



21 June 2006

San Diego, California, USA

Role of Experimentation in Transformation

Develop new approaches through a competition of ideas.

Guide major investments through empirically supported findings.

Provide rapid innovation in response to emerging challenges.

Integrate the efforts of a large and diverse community in order to develop comprehensive and coherent solutions.

The Dimensions of Transformation

Organizational Design: The changes in an organization's division of labor that may be needed to implement a desired course of action, in order to bring about desired effects.

Processes: The changes in steps, tasks, or procedures needed to implement concepts or apply capabilities.

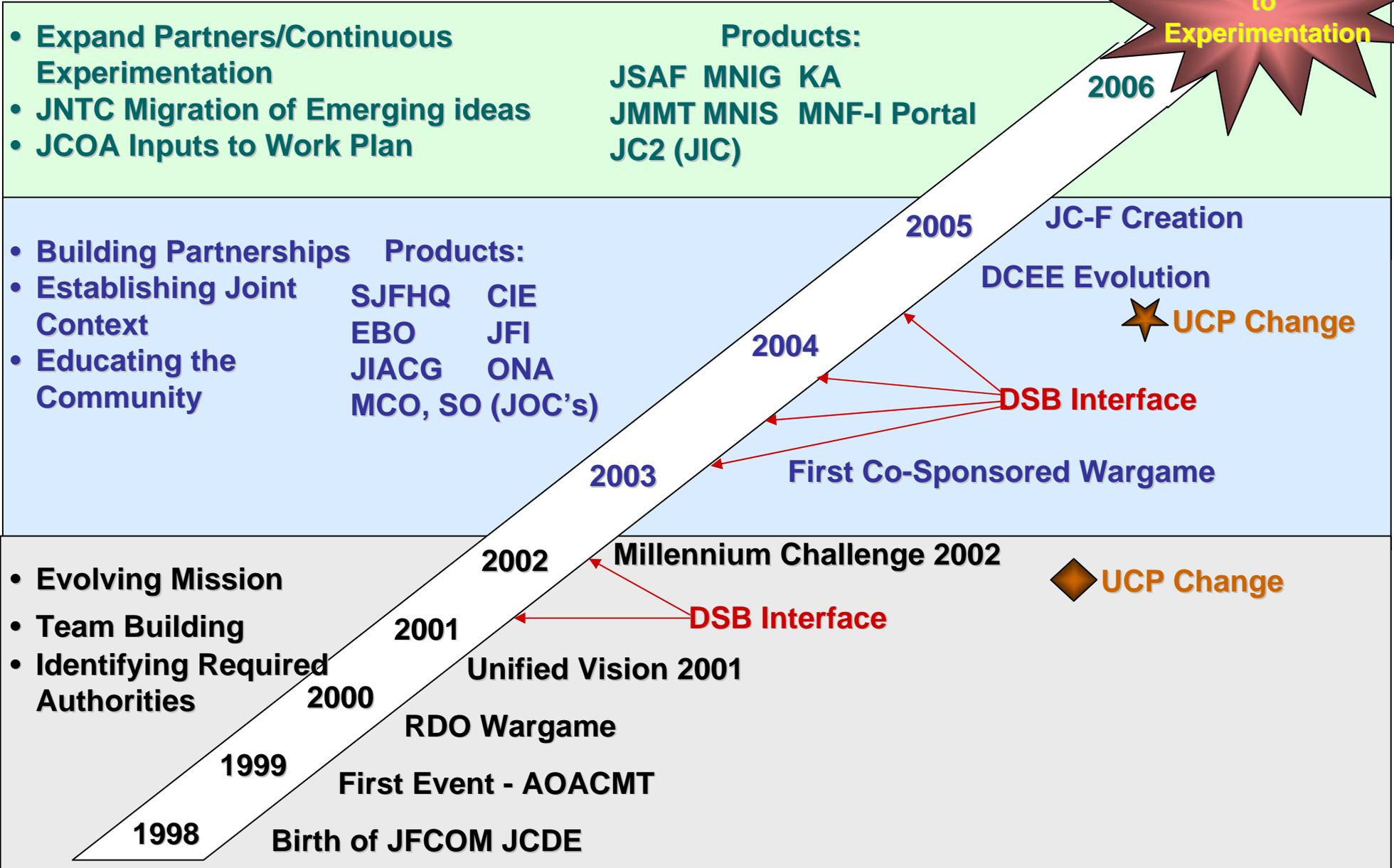
Concepts: Structured approaches to expressing how a course of action might be accomplished for current or future war fighter problems.

Capabilities: Technological systems, hardware, or tools that may be required to execute a specified course of action.

Authorities: Changes in public laws or regulations that may be needed to provide authority, permission, or capabilities to war fighters.

Cultures: Understandings, beliefs and practices that define and shape operational decisions, organizational response or reaction to change.

The 3rd Wave



2006 Representation at USJFCOM

NATO



Partnership for Peace



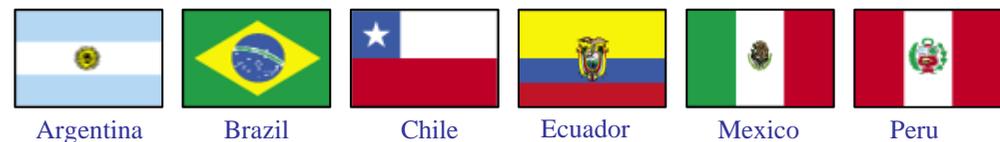
Mediterranean Dialogue



Asia/Pacific



Latin America–Fleet Forces Command



Multinational Experimentation (MNE) Series



MN LOE 1: November 2001 (AUS, DEU, GBR, USA)
⇒ Technical Distributed Collaboration (South Pacific Vignettes)



MN LOE 2: February 2003 (added CAN and NATO)
⇒ Multinational Information Sharing (Pacific Rim Vignettes)



MNE 3: February 2004 (added FRA)
⇒ Effects-Based Planning (Afghanistan scenario)



MNE 4: February / March 2006 (added FIN and SWE)
⇒ Effects-Based Operations (Afghanistan Scenario)

Overview of MNE 4
Effects Thinking
Harmonizing Efforts
Shared Understanding
Strategic Influence
Measurement
Way Ahead – MNE-5

MNE 4 – Experiment Aim

To **explore concepts** and **supporting tools** for effects-based operations (EBO) within a **coalition** environment involving stability operations with increasing levels of conflict in order to assist the development of future processes, organizations and technologies at the operational level of command.

