



Measuring Common Intent during Effects Based Planning

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Canadian Forces Experimentation Centre

2004 Command and Control Research and Technology Symposium

The Power of Information Age Concepts and Technologies

15-17 June, 2004



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Presentation Contents

- Common Intent
- Effects Based Planning
- Multi-national Experiment 3
- Results
- Conclusions



Common Intent

- Common Intent (CI) describes a socio-psychological phenomenon amongst teams.
- CI is a critical dimension for effective Command and Control headquarters.



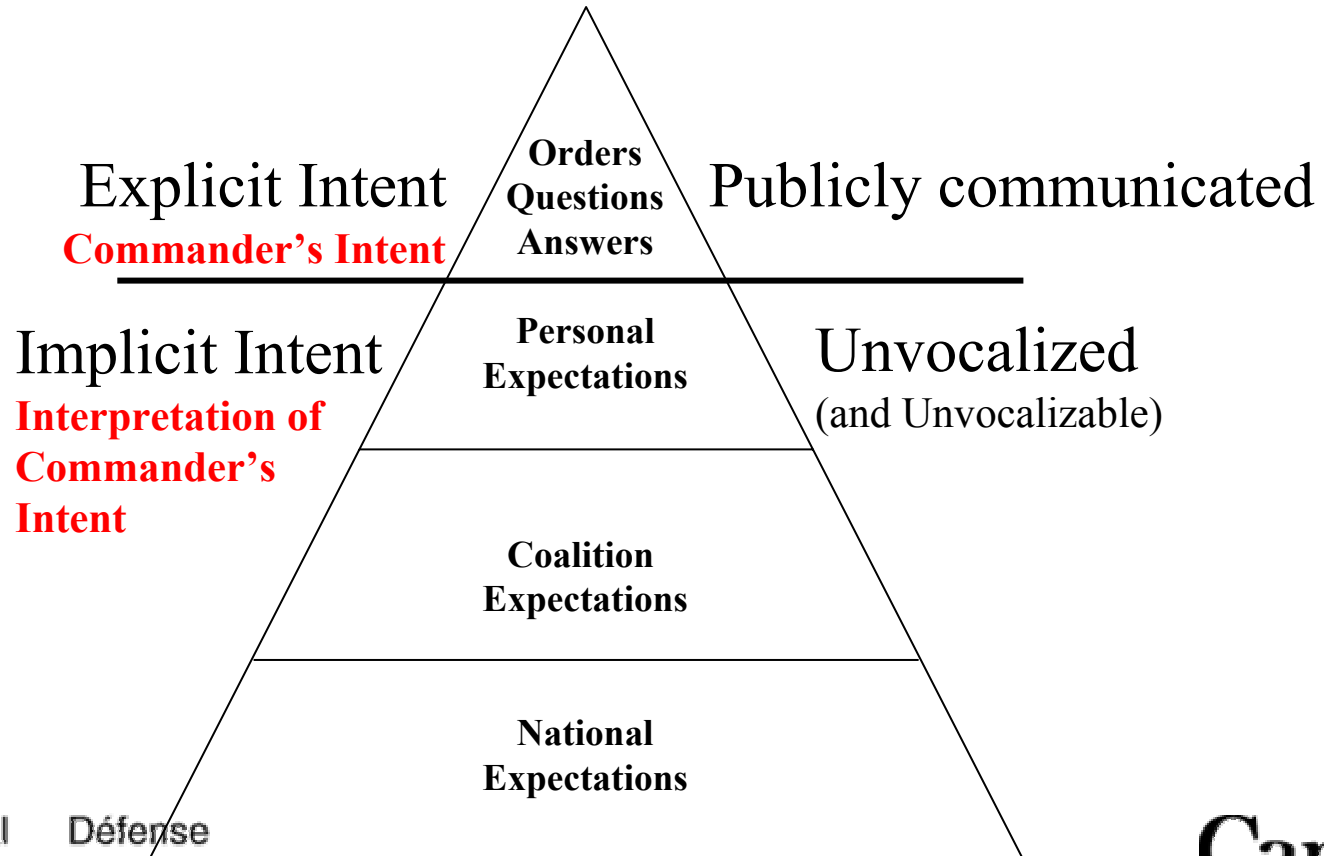
Common Intent

- Pigeau and McCann (2000) define:
“*Command and Control: The establishment of **common intent** to achieve coordinated action*”
- Common Intent is the combination of the explicit awareness or perception of Commander’s Intent plus the implicit or internal expectation of Commander’s Intent.



Common Intent

Common Intent is necessary for coordinated (planning) action...



Common Intent

- Is Common Intent and Shared Awareness the same thing?



