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

Topics: The Information Age, The Web of Inclusion, the Standing Joint Force Headquarters, Military Transformation

Name of Authors: Sally Helgesen, Member Air War College Board of Visitors, writer, speaker, and leadership and organizational development consultant  
Daniel Strasser, US Foreign Service Officer (ret.) and Contractor (General Dynamics – Information Technology) serving as Political Analyst at the Standing Joint Force Headquarters, US Joint Forces Command

Point of Contact: Daniel Strasser  
Name of Organization: Standing Joint Force Headquarters, USJFCOM

Complete Address  
Daniel A. Strasser  
System of Systems Analysis Group  
Standing Joint Force Headquarters, Standards and Readiness Division - SJFHQ S&R  
US Joint Forces Command, X-132  
1562 Mitscher Ave, Suite 200  
Norfolk Naval Station, Virginia 23551-2488

Telephone: 757-826-9761

E-mail Address: daniel.strasser@jfcom.mil
Abstract

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

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
   B. Digitalization, computerization and the rise of the Internet
   C. *Future Shock* – Alvin Toffler
   D. *The Coming of Post-Industrial Society* – Daniel Bell
   E. *The Knowledge Society* – Peter Drucker
   F. *The World is Flat* – Thomas Freidman

II. The Web of Inclusion and Command and Control
    A. *The Female Advantage* leads to *The Web of Inclusion*
    B. What Constitutes a Web of Inclusion?
    C. What Constitutes Leadership in a WOI?
    D. The Architecture of the WOI
    E. The WOI and Communication
    F. The WOI and the Distribution of Power
    G. Organizational Boundaries in the WOI
    H. The WOI and the Changing Nature of Work and Performance
    I. The WOI and Military Hierarchies

III. The Standing Joint Force Headquarters: a Web of Inclusion for Info Age C2
    A. The Creation of US Joint Forces Command –Jointness and Transformation
    B. Joint Experimentation
    C. The Search for Rapid Decisive Operations (RDO) and Adaptive Joint Command and Control (AJCC)
       1. Millennium Challenge 2000
       2. Unified Vision I
       3. Millennium Challenge 2002
    D. From Prototype to Operational SJFHQ – A View from the Trenches
       1. Transformational Enablers – What they are, how they are supposed to work
          a. Operational Net Assessment (ONA) and System of Systems Analysis (SoSA)
b. The Collaborative Information Environment (CIE)
c. The Joint Inter-Agency Collaboration Group (JIACG)
d. The Effects Based Approach to Joint Operations (formerly EBO)

2. SJFHQ Goes Global in 2005
   a. Regional Combat Commands Develop SJFHQs by order of the CJCS:
   b. Transformation and Pushback
   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

   A. The Revolution in Military Affairs, Transformation, and the Lessons of Iraq and Afghanistan
   B. Terror-based Organizations, The Long War, Fourth Generation Warfare, Globalization and Transnational Threats
   C. The pivotal role of Nation Building
   D. Focusing Experimentation on all Phases of War
   D. PMESII, DIME and Multinational Experiments
   F. The importance of Joint Preparation of the Operational Environment
   G. The Effects-Based Approach to Joint Operations
   H. The importance of the Interagency in Stabilization, Reconstruction and Conflict Transformation Missions – Waiting for a Whole of Government Response and Transformational Diplomacy
   F. The New Military Doctrine of the US, NATO and US-led Coalitions