Multinational Experiment 4

**Multinational (MN)
Effects Based Operations**

Key Participants



Effects Based Execution
Tiger Team Lead

Intelligence Tiger Team Lead



MN Effects Based Operations
Concept of Operations

Knowledge Base Development

Effects Tasking Order

Effects Based Tools

Information Operations

Combined Task Force Information Operations Plan

Concept of Operations

Intelligence

Implementing Procedures

Concept of Operations

Combined Task Force Intelligence Plan

Multinational Interagency Group

Implementing Procedures

Concept of Operations

Multinational Experiment 4



Tools

Implementing Procedures

Concept of Operations

Knowledge Management

Implementing Procedures

Concept of Operations

Technical Demo

Multinational Information Sharing

Combined Task Force Strategic Guidance

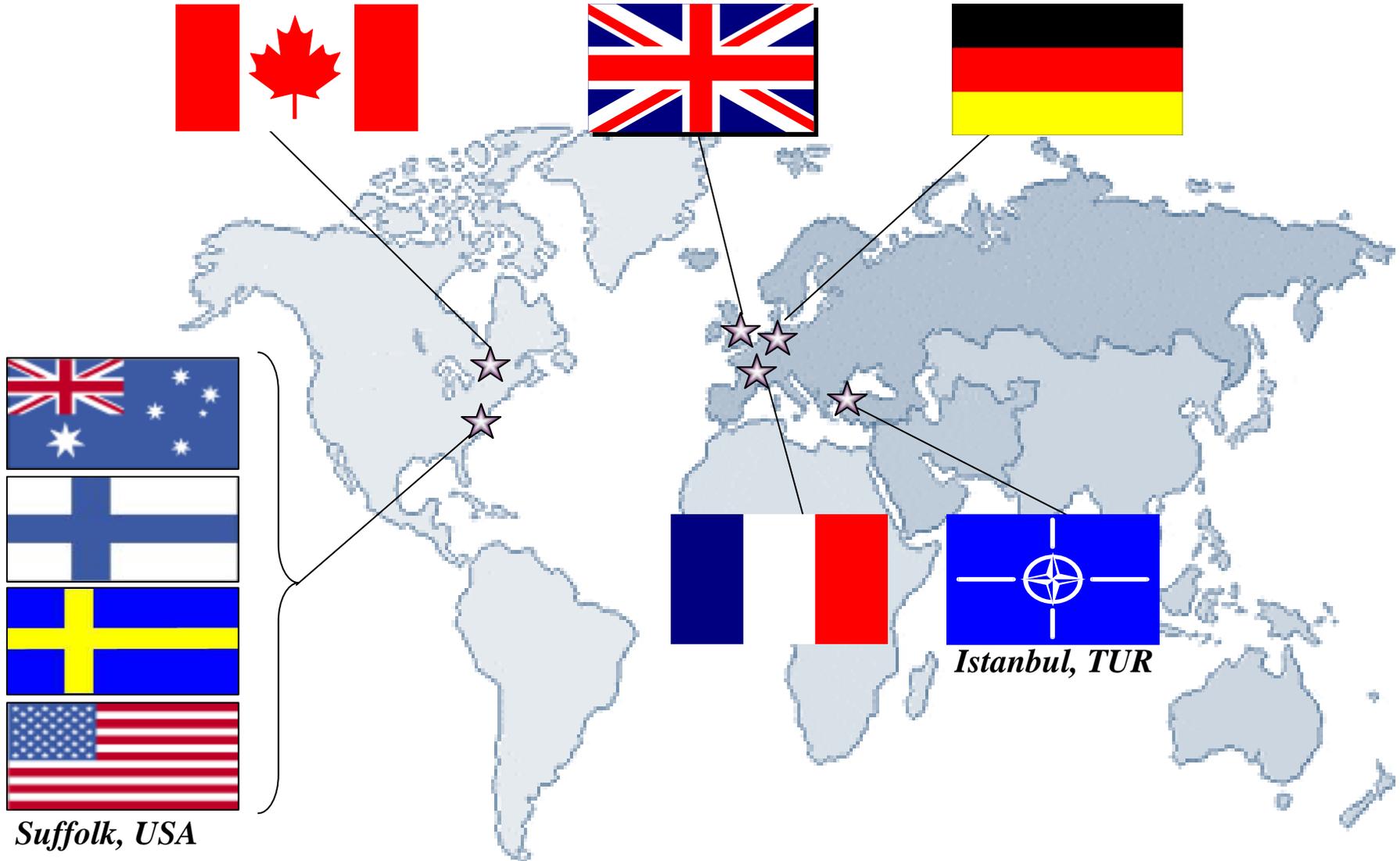
Combined Task Force Political-Military Plan

National Political-Military Plan

Strategic Context



MNE 4 – Experimentation Sites



Experiment Day (1100-2100 Z) / Time Zones



Canada
Z-5



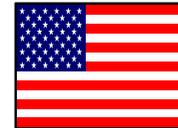
Germany
Z+1



France
Z+1



UK
Z



US
Z-5



NATO
Z+2

ZULU time

Experiment day	11:00	Experiment	6:00	12:00	12:00	11:00	6:00	13:00
	12:00	Experiment	7:00	13:00	13:00	12:00	7:00	14:00
	13:00	Experiment	8:00	14:00	14:00	13:00	8:00	15:00
	14:00	Experiment	9:00	15:00	15:00	14:00	9:00	16:00
	15:00	Experiment	10:00	16:00	16:00	15:00	10:00	17:00
	16:00	Experiment	11:00	17:00	17:00	16:00	11:00	18:00
	17:00	Experiment	12:00	18:00	18:00	17:00	12:00	19:00
	18:00	Experiment	13:00	19:00	19:00	18:00	13:00	20:00
	19:00	Experiment	14:00	20:00	20:00	19:00	14:00	21:00
	20:00	Experiment	15:00	21:00	21:00	20:00	15:00	22:00
	21:00	Experiment	16:00	22:00	22:00	21:00	16:00	23:00

