

ROYAL DANISH DEFENCE COLLEGE



**14th ICCRTS
“C2 and Agility”
ID # 062**

Agile Sense-Making in an Intersubjective Environment

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AGENDA

- **Introduction**
- **Theoretical Framework**
- **Practical Implications**
- **Project KITAE**
- **Questions**



ABOUT THE PAPER AND APPROACH

- 1) Danish military contribution to the growing C2 epistemology, *power to the edge* research, with a focus agile organization.
- 2) Accepts and complements a network centric understanding of organization and environment for sense-making.
- 3) Belief that experimentation should be driven by field tests and trials.

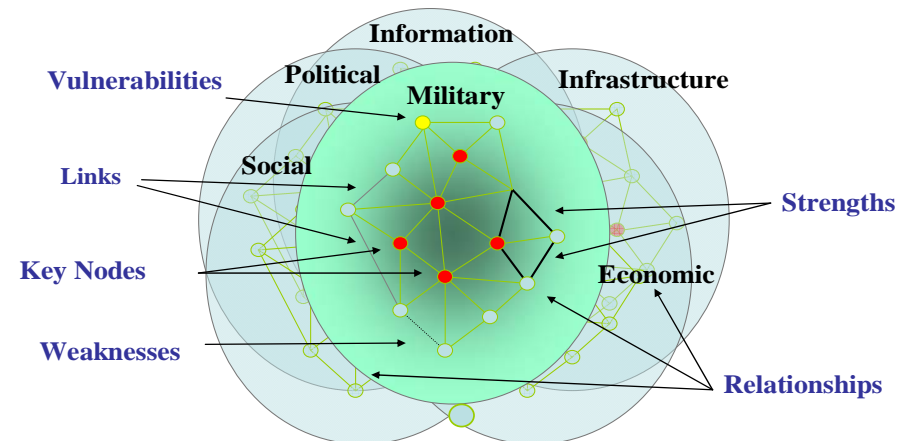
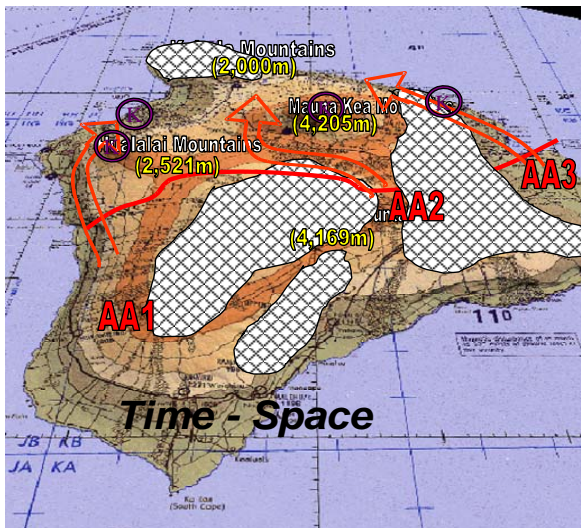


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FROM BATTLEFIELD TO BATTLESPACE

This approach recognizes the fundamental ontological shift from our previous understanding of *strategic interaction* based primarily on calculations from the physical domain, to modern warfare that depicts two interacting domains for *strategic reference*, one physical and the other cognitive (or ideational.)





KEY THEORETICAL DEFINITION

Social Constructivism

The view that the material world shapes and is shaped by human action and interaction dependent on dynamic normative and epistemic interpretations of the material world.