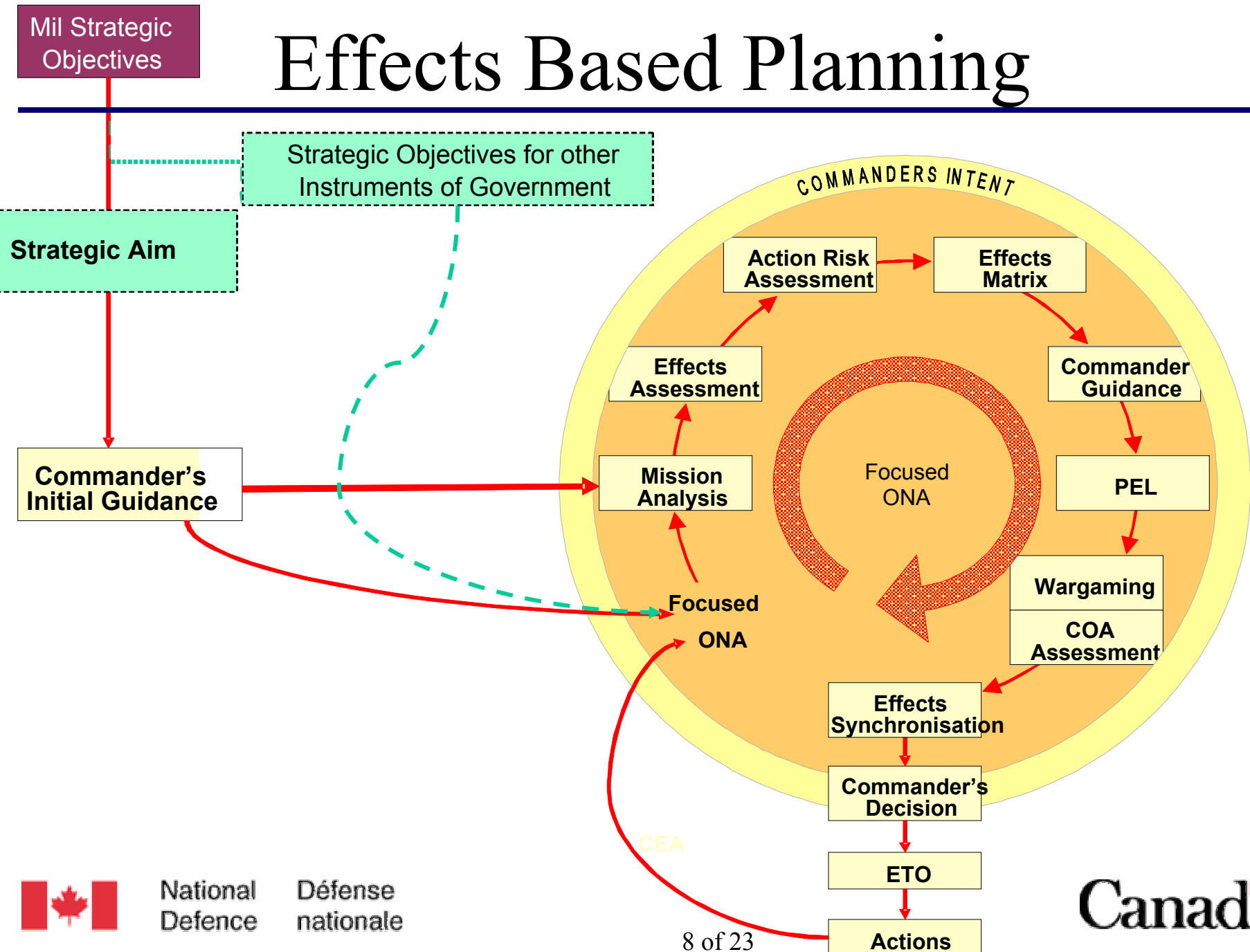
Effects Based Planning

The Effects-Based Planning ‘expects’ to:

- Recognize (mitigate) the non-linear complexity of conflict
- Address intended, unintended and unexpected outcomes
- Rely on shared knowledge within networked environment
- Synchronize Effects across Time and Space



