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"Adapting C2 to the 21st Century"

Title of Paper: The Web of Inclusion in Command and Control:
The Standing Joint Force Headquarters and Military Transformation

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Abstract
The Web of Inclusion in Command and Control:
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The concept of an Information Age as the successor to the Industrial Era was explored in the 1970s by such authors as Alvin Toffler, Daniel Bell, and Peter Drucker, who argued that inexpensive and diffuse networked technologies were transforming both society and organizations. In 1995, Sally Helgesen drew on case studies of cutting-edge organizations to describe an organizational architecture capable of exploiting the power of these technologies. What she called "webs of inclusion" stand in contrast to the traditional hierarchies of the Industrial Era: organizational webs have a flexible structure, acknowledge various definitions of power, support frontline decision-making, are permeable at the edges, blur Industrial era boundaries between conception and execution, and serve as ongoing vehicles of adaptation and innovation. Helgesen touched briefly upon how webs of inclusion could apply in hierarchical military organizations. Now she and Dan Strasser develop a case study that explores this theme.
The authors look at the Standing Joint Force Headquarters (SJFHQ), where Strasser is a political analyst, the most successful organizational innovation to come out of Military Transformation (MT), a role assigned to the US Joint Forces Command at its creation in 1999. The notion of MT as merely the application of high-tech solutions to warfare is inadequate for understanding the actual path Transformation has taken, particularly as embedded at SJFHQ. Instead, MT provides a means for Command and Control to leverage organizational innovations to meet the demands of the Information Age, including the advent of Fourth Generation Warfare and the challenge of unpredictable terror-based organizations. The authors show how MT has sought to address shortfalls in US performance in Iraq and Afghanistan. Despite the pushback that always accompanies innovation, MT is the emerging military doctrine of the United States and of future US-led coalitions and the likely path both will take in the future.

Outline

The Web of Inclusion in Command and Control:
The Standing Joint Force Headquarters and Military Transformation

I.   The Origins and Awareness of the Information Age
   A.   Information Age described and defined
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   C.   *Future Shock*– Alvin Toffler
   D.   *The Coming of Post-Industrial Society* – Daniel Bell
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II.   The Web of Inclusion and Command and Control
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   B.   What Constitutes a Web of Inclusion?
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      1. Transformational Enablers – What they are, how they are supposed to work
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       a. Regional Combat Commands Develop SJFHQs by order of the CJCS:
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       c.. Embracing Transformation in Digestible Pieces
       d.. Creation of the SJFHQ Core Elements
       e.. In action in Katrina, Pakistan, Iraq, Afghanistan and Horn of Africa
       f. Refocusing on the SJFHQ role in standing up: Joint Task Forces
3. SJFHQ: A New Plug and Play C2 Organization
4. SJFHQ– Towards a building a true Web of Inclusion

IV.   Transformation: the Emerging Revolution in US and Coalition Military Doctrine
      A. The Revolution in Military Affairs, Transformation, and the Lessons of Iraq and Afghanistan
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