The Human Dimension of Future Warfighting

Dr Leoni Warne (Task Manager), Irena Ali, Derek Bopping

Don Taylor (Research Assistant)

Consultants:

Dr Dennis Hart (ANU), Celina Pascoe (UC)

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Why study the human dimension of future warfare?

- **Current understanding of NCW is limited to structural and functional analysis.**

- **To be complete, any analysis of NCW must take into account the social and psychological factors underpinning human interaction in complex environments.**

Primary research question

What are the factors implicated in future warfighting that are likely to have a major impact on the thought, action and interaction of human participants?

Methods used

- **Review of literature and related work**

- **Interviews with personnel serving in the Iraq War**

- **Observations and survey data from the Multi-National Experiment 03**

The cultural transition of the ANZAC (Jans, 2002)

Cultural Dimension	Cultural Forms and related Cultural Metaphors		
	Anzac (1914-1945)	**New Anzac (1949-1989)**	**Dual Professional (1990 – still evolving)**
Professionalism	*The 'natural'*	*The military artisan* (Valued for expertise rather than mass)	*Warrior, commander and bureaucrat* (Additional roles, rather than changing old roles)
Community	*Mateship, unit espirit*	*Brothers in arms* (Accepts outsiders, but only in terms of the institution's values)	*Open arms, long tentacles* (Much more inclusive, especially women and reserves. Long tentacles keep ex-members within the network bringing back selected members for special continued employment)
Hierarchy	*Authority of competence* (Follow those who proved themselves worthy to lead)	*Chain of command* (Organisational and social hierarchy)	*Flexible networks* (Traditional forms of organisational arrangements when appropriate; more fluid and 'organic' when appropriate.
Conservatism	*Old fashioned Aussie values* (pragmatic, introverted, sociable, masculine)	*Back to the future* (Excessive energy expended in keeping the old ways rather than adapting to the environment)	*Dynamic Stability* (Intelligent, adaptability; change the things that need to change, keep those that are still functional and relevant)

Typology of the warrior and the peacekeeper

Warrior

- ✓ **Discipline**
- ✓ **To be fit for action**
- ✓ **Decisiveness**
- ✓ **Leadership**
- ✓ **Obedience**
- ✓ **Ability to undergo physical stress**
- ✓ **Patriotism**
- ✓ **Readiness to make sacrifices**
- ✓ **Loyalty to the civil power.**

Peacekeeper

- ✓ **Determination**
- ✓ **Empathy**
- ✓ **Expertise**
- ✓ **Ability to easily make friends**
- ✓ **Co-operativeness**
- ✓ **Mental Strength**
- ✓ **General Education**
- ✓ **Open-mindedness**
- ✓ **Taking responsibility**

Nuciari, M. (2003). Models and Explanations for Military Organization: An updated Reconsideration. Handbook of the Sociology of the Military. G. Caforio. New York, Kluwer Academic/ Plenum Publishers.

Emergent Warrior

"In Between" or "Flexible Warrior"

The type of soldier who is able to cope with a job that "is not a soldiers' job, but only a soldier can do it".

Issues for individuals and groups in NCW context

- **C2**
  - Commander's intent
  - Synchronisation
  - Specialisation
  - Tempo
- **Battlespace**
  - Multidimensional manoeuvre
  - EBO
  - Interoperability
  - Jointness
  - Adapatability & agility
  - Reachback & reachforward
  - Shared situational awareness

- **Information**
  - Volume of info
  - Info sharing
  - Context & communication
  - Reliability & quality
  - Conflicting info
  - Presentation of info
- **Professional mastery**
  - Specialist / generalist skills
  - Competencies

Dominant recurrent themes

- **Future warfare will be different:**

  - **Force mixing to a much greater extent than previously - military, civilian, contractor, gov. / non gov. agencies;**

  - **More information, more connectivity, more uncertainty;**

  - **More responsibility devolved to lower levels – more flexibility within commanders' intent.**

- **Therefore:**

  - **The need for trust will be more prevalent;**

  - **New skills and competencies will be required.**

Emerging Issues

➢ *Information overload*

Interviews

"…on occasions you could have
six or seven
chat windows all up…
there was potential there
to be overrun by the
number of chats that
were all going on"

MNE03

"We are overwhelmed by info,
working with many
different media… "

"I often had no idea where
I was supposed to be.
As such, I often missed critical
information that I needed
because I was in the
wrong [virtual] place"

Australian Government
Department of Defence
Defence Science and
Technology Organisation

Emerging Issues

➢ *Importance of effective info management*

Interviews

"I had to develop
my own database over there
just to store my information
and to be able to see it"

"…there's no document…
no daily intelligence
report, no daily INSUM…
to provide analysis…"

MNE03

"This concept and the
design of information flow
is only slightly less confusing
than quantum mechanics"

Emerging Issues

➢ *Access to information largely dependent on establishing good personal relationships (i.e. trust)*

Interviews	MNE03
"…because if we didn't have the rapport that we built they wouldn't have given us a particular information system to work off and have no information."	"I have very little confidence that all the right people got all of the information they needed. I have very little visibility on the correct communities of interest for different information".