Effects Based Planning

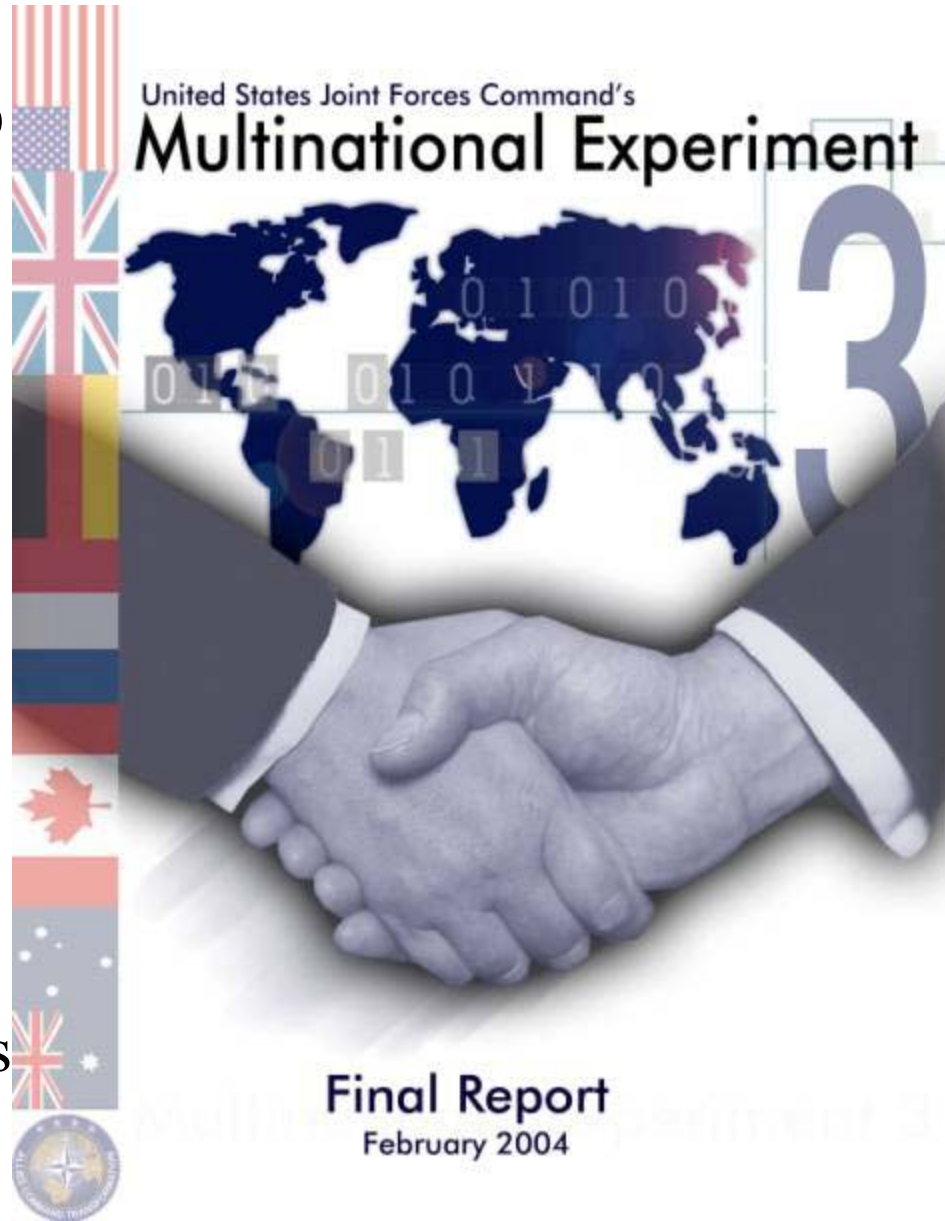


• Who Multi-national Experiment 3

- US JFCOM lead
- CA, FR, GE, UK, AS, NATO
- What
 - Effects Based approaches
- Where
 - CFBLNET
- When
 - LOE I Nov 01
 - LOE II Feb 03
 - MNE 3 Feb 04
 - MNE 4 Feb 06
- Why
 - Revolution in Military Affairs



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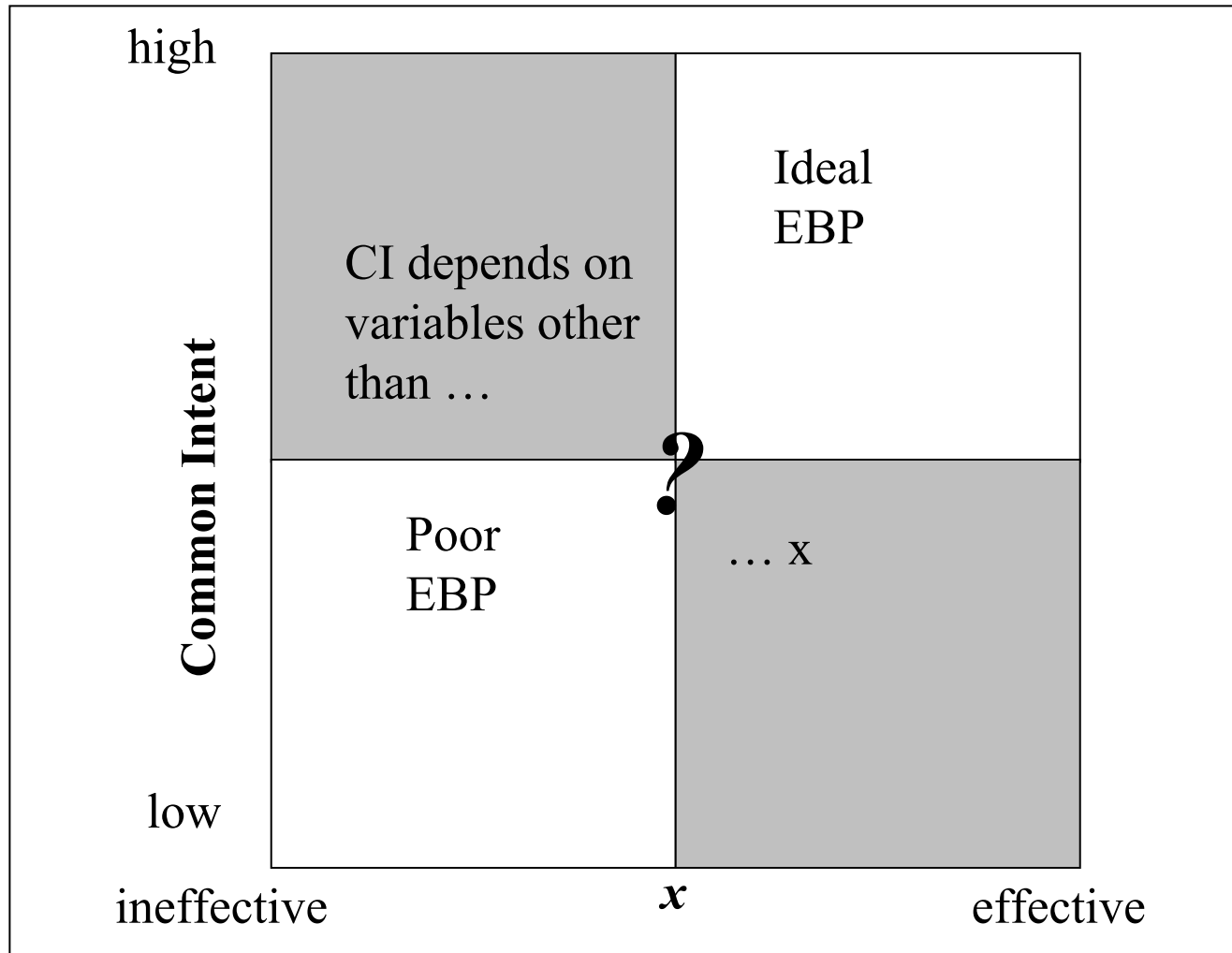


