



Network Based Effectiveness

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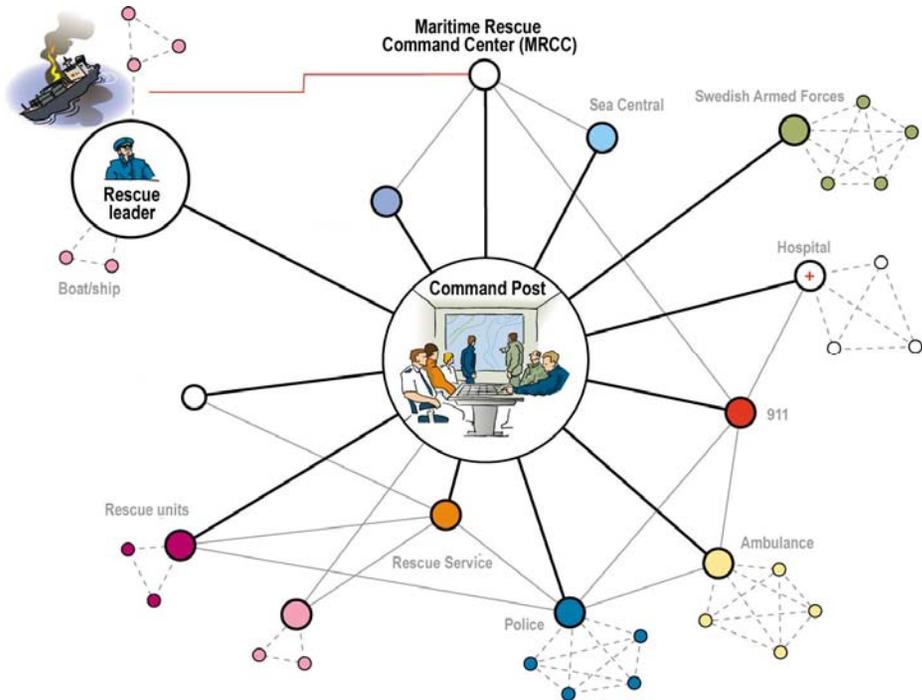
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Exploring the Network Based Effectiveness



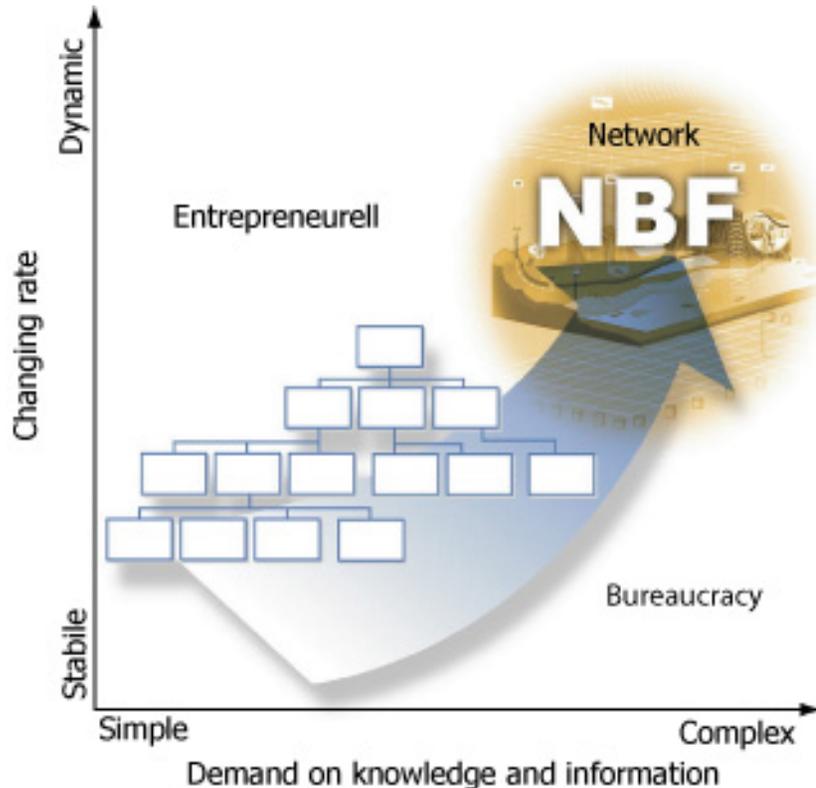
- The shift in philosophy of military activities
- Methodology development for transformation studies
- Discover where we have the knowledge edge within the transformation science.

