

Ninth International ICCRTS

**Coalition Transformation: An Evolution of People, Processes
& Technology to Enhance Interoperability**

Transforming Coalition Warfare With Network Centric Capabilities

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Introduction

- **The Challenges of War and Peace**
- **Today's Transformation Initiatives**
- **A Central Theme: New Thinking**
- **Coalitions Crucial to Success**
- **Success Requires Transformation**
- **Transformation Requires New Concepts**

Agenda

- **National Interests and Coalitions**
- **Network Centric Warfare (NCW)**
- **Effects Based Operations (EBO)**
- **Collaborative Information Environment (CIE)**
- **NATO's Strategic Vision**
- **Challenges and Conclusions**

National Interests & Coalitions

- **The Role of National Interests**
- **Clausewitz: Coalitions & Interests**
- **The Magnitude of Ingratitude**
- **No Eternal Allies...or Enemies**
- **Coalitions Come and Coalitions Go**
- **The Evolution of Tactics & Technologies**

Network Centric Warfare

- **Translates Information Into Action**
- **Depends Upon Timely Information Sharing**
- **Acknowledges New Security Environment**
- **Applies All Elements of National Power**
- **It's About Technology and Systems**
- **It's About People and Behavior**

Effects Based Operations

- **Focuses on Effects vs. Actions**
- **Emphasizes National Power Instruments**
- **Definitions and Interpretations**
- **Identifies New Process: E/N/A/R**
- **Complicates & Challenges Planning**
- **Leverages New Thinking & Technology**

Collaborative Information Environment

- **Enables NCW & EBO Collaboration**
- **Creates & Shares Information/Knowledge**
- **Organizes Cross-Functional Planning**
- **Promotes Transition to Integrated Planning**
- **Envisions “Virtual Enterprise Warehouse”**
- **Creates Mind and Machine Collaboration**

NATO's Strategic Vision

- **Drafts Vision: “The Military Challenge”**
- **Demonstrates Resolve to Evolve**
- **Promotes Transformation of Capabilities**
- **Hosts NATO ACT NEC Conference**
- **Informs, Educates, and Stimulates**
- **Spreads Transformation Worldwide**

Challenges & Conclusions

- **Coping with Cultural & Doctrinal Issues**
- **Establishing Trust & Confidence**
- **Exploiting Speed of Decisions & Actions**
- **Ensuring Sharing & Dissemination**
- **Mastering Information Overload**
- **Partnering with Civilian Authorities**

Summary

- **Exploring the Challenges & Opportunities**
- **Discovering the Complex & Unpredictable**
- **Experimenting with New Concepts & Tools**
- **Dealing with the Known & Unknown**
- **Enhancing “Speed of Decision” with Information**
- **Empowering “Speed of Action” with Decisions**