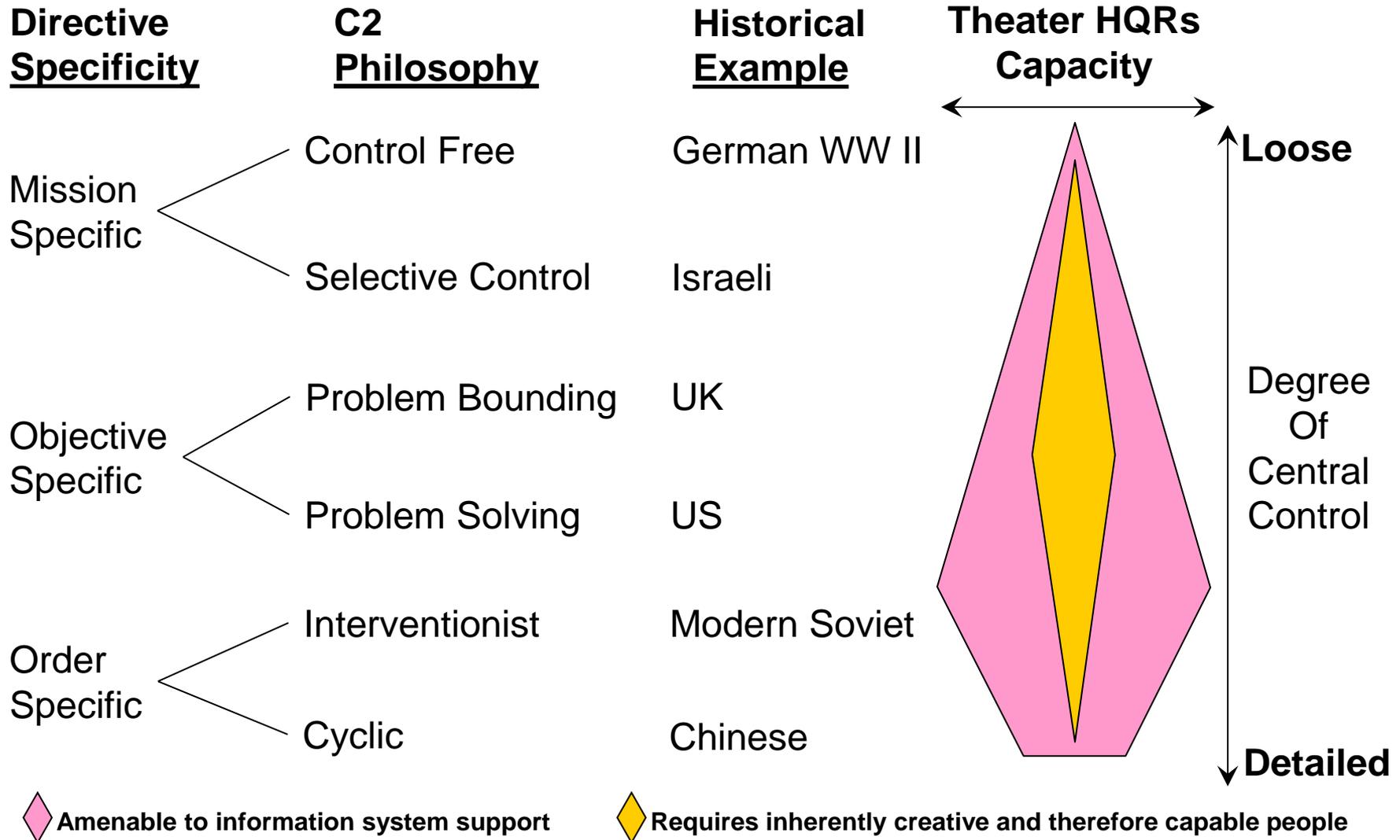
Alberts, Huber, & Moffat, *NATO NEC C2 Maturity Model*, 2010. Figure 16, p. 66.

