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

A Framework for Training Critical Thinking and Sense making Skills in a C2 Environment

Cognitive and Social Issues
C2 Concepts, Theory, and Policy
Modeling and Simulation

Jennifer A. O’Connor, Ph.D.
Booz Allen Hamilton

283 Greensboro Drive
McLean, VA 22102
(703) 377-7868
O’Connor_Jennifer@bah.com
A Framework for Training Critical Thinking and Sense making Skills in a C2 Environment

The mission success of Command and Control (C2) Operations is influenced by individual adaptability (Pulakos, et. al., 2000). Further, due to the fog of war (Clausewitz, 1976) leaders must respond flexibly to uncertain environments. Studies of military decision making have identified the importance of an element of adaptability termed critical thinking (Cohen, et.al., 2000). Critical thinking facilitates critiquing a novel situation to make sense of the unusual. Decision making in the increasingly automated Command and Control environment is influenced by internal factors of the operator as well as the external factors of the decision making context (Moffat, 1997). As decision making continues to be enhanced by automation, C2 operators will be asked to solve more novel problems. The purpose of this paper is to outline a framework to explore social science factors influencing the training of critical thinking in the context of Bryant’s (2003) CECA (Critique, Explore, Compare and Adapt) and Janis and Mann’s (1979) models of decision making and to discuss how to enhance trainers’ ability to create and provide feedback in C2 training environments. It will also create a structure to better understand, measure and provide feedback to C2 leaders concerning their responses in combat environments.