

12TH ICCRTS
“Adapting C2 to the 21st Century”

The Liaison-Advocate as an Edge Organization: A Case Study in Achieving
Synchronized Military and Interagency Collaboration at a Major Command and Control
Center during Reconstruction Operations

Track 5: Organizational Issues

Maj Shannon O’Harren and Maj Tara A. Leweling “STUDENT”

Point of Contact: Maj Shannon O’Harren

Air Force Special Operations Command/A2X
100 Batley St.
Hurlburt Field, FL 32544
(703) 409-2675
soharren@nps.edu

Abstract

This paper will examine the intricacies of harnessing organizational strategies to effectively facilitate collaboration between military and non-military organizations. It will highlight the use of liaison or exchange officers to serve as proxies for their respective organizations or agencies in order to streamline processes, drive innovation, and effectively operate on the edge of traditional governmental and interagency operations.

As recent liaison officers representing an interagency NASA mission to the Combined Air Operations Center (CAOC) in support of the Government of Afghanistan, the authors will highlight their recent success in representing largely military developed capabilities to accomplish a civilian economic reconstruction mission.

The authors theorize that disruptive technology and process innovation can best occur outside the confines of rigid organizational structures and that small edge teams or individuals empowered to succeed are key catalysts to shaping future organizational constructs for military and non-military organizational collaboration.