Same important assumptions

- Effectiveness = f (outputs)
- Effectiveness is a relative term (ex. over time, compared to others)
- My interest is what creates effectiveness in the Information Age.



Philosophy of War

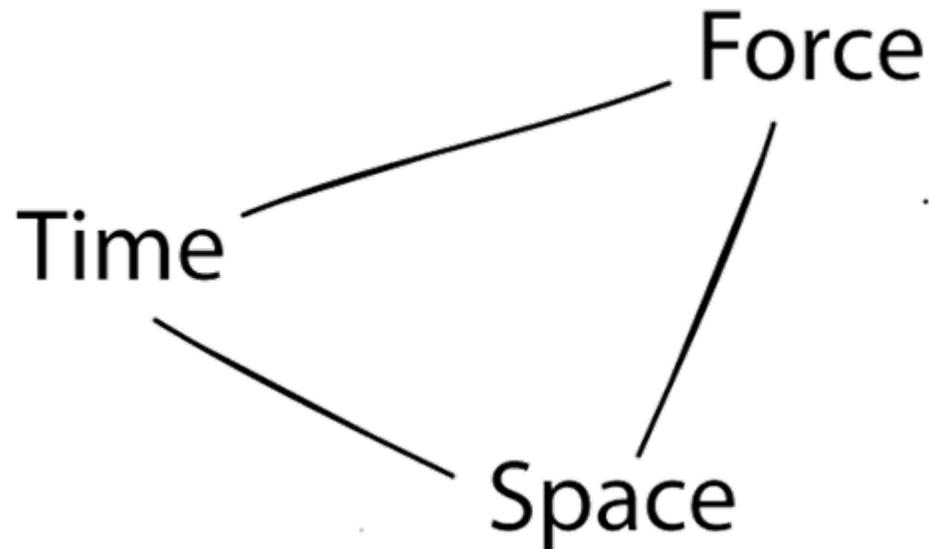


In the new world of digitalization and globalization, the world should be considered as: a world of **dynamic changing rate** and **complex demands on knowledge and information**. In this new world bureaucracies and entrepreneurial organization showed not to work properly.

There is a demand for Networked organizations and today we have the technology to support such organizations.