MNE 3

- Critical Operating Issues:
 - Does EBP **process** facilitate Common Intent?
 - Does EBP **organization** facilitate Common Intent?
 - Does **technology** facilitate Common Intent?
 - Does Common Intent facilitate Decision-Making?



MNE 3



MNE 3

- CI Measures:
 1. Observations based on:
 - Interaction content
 - Interaction time
 - Body Language
 2. Frequency and Type of intervention
 3. Players' ratings on action consistency
 4. True/False survey on Commander's Intent



Results 1.

- Briefings were uni-directional
- Body language was not insightful

Table 3. Observation Form

Look for physical indications of (dis)agreement with the Commander's Intent. Choose from the Pick List. If necessary, add your own dimensions in column J.	Record discussion content observations that would show (dis)agreement with Commander's Intent.	Record discussion content observations that are NOT related to Commander's Intent, but may provide insight into Common Intent	Record any additional observations that show general (dis)agreement with Commander's Intent.
Body Language	Relevant Discussion Content	Non-relevant Discussion Content	Other Observations
SELECT	(enter observations)	(enter observations)	(enter observations)
stares at computer screen can't tell)	Discussion was one way! No opportunity for questions and discussion		



Results 2.

- Many interventions indicate that Common Intent was low.



Measuring Action Consistency 3.

- **To what extent do you (person in staff A) believe staff B's actions are consistent with your own staff's actions? (Scale 1 -----7)**



Questionnaire "CI 1 | Common Intent 1 Questionnaire for Plans Group"

Base Questions in Questionnaire : 8

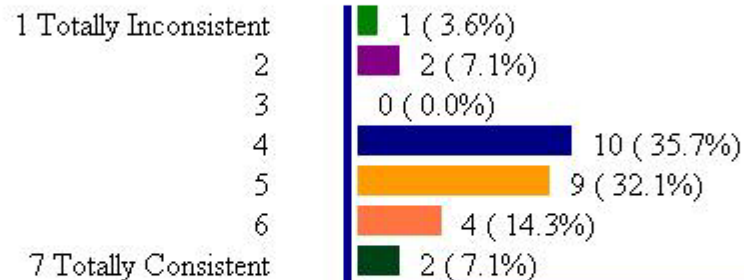
Total Questionnaires sent out with a due date of All_Dates : 46

Total Questionnaires completed : 42

Total Questionnaires completed between 2/10/2004 15:00 and 2/10/2004 22:00 : 28

Question # 1: To what extent do you believe Ops' actions are consistent with your own team's actions?