Australia



Sweden

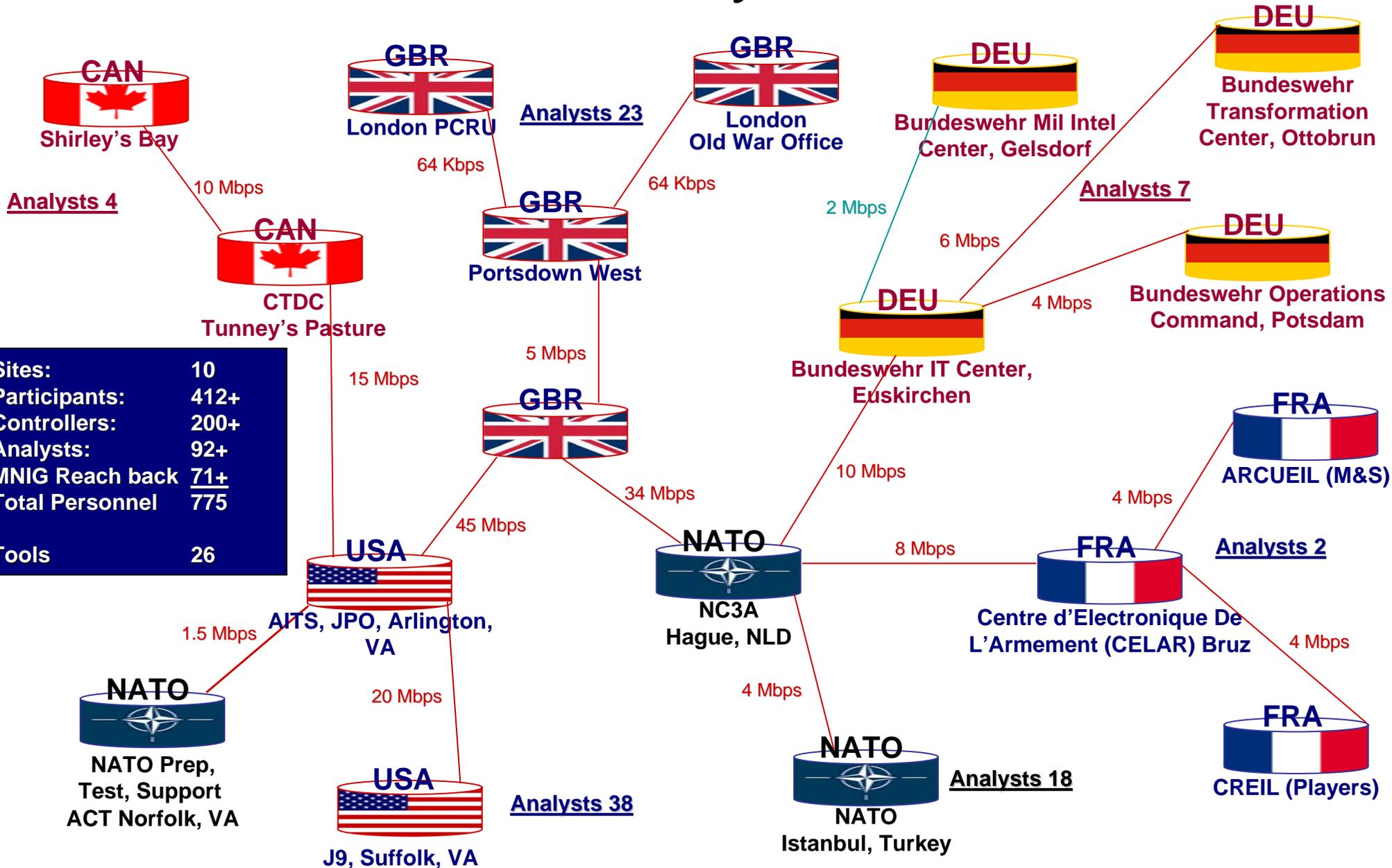


Finland



Local time

MNE4 Military Network



Sites:	10
Participants:	412+
Controllers:	200+
Analysts:	92+
MNIG Reach back	71+
Total Personnel	775
Tools	26

Effects Based Operations

Objective: Refine and assess processes, organizations, and technology to support Coalition and NATO Response Force:

knowledge base development,

effects-based planning,

effects-based execution, and

effects-based assessment,

in a multilateral environment.

Effects Thinking

- **National and coalition aims cannot be achieved with military efforts alone**
- **Effects based thinking is not a new paradigm**
- **MNE 4 and current operations show effects thinking is possible and effective**

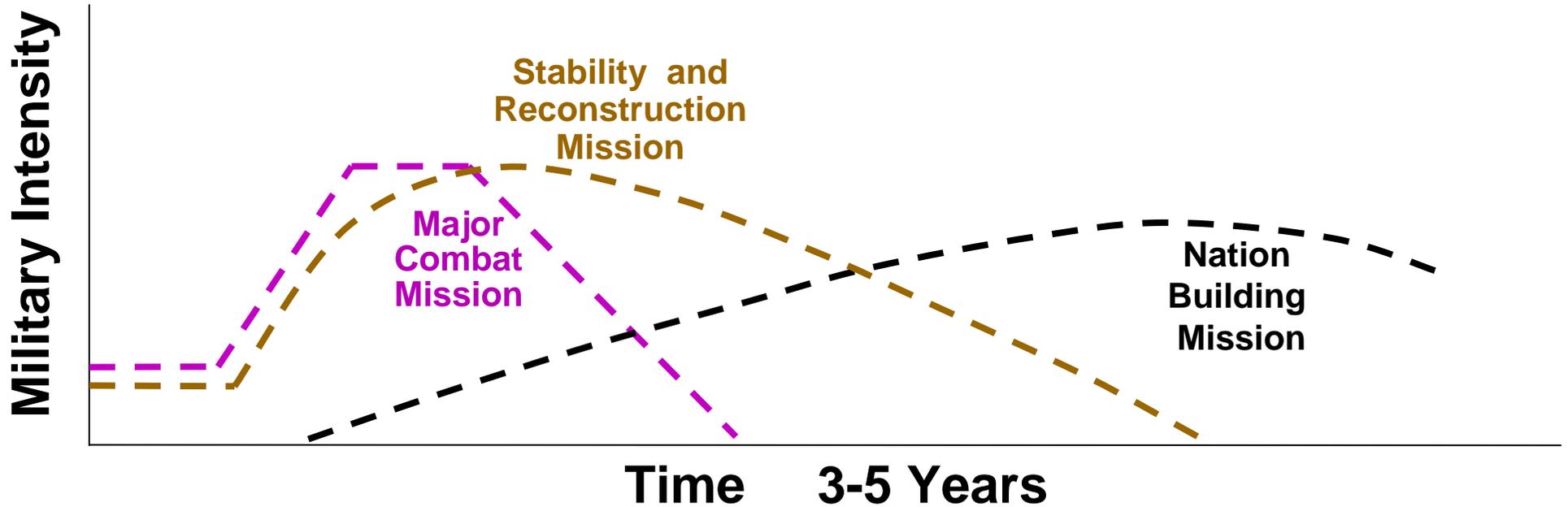
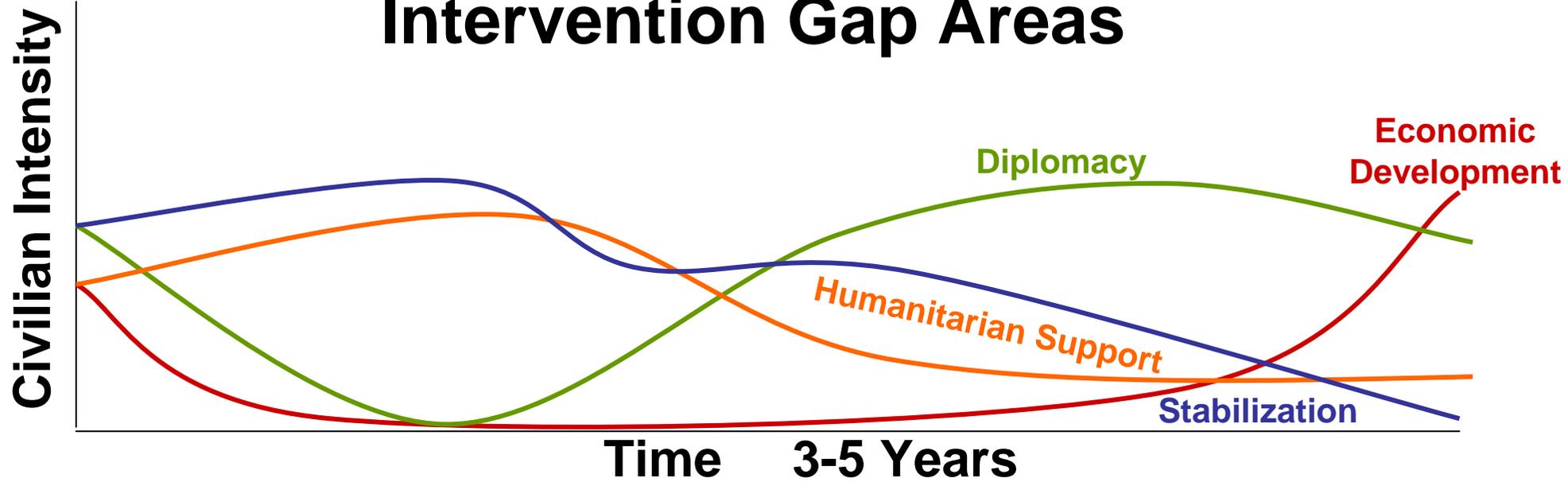
Effects Thinking Research Question