Network Based Defence

How to relate to mission effects



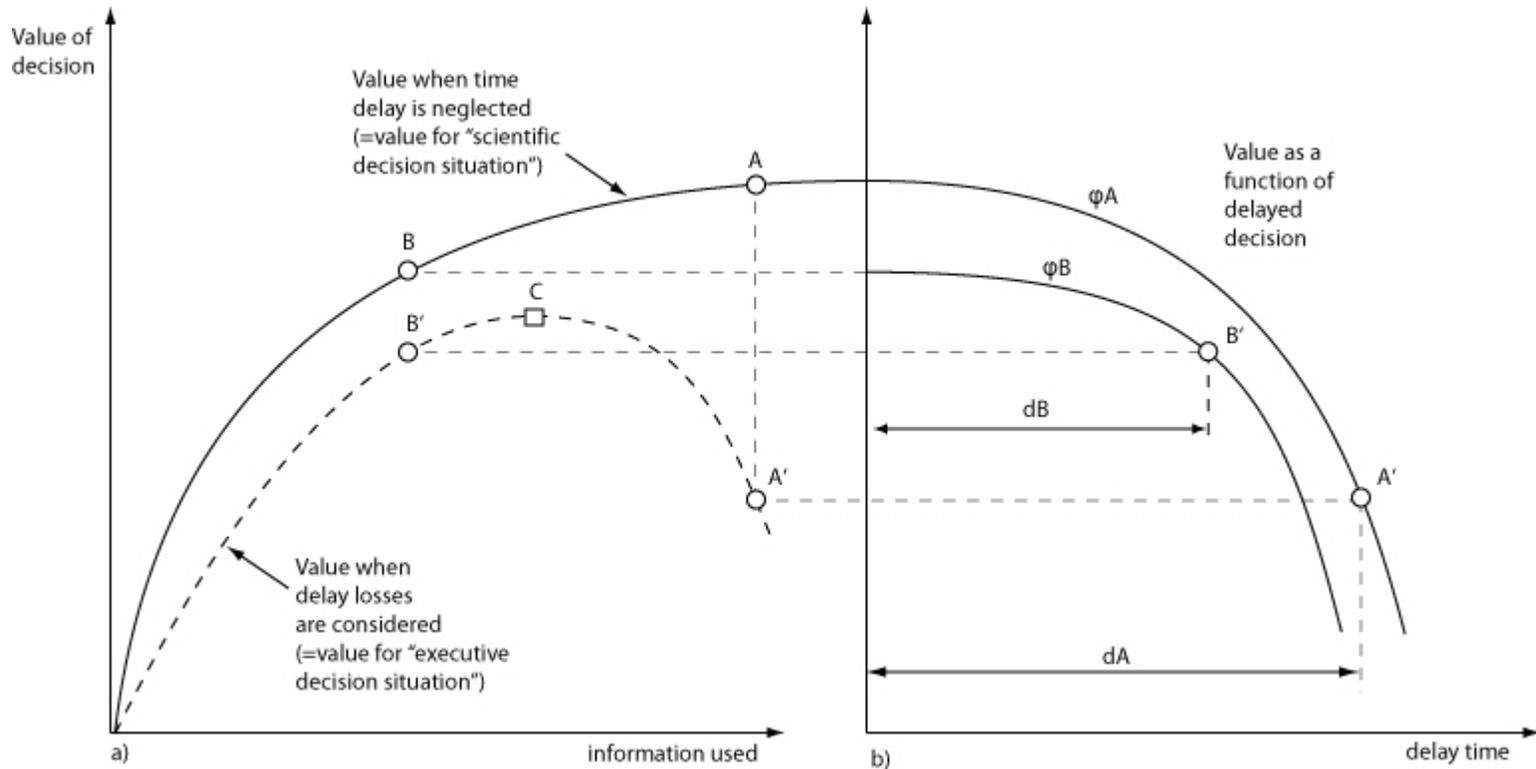
Depends ...

... how you define and relates to time,

... if you use optimization or balance strategies

...

Time is of importance!