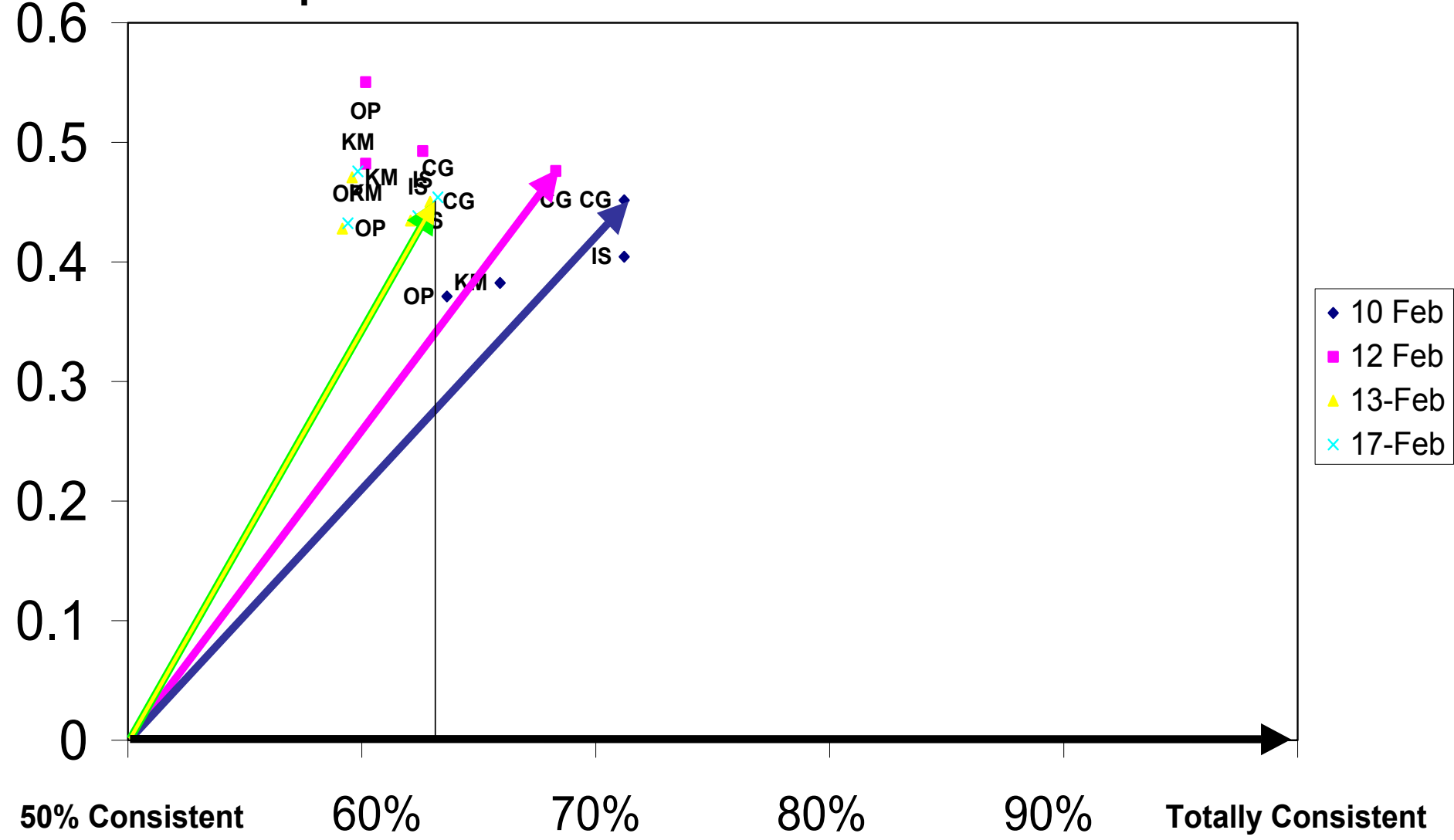
Total Responses: 28


[Export Scale to Excel](#)

Response	CONTROL	Player	SCD	TECHSUPPORT	Unassigned	Total
1 Totally Inconsistent	0	1	0	0	0	1
2	0	2	0	0	0	2
3	0	0	0	0	0	0
4	0	10	0	0	0	10
5	0	9	0	0	0	9
6	0	4	0	0	0	4
7 Totally Consistent	0	2	0	0	0	2

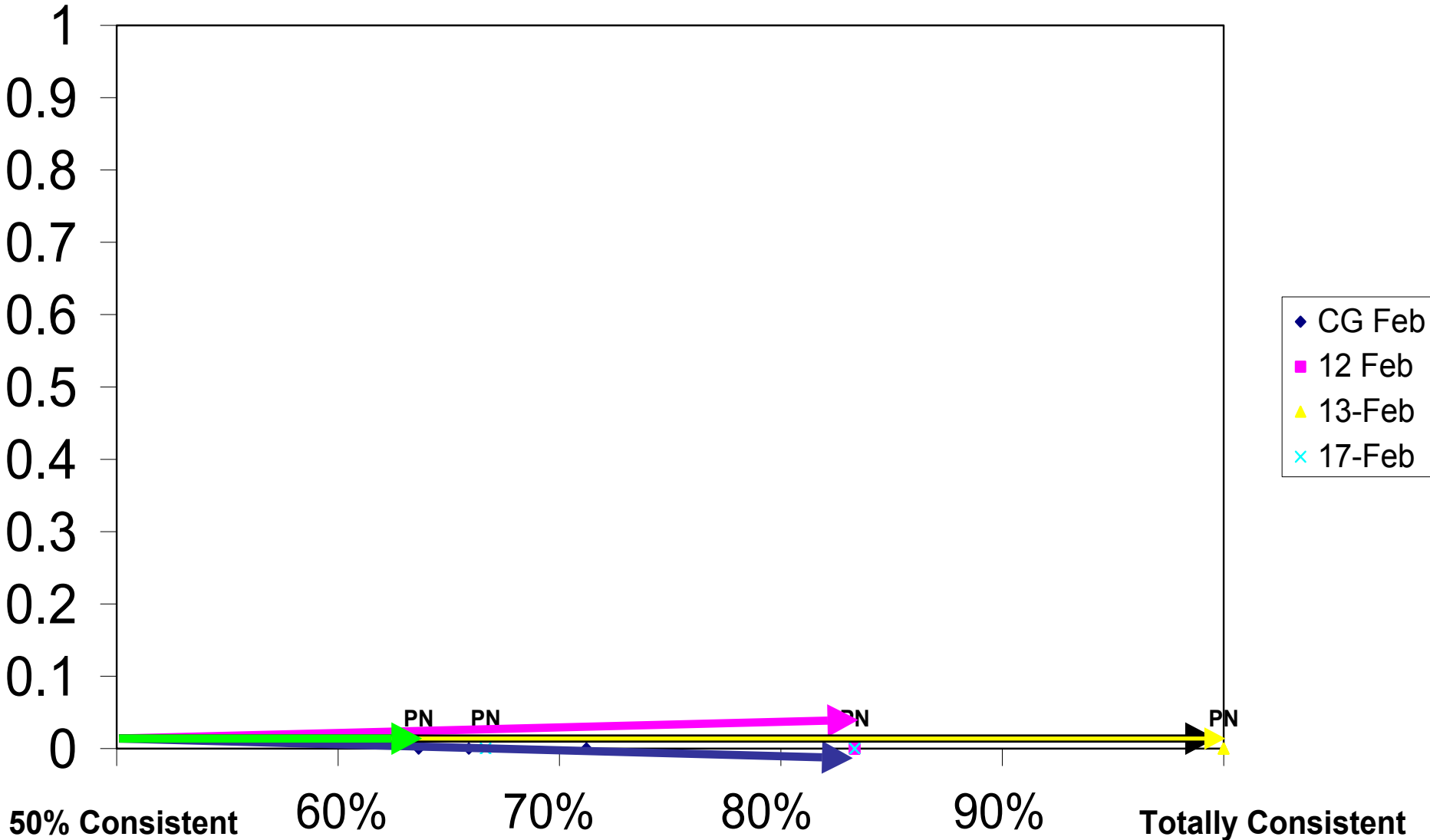
Plans perception of Command Group's Action Consistency