**How do we institutionalize
effects thinking?**

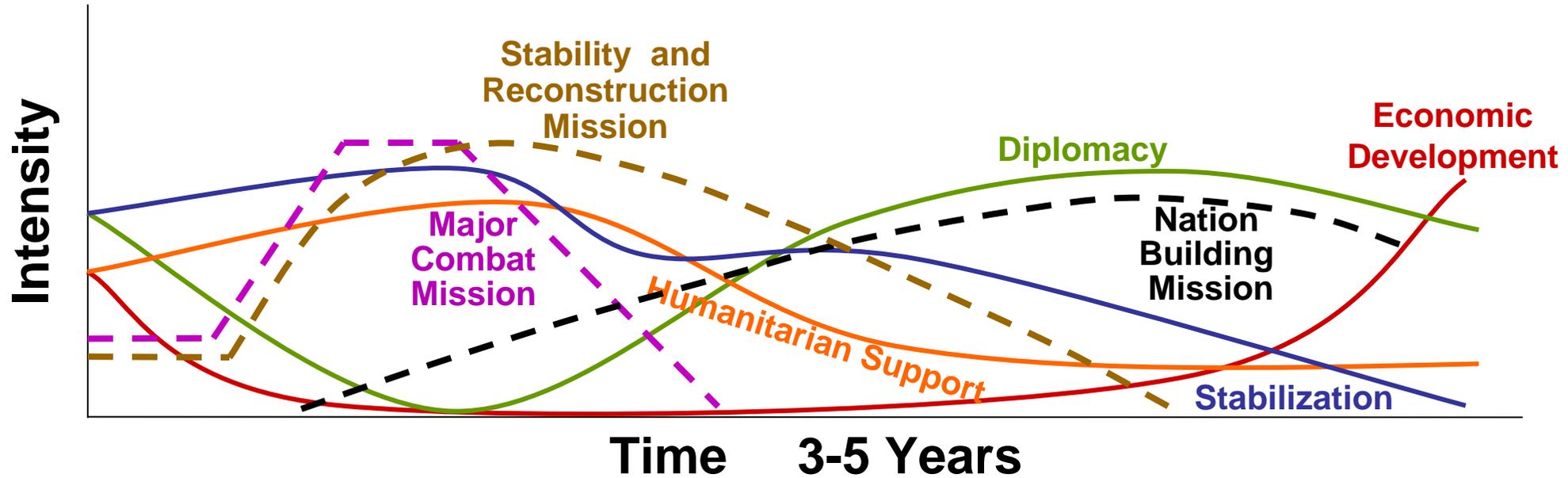
Harmonizing Efforts

- **Integrated action requires common expressed strategic context**
- **Coordination is necessary but insufficient for achieving coherence**
- **Problems have policy, planning, and execution dimensions**
- **Ad hoc execution solutions emerging; national and alliance policy and planning lagging**
- **Acquisition lagging**