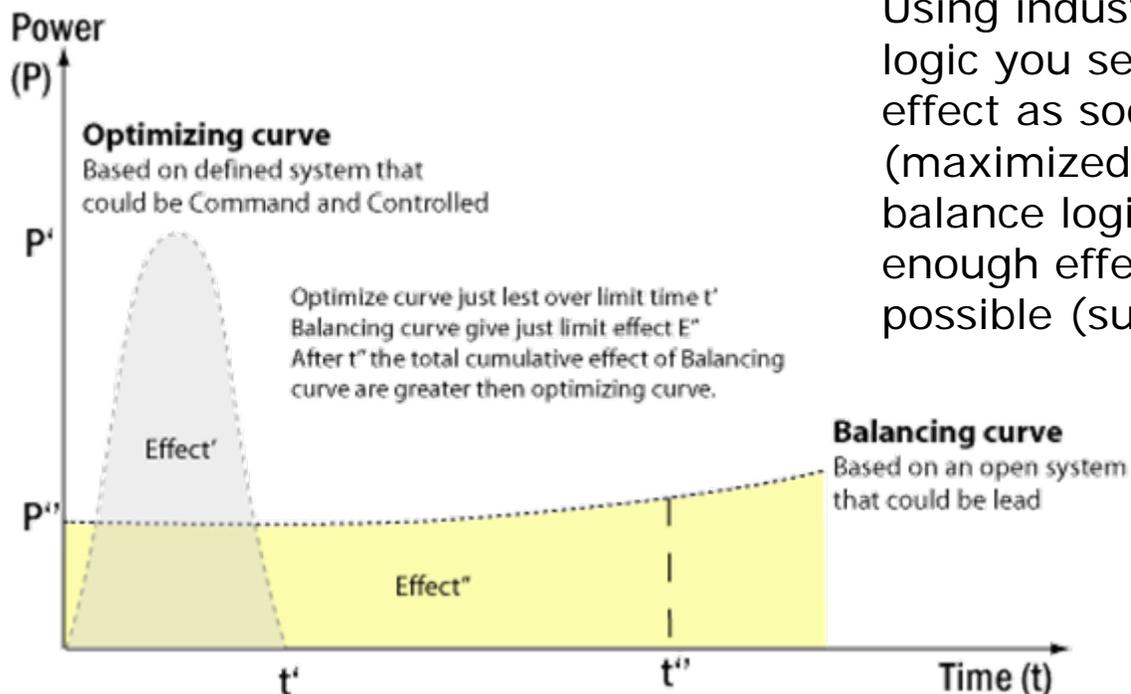


Langefors 1973

We need to create time awareness to achieve better mission effects

Different strategies for achieve effects

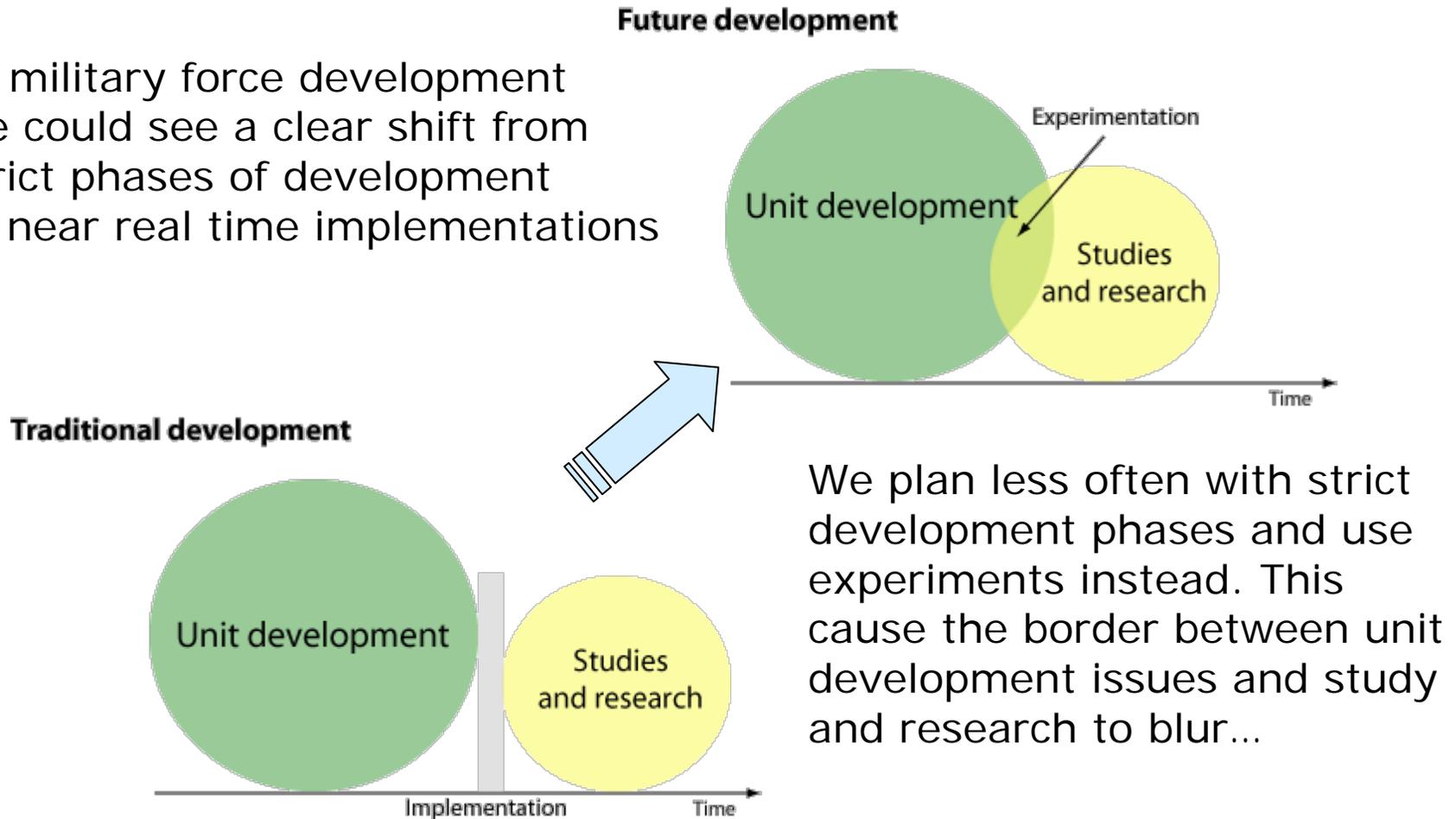
Depending on employed strategy, the relations and logic between time and effects shifts.