Difference of Opinion



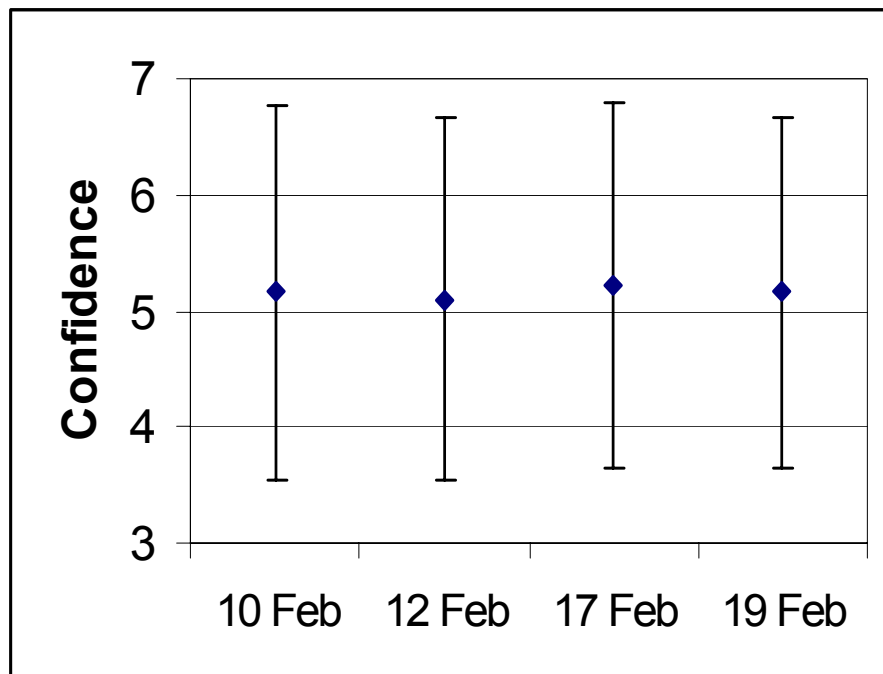
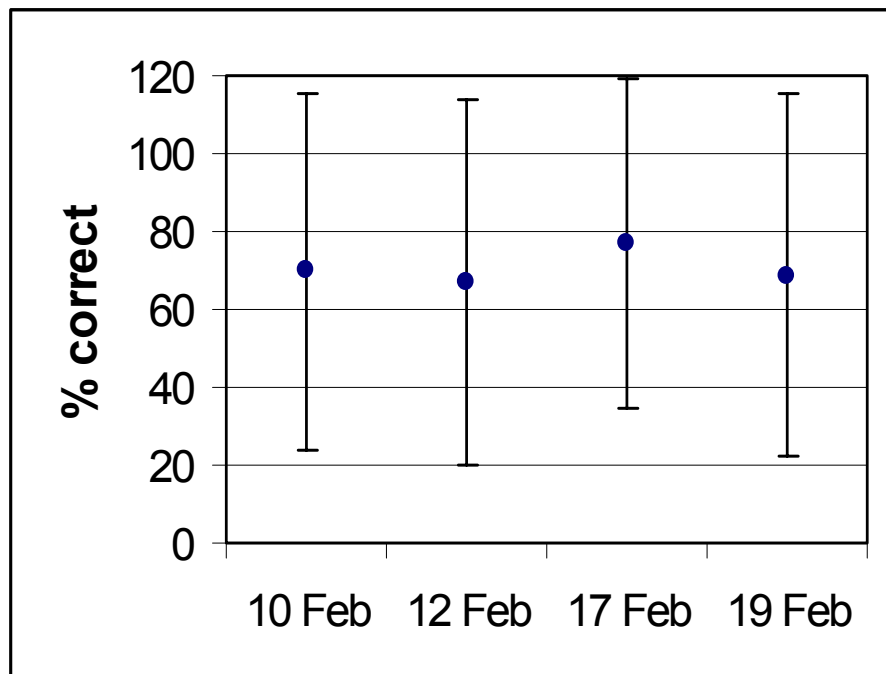
Command Group's Perception of Plans Action Consistency