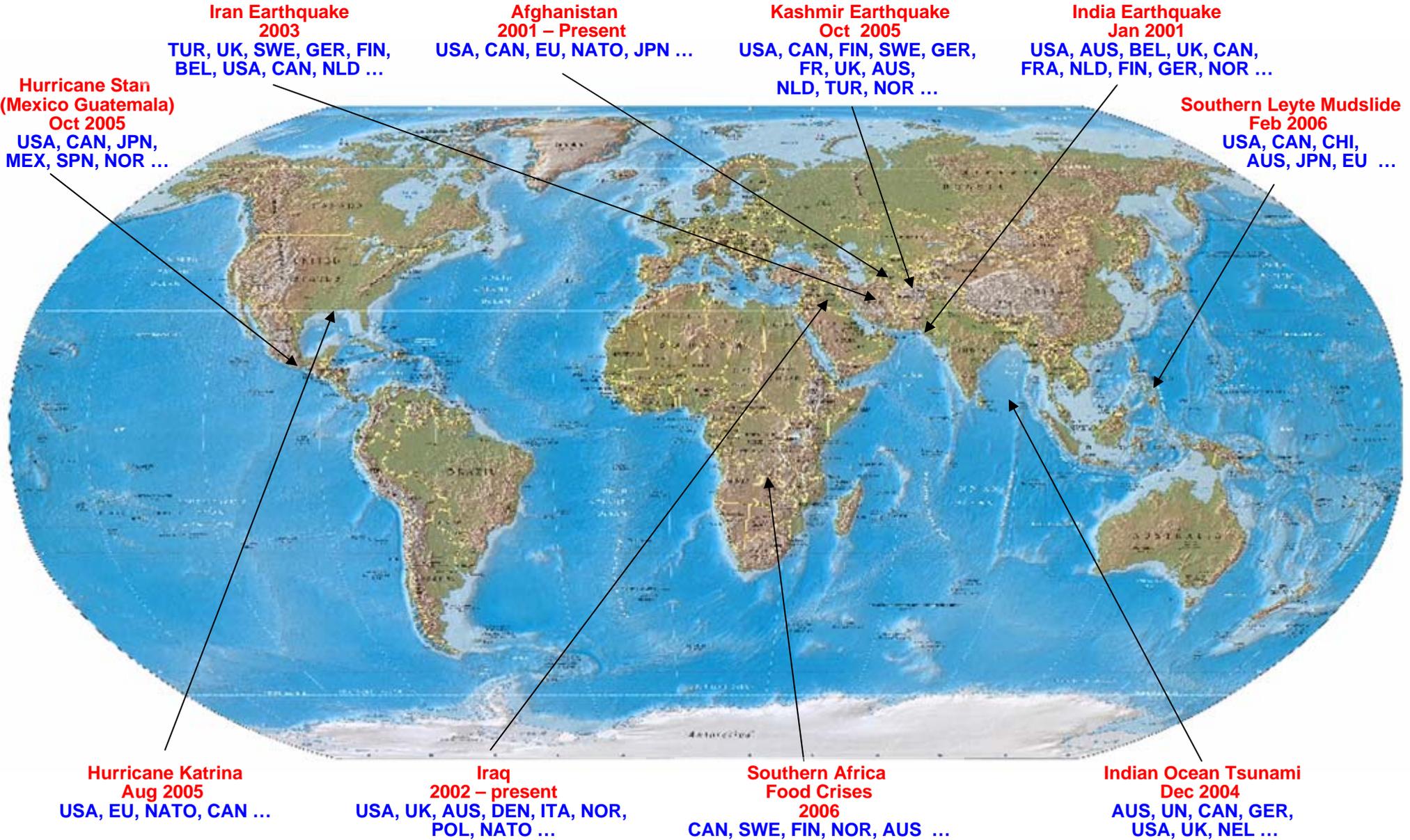
Intervention Gap Areas



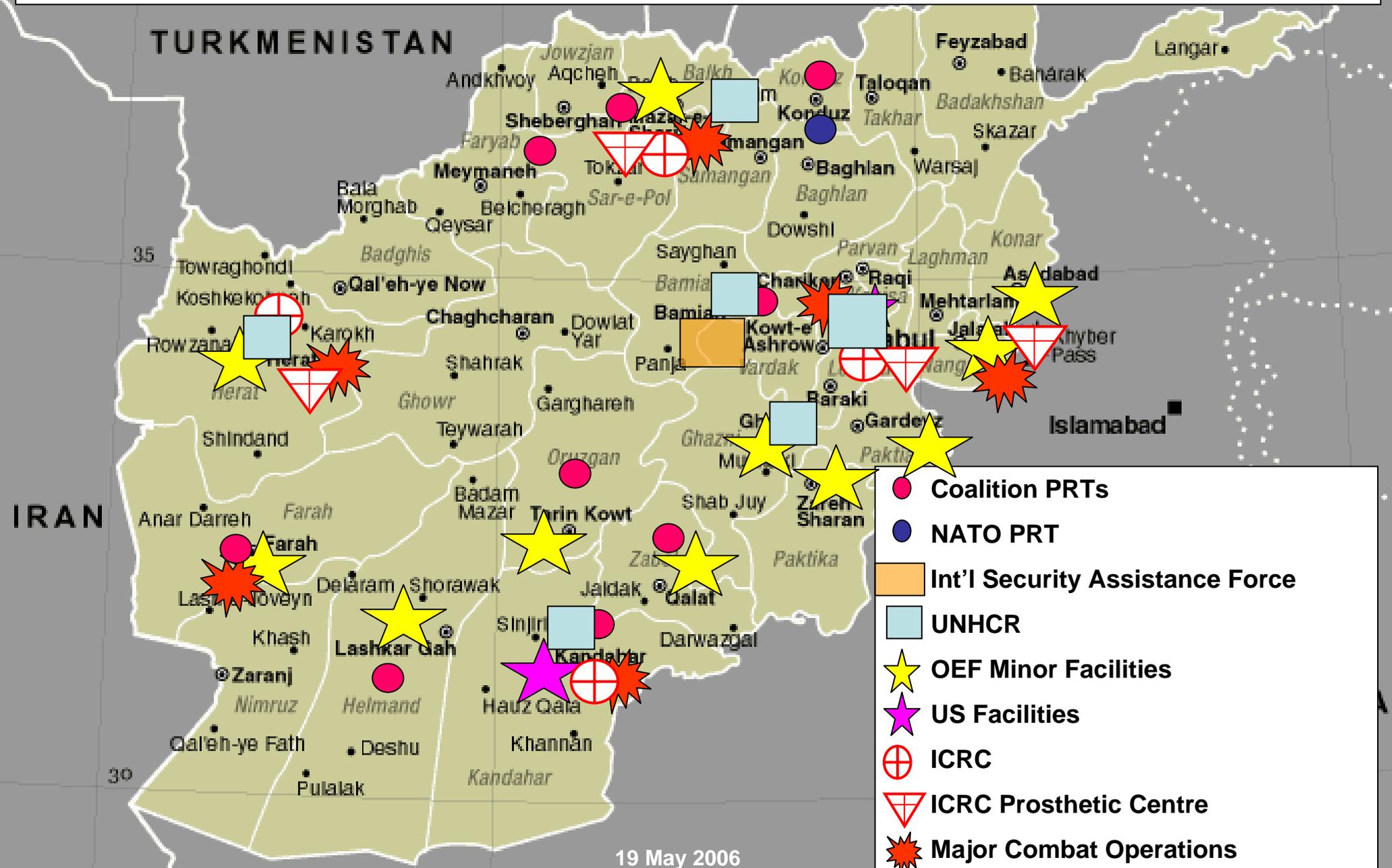
Intervention Gap Areas



Interventions



Military and Civilian Operations in Afghanistan



19 May 2006

MNE4 Discussion Participants

USG

Department of State
South Asia Bureau (SA)
Brent Blaschke (SA/Afghanistan)

International Organizations (IO)

Dennis Hankins (IO/PSC)

International Narcotics and Law Enforcement (INL)

Angela Little Turner
Eric Rubin
John Brandolino
Brooke Darby
Judd Ray

Bureau of Political-Military Affairs

Allen Kerpan (PM/ISO)
Christina Rosati
Evan Foster

Bureau of Population, Refugees and Migration Affairs (PRM)

Stacy Gilbert
Andrew Wylie

Bureau of European Affairs (EUR)

Jeff Rathke
Raphael Carland

MNE4 Discussion Participants (cont)

S/CRS

Amb. Grant Smith
Barbara Stephenson
Matt Cordova
Albert Curley
Dwaylon Robinson
Kelly Jones
Christa Skerry
Col. Al Mangan
Kara McDonald

UNICEF

Jean-Luc Bories
Hazel De Wet
Chris Maxfield

USAID

Michael Mikalauic
Alexa Courtney
Michelle Schrimp
Barbara Smith
Pat Fn'Pierre
Sharon Isralow
Sarah Cohen
Elizabeth Martin

World Food Program (WFP)

Rosemary Parnell
Walid Ibrahim

European Union (EU)

CIV/MIL Cell
Mariusz Kawczynski
Col Alfred Buls

MNE4 Discussion Participants (cont)

UN

Department of Peace Keeping Operations
(DPKO)

Mark Kroeker

Nick Seymour

Carlos Peralta

Fatemah Ziai

Joaquim Santana

Robert Pulver

Yngvil Foss

Simon Yazgi

UN Office of the Coordinator for Humanitarian Affairs (OCHA)

Kevin Kennedy

Ben Negus

Sebastian Rhodes Stampa

Secretariat/Crisis Management

Peter Hedling

Veronica Cody

Col. Guiliano Porcelli

Royal Canadian Mounted Police (RCMP)

Douglas Coates

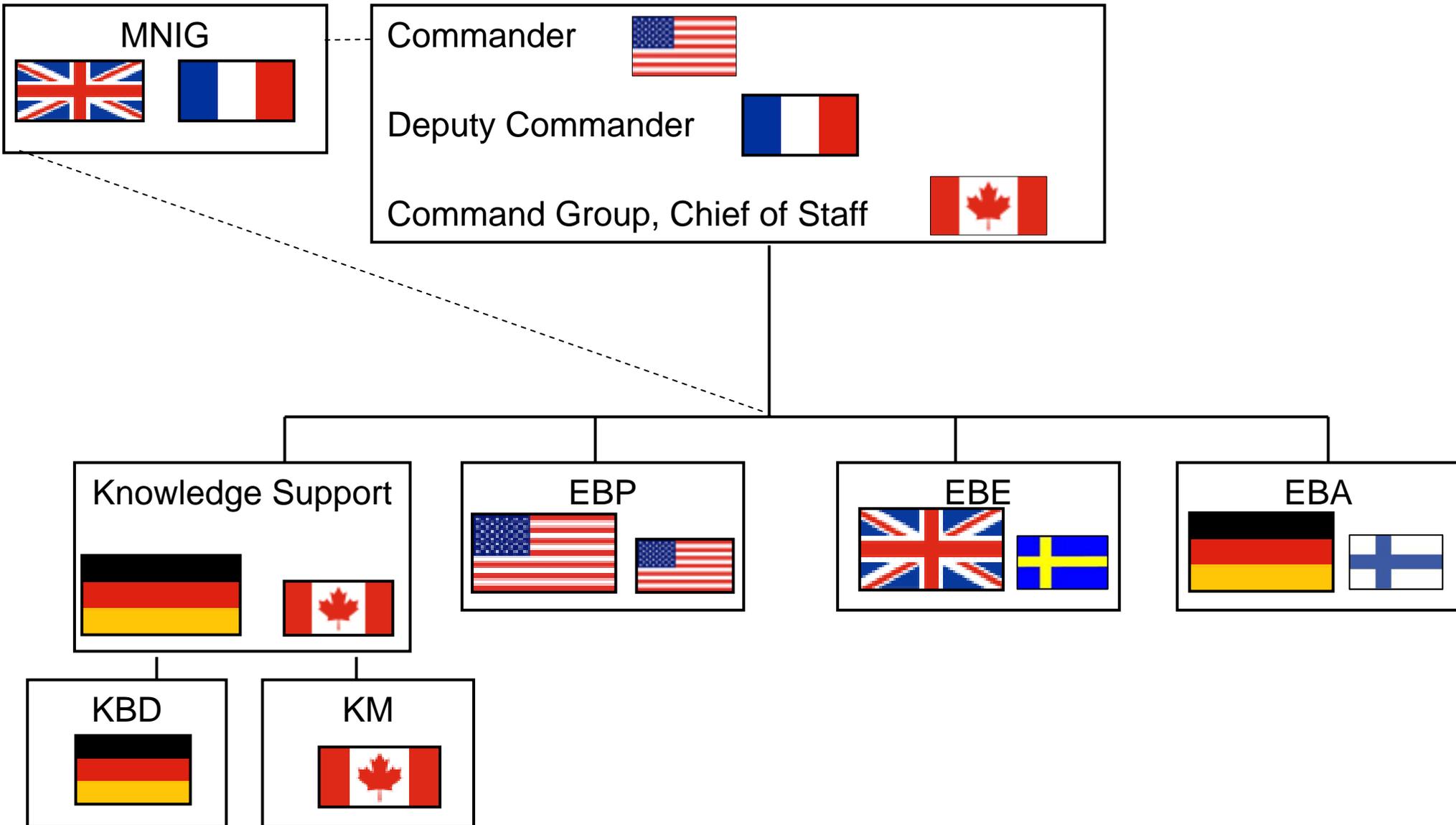
International Committee of the Red Cross (ICRC)