# THE TORTURED / IRON TRIANGLE

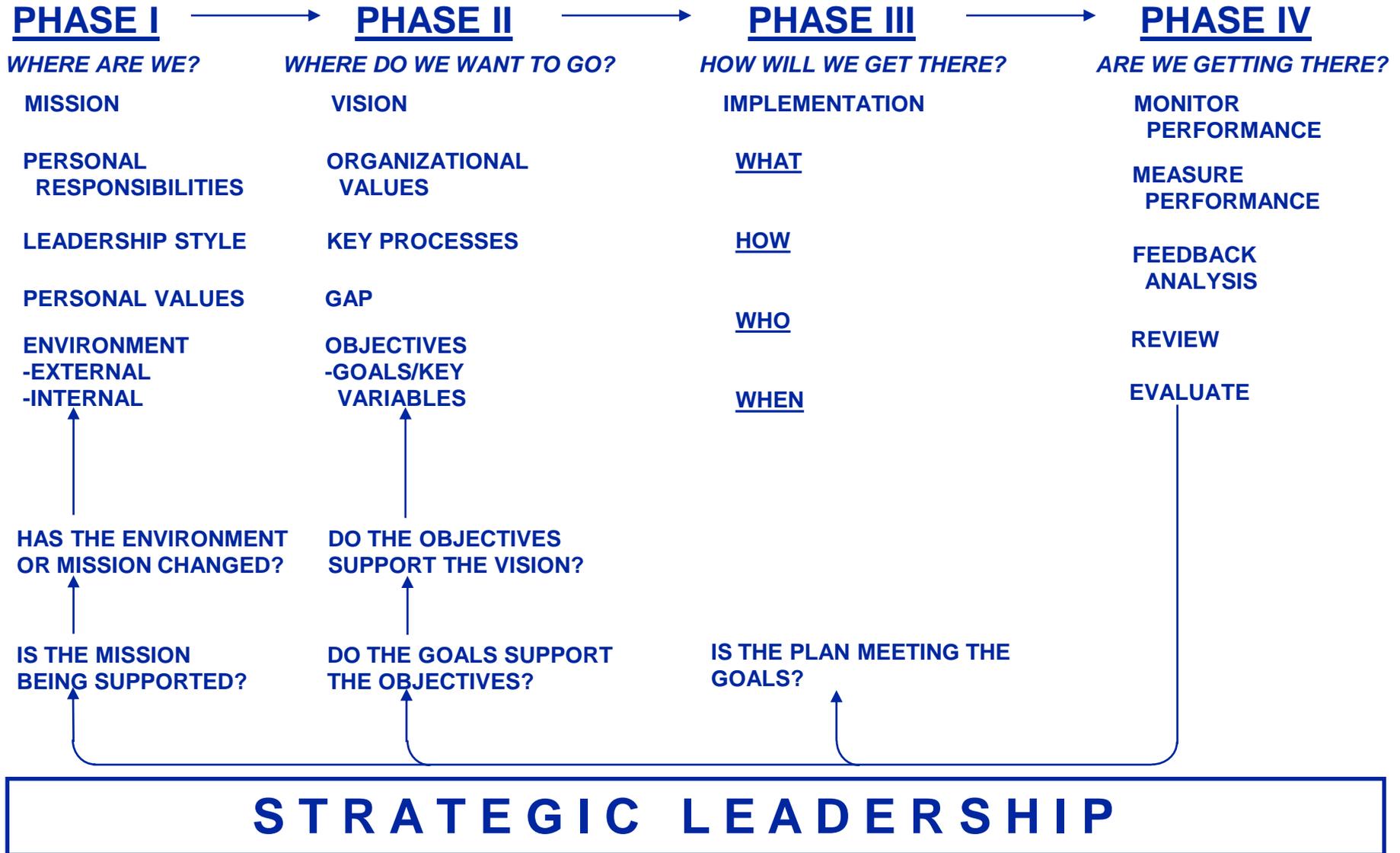




# HISTORICAL CHOICES AMONG C2 SYSTEM PHILOSOPHY



# FRAMEWORK FOR STRATEGIC PLANNING



# Opportunities & Implications

- Several Wicked Problem ‘Solution’ Points:
  - a) Solutions to wicked problems are not true-or-false, but **good-or-bad**;
  - b) Every wicked problem can be considered to be a **symptom of another problem**;
  - c) **There is no immediate and no ultimate test** of a solution to a wicked problem; and,
  - d) Every solution to a wicked problem is a **“one-shot-operation”**, because there is no opportunity to learn by trial-and-error, **“every attempt counts significantly.”** (Rittel and Webber, 1973, Dilemmas in a General Theory of Planning)