Emerging Issues

➢ *Often briefings before deployment/exercise did not sufficiently prepare for what awaited ahead*

Interviews

"…it was literally,

pick it up as you go along"

MNE03

"…better appreciation for who
was in the audience
I was dealing with"

"More hands-on training
with the tools and their
capabilities/limitations"

Other Emerging Issues

➢ *Perceived need for more joint training for operations*

> "I think there is an lack
> of training here,
> particularly in joint operations …
> you need to have a joint headquarters
> which understands joint operations
> and how they impact on each other."

Other Emerging Issues

➢ *Devolved C2, and autonomous decision-making was very limited, mainly due to a highly entrenched hierarchical culture*

➢ *Trust crucial for verification and dissemination of information*

➢ *Available bandwidth insufficient to conduct all necessary communication*

➢ *There appears to be no concerted effort to capture individual lessons learned on return from operations*
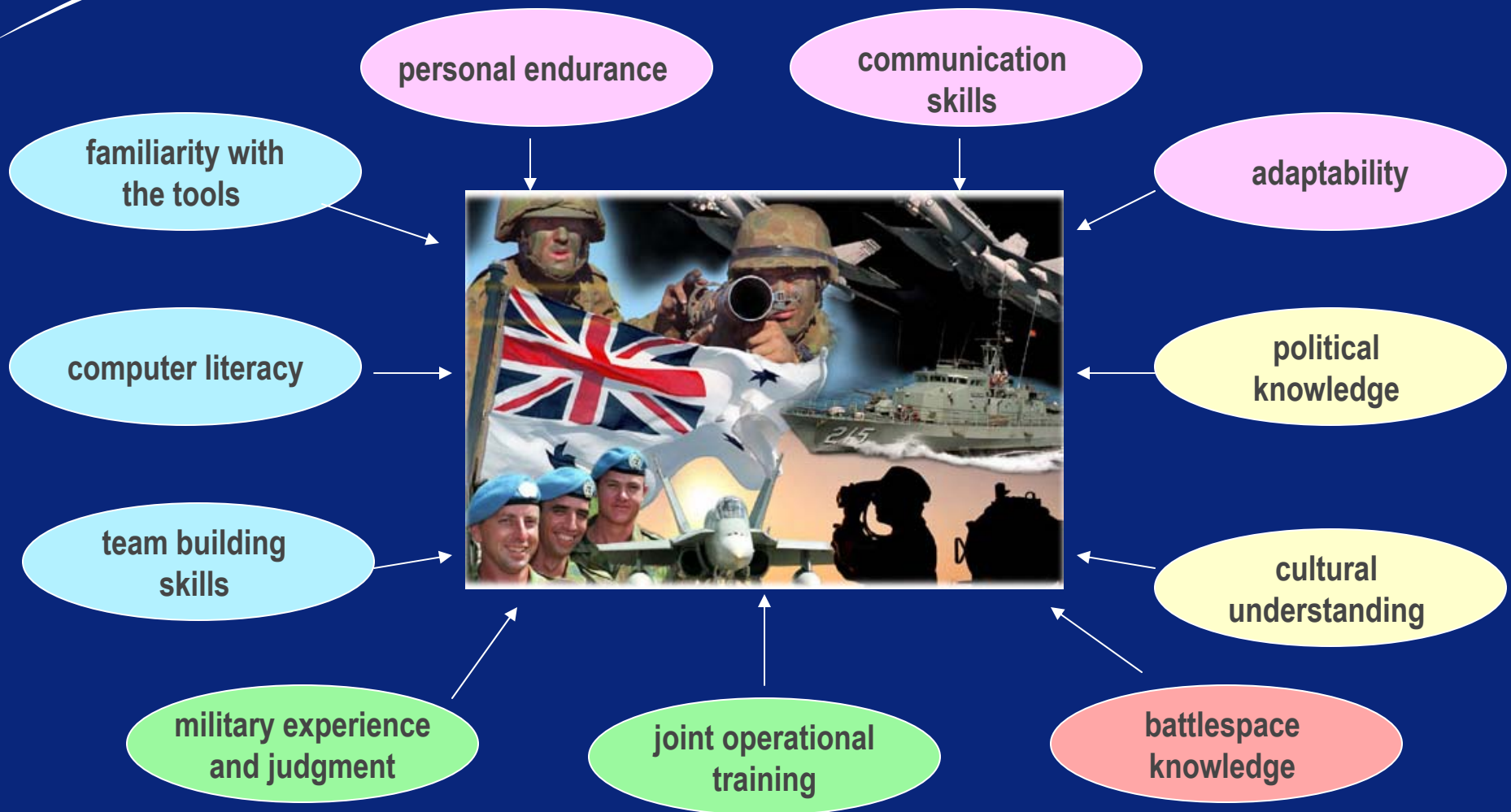
Future directions

- Continue collecting data from personnel returning from the Middle East and participating in NCW-like wargames.

- Identify antecedents of successful decision-making.

- Identify how units that have not co-operated before can be encouraged to trust each other.

- Develop small-scale *simulations/games* to investigate the impact of different sources of trusting behaviour: deterrence, knowledge, identification?

Questions and Discussion