Andres Kruesi

InterAction (US)

Linda Poteet

MNE 4 CTFHQ Staff – Key Billets



Harmonizing Efforts

Research Question

**How do we harmonize
civilian and military efforts?**

Shared Understanding

- **Our adversary exploits our lack of shared understanding**
- **There is no current framework for a shared strategic understanding**
- **Common operational pictures aren't**

Different Views Different Realities



**Same operating
space**

Shared Understanding Research Question

**How do we achieve
mutually supporting
civilian and military
understanding?**

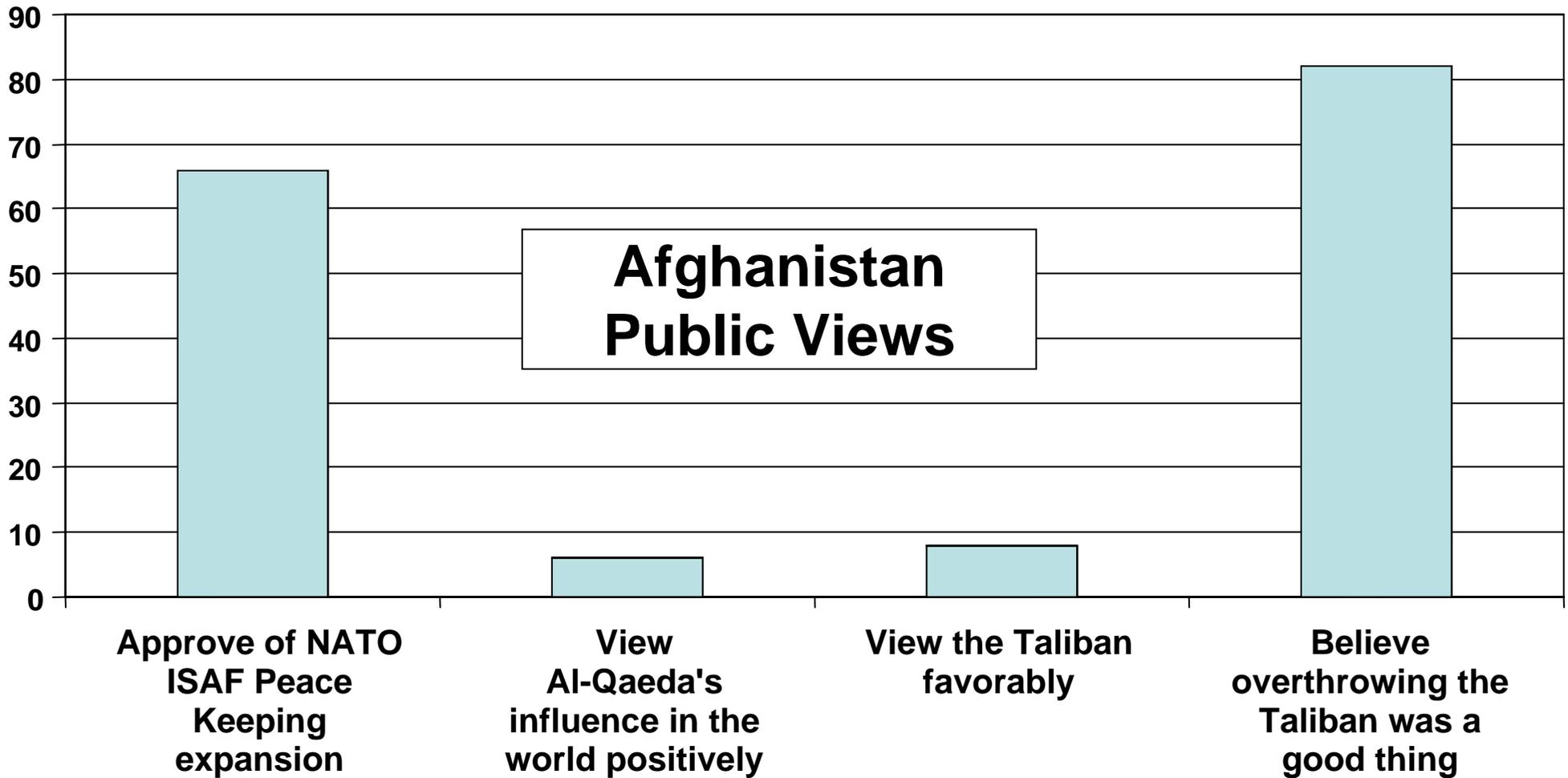
Strategic Influence

- **Our adversary uses media more effectively than we do**
- **We can win engagements and fail to achieve the aims**
- **Global perceptions are as important as local perceptions**
- **The enemy believes public opinion drives democratic and representational governments**

Perception



Perception Assessment



Source: WorldPublicOpinion.org Website, Survey Nov 27 – Dec 4, 2005 (Program on Int'l Policy Attitudes)

Strategic Influence Research Question

**How do we influence
perceptions to achieve
our aims?**

Words Matter

Hiraba – not jihad

(sinful war not a holy struggle)

Mufsid – not mujahid

(evil or corrupt person not a holy warrior)

Fattan – not caliphate

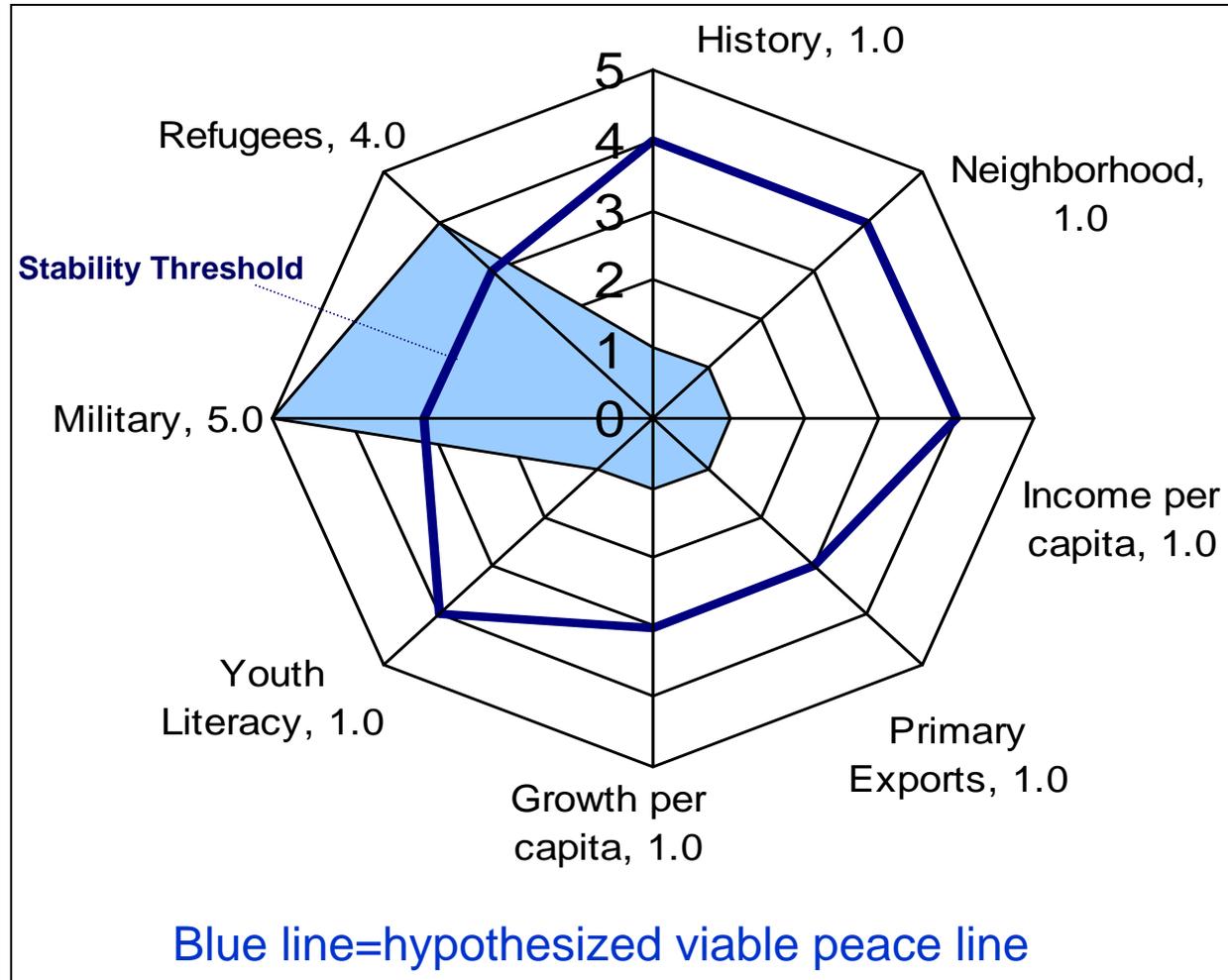
(tempter or subversive not successor of Muhammad)

NDU, Center for Strategic Studies, “Choosing Words Carefully: Language to Fight Islamic Terrorism,” March 6, 2006

Measurement

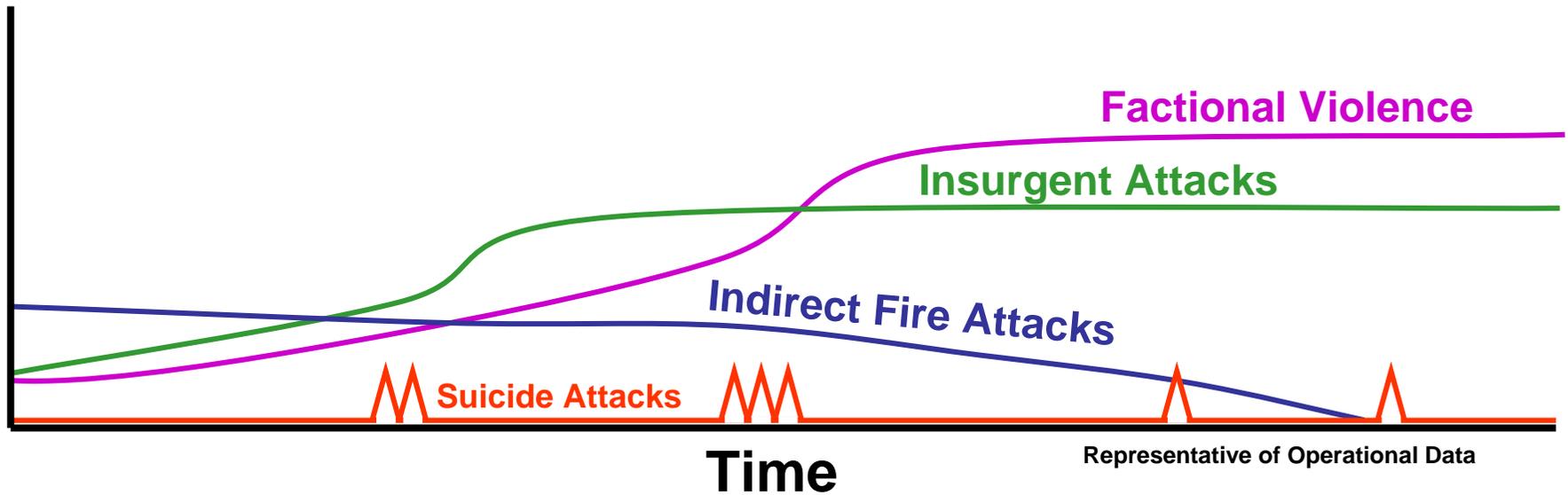
- **Identifying characteristics to measure strategic aims is difficult**
- **Current measures and methods to monitor progress toward civilian and military aims are not effective**
- **Current methods are not predictive**
- **Interaction of civilian and military efforts are not effectively monitored**

Civilian Measurement



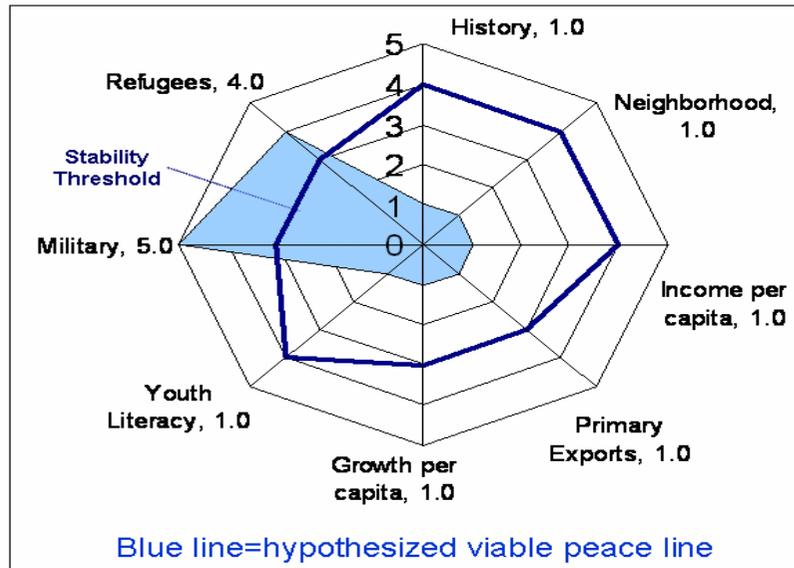
Conflict Transformation Metrics - Mr. Sprout, USAID

Military Measurement



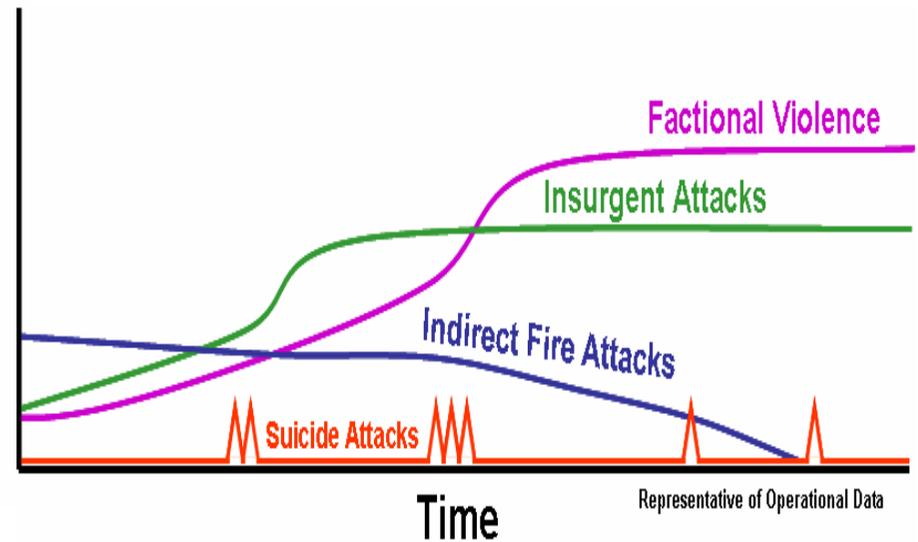
Merging Multiple Perspectives

Civilian Measurement



Conflict Transformation Metrics - Mr. Sprout, USAID

Military Measurement



Measurement Research Question

- How do we know what success is?
- How do we measure progress?
- How do we know we have achieved success?

Observations

Multi-service isn't joint

Service tactical, operational, and strategic are not necessarily joint

Command and control aren't the same as accomplishing aims

No civilian operational level

Civilian liaisons are not the commanders of the NGO or Civilian Agency regiment

Deliberate planning is not a common lexicon for coordination

Today's proprietary solutions are tomorrow's interoperability problems

Command and control solutions are driven by the "business" of command and control

JCIDS and Acquisition

MNE-5

Global Integration

Problem Statement: Coalition partners require improved methods to conduct rapid **interagency and multinational planning, coordination, and execution** to create and carry out a **unified, comprehensive strategy**.

Theme

Comprehensive Approach – The central theme in MNE-5 will be a **Comprehensive Approach (Whole of Government.)** The Effects Based Approach to Multinational Operations concept of operations and rapid expeditionary force projection will serve as **supporting military themes** to facilitate exploration of **military support to interagency operations**.

MNE 5 – Scenario and Timelines

Scenario

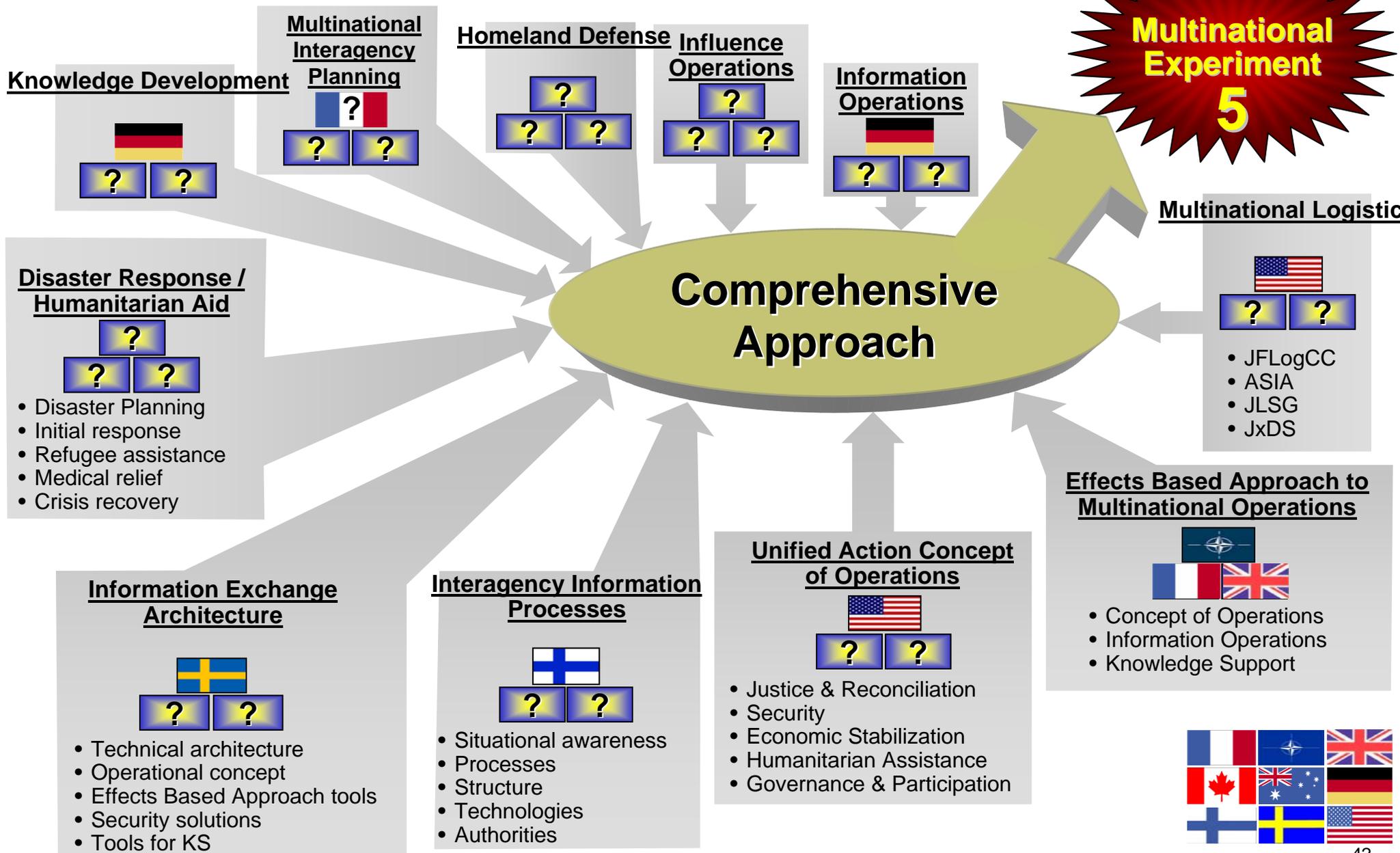
MNE 5 will likely be set in an **economically disadvantaged**, and **politically unstable region**, to facilitate realistic non-military involvement requiring **interagency efforts to create a secure, politically stable, economically sound environment**.

Scenario design conditions may include **terror attack response in a participating nation's home country (e.g., notional third country harbor attack) and catastrophic natural disaster, to stimulate a rapidly destabilizing region**. Planners are encouraged to consider developing a real world data base to facilitate greater interagency participation.

Scenario Timeline

Discussed using a current **(2008 – 2010)** vice next decade (2015-2018).

MNE 5 Comprehensive Approach



Potential MNE 5 Expansion

Israel

Morocco

Singapore

Korea

Japan

New Zealand

European Union

African Union

Hungary

Austria

Spain

Portugal

Poland

Norway

Czech Republic

Denmark

Italy

Potential MNE 5 Expansion

Civilian agencies and organizations

Local and State government

Industry partners

Service oriented architectures

Web services

Open source community

CRADA

International open development community

Academia

Competitive tool selection process

**ARE YOU READY
FOR MNE-5?**

QUESTIONS?