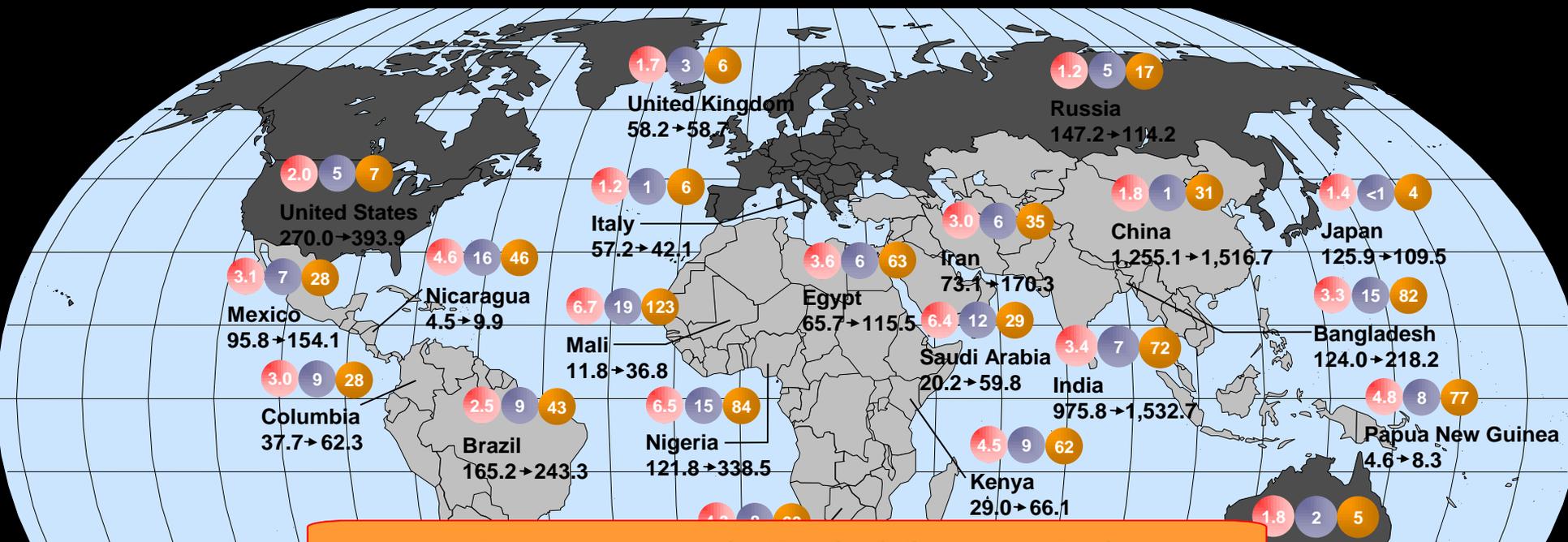
Statement A: Approved for Public Release

**Paths to results are not always direct,  
they can be very indirect and complex**

**Implication from *Connections* by James Bourke**

# POPULATION TRENDS

## HEALTH, WEALTH, AND POPULATION



**WILL 'DEVELOPING COUNTRIES' POPULATION GROWTH OR THE 'VIRTUOUS CYCLE' PREDOMINATE?**

**MAYBE A COMBINATION?**

■ *Developed countries*  
 ■ *Developing countries*

1 Average number of births per woman  
 1 Percentage of teenage girls (15-19) giving birth each year  
 1 Infant mortality per 1,000 births

Country  
 1998 population → 2050 population (in millions)

Statement A: Approved for Public Release

# So What ! & Recommendation

- **World community continues to change**
  - Not Static – Detailed Data and Analysis is Required
- **All organizations < = > Communities (of Interest)**
  - How are they aligned and interacting ?
  - Communities Interact in Complex Patterns – Wicked Problem
  - Provides Challenges/Opportunities for Understanding
- **All Communities are Groupings of Individuals**
- **Individuals learn and adapt – And Their Communities/Groups**
  - Can this be facilitated
- **Individuals are the Solution Resource – Human Capital**
- **When to Start the Preparation of the Individuals ?**

**Combination of Nature and Nurture**

**Starts Early – Never completely Ends – Individual & Group Responsibilities**

# Summary - Review

## Health, Wealth, and Population

- Secretary Hagel's Criteria - reform (R) & planning (P); readiness (R) & capabilities (C); balance (B) & policy (P)
  - All require extensive network of qualified people . . .
  - A class of 'wicked problem' – detailed analysis (BWT/P)
- Qualified People = > Educated & Adaptable
- Educated & Adaptable People < = > Talented Population
- Talented Population starts very early – Education & Health
- The Population is the Resource to be Managed & Cared For

**The Population <=> A New Global Common**  
**To be developed, managed, and cared for collectively**

# Communities' Strategic Opportunities Through

**Broken Window Repair** and  
**Global Commons Improvements**

¿ **QUESTIONS** ?

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