Using industrial optimization logic you search for as much effect as soon as possible (maximized profit) , but with a balance logic you search for enough effect as long as possible (survival).

The shift of development

In military force development we could see a clear shift from strict phases of development to near real time implementations

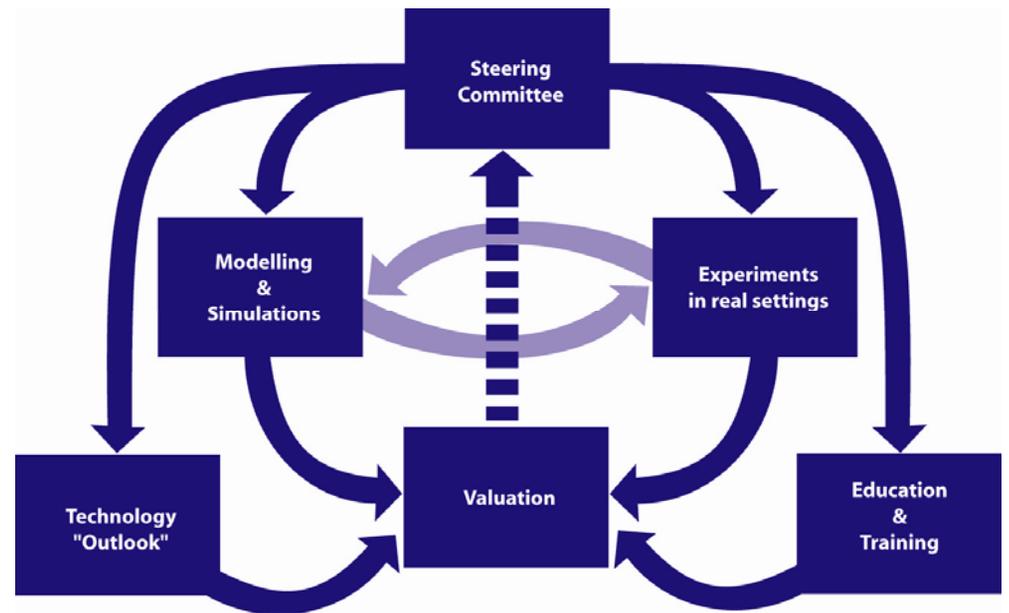


The Methodology Challenge

- How to achieve scientific dignified case studies of ...
 - ... innovative processes with empirical incomplete data sets,
 - ... from pseudo-experimental case settings,
 - ... with constantly shifting individuals.