Difference of Opinion



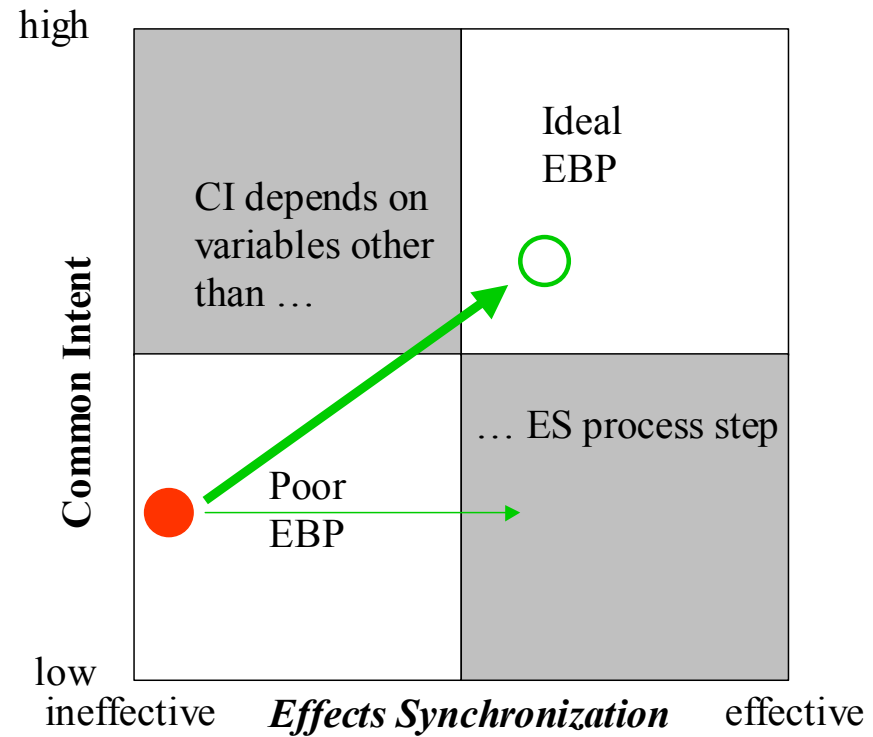
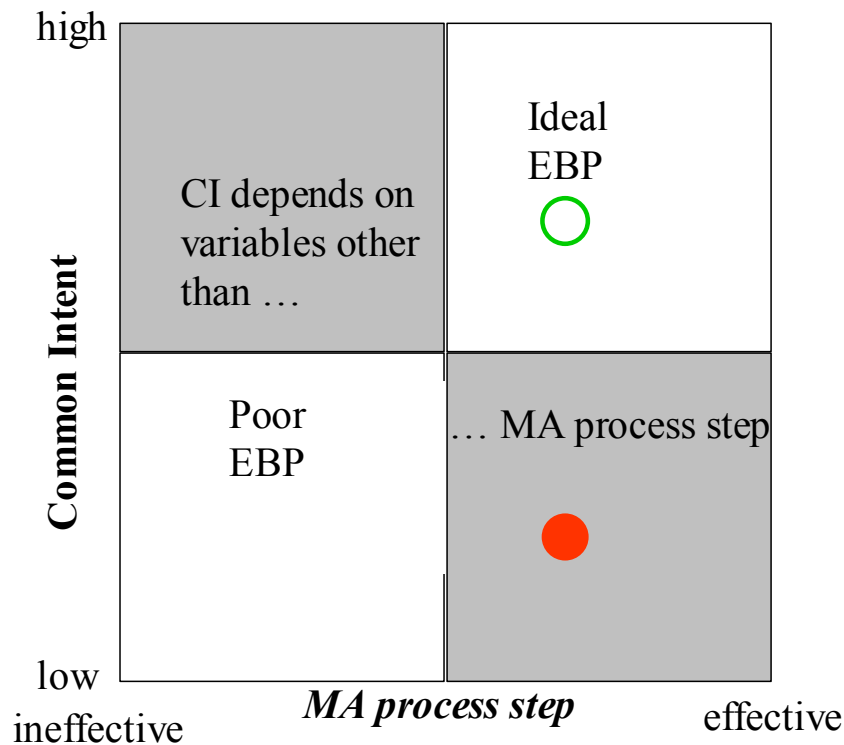
Results 4.

- Figure 6. Performance and Confidence Results
 - 70% performance indicates med-low Common Intent.



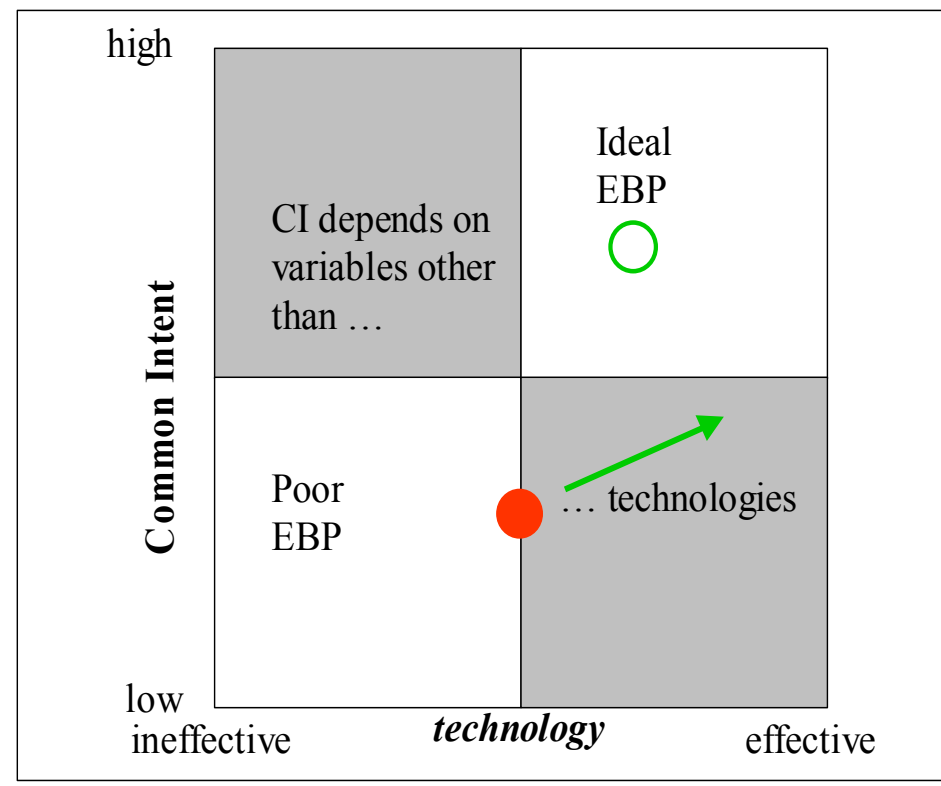
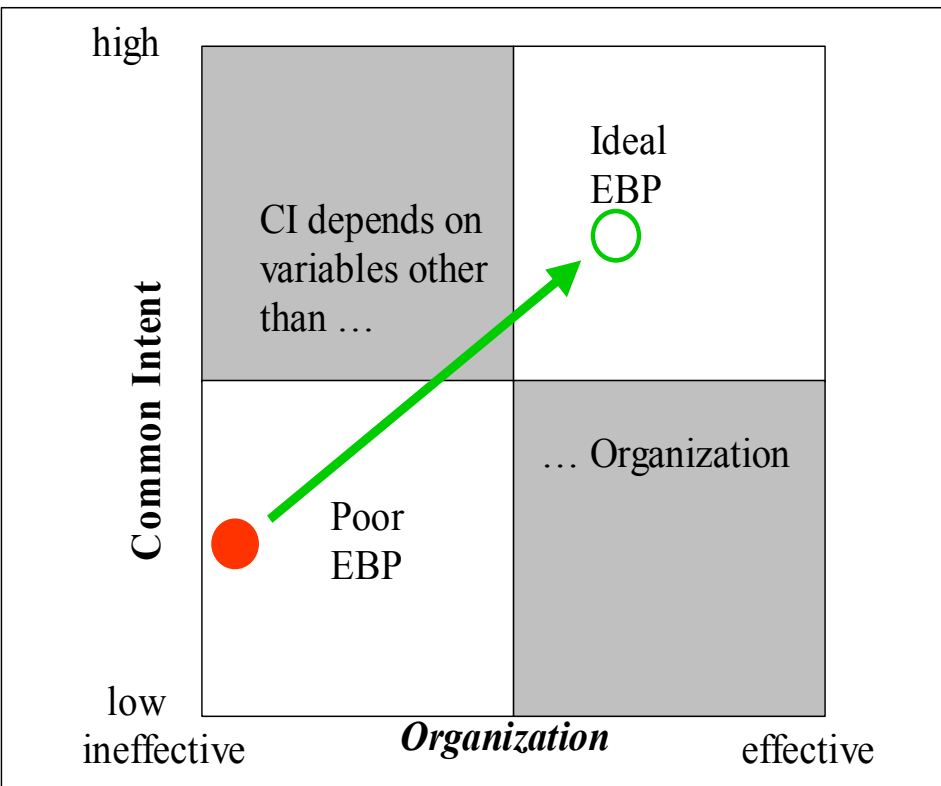
Global Results

- Figure 8. Comparing Common Intent and Process Steps.



Global Results

- Figure 9. Comparing Common Intent with Organization and Technology.



Conclusions

- The vector method:
 - CI was captured for a complex environment
 - Three out of four measures indicated med-low CI
 - More analysis is required to examine CI and POT





Questions?



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