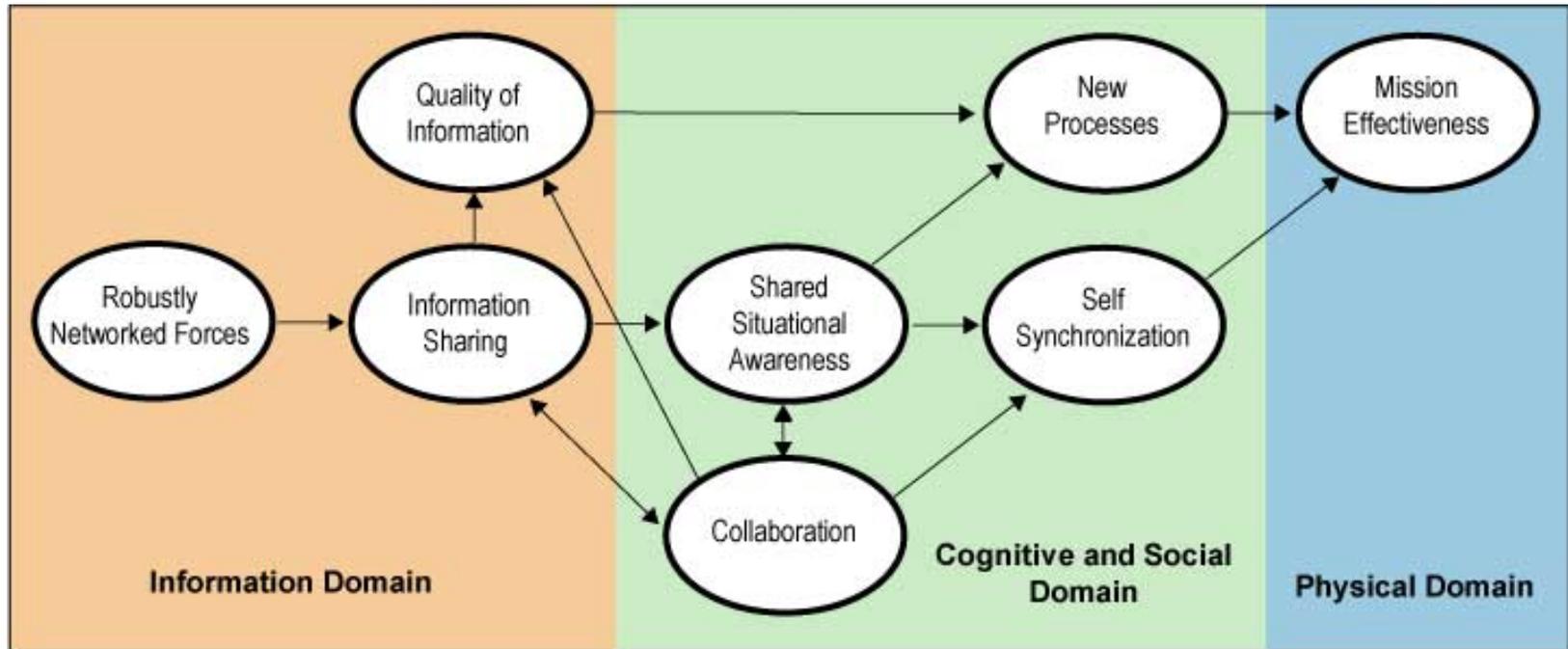
Development logic for Experimentation Campaigns

Today's development is a number of parallel activities that needs to be lead in a collaborative way.



Future leaders need to develop their skills and knowledge about how to lead changes, innovations and experimentations. There are no longer a border between daily business and research and development!

The basic conceptual model



This idea of transformation is based on a commonly used conceptual model developed by the CCRP. The illustration might differ but the basic components and logic structure are the same.

Primarily findings for key factors

Tenets	Technology	Processes	People	Organization
1. Robustly Networked Forces	Redundancy, security	Adaptive	Willingness, leadership	Parallel planning
2. Information sharing	Communication, architecture	Time issue	Understanding, trust	Administrative procedure
3. Quality of information	Security	Procedure	Knowledge, trust	Administrative procedure
4. Shared situation awareness	Communication	Procedure	Knowledge	Willingness
5. Collaboration	Design issue, architecture	Procedure	Knowledge, leadership	Participation
6. New processes	Design issue, architecture	Rule	Knowledge, leadership	Participation
7. Self synchronization	Design issue, architecture	Adaptive	Trust, leadership	Participation
8. Mission effectiveness	Design issue	Optimizing/ balancing	Survival, leadership	Survival, commitment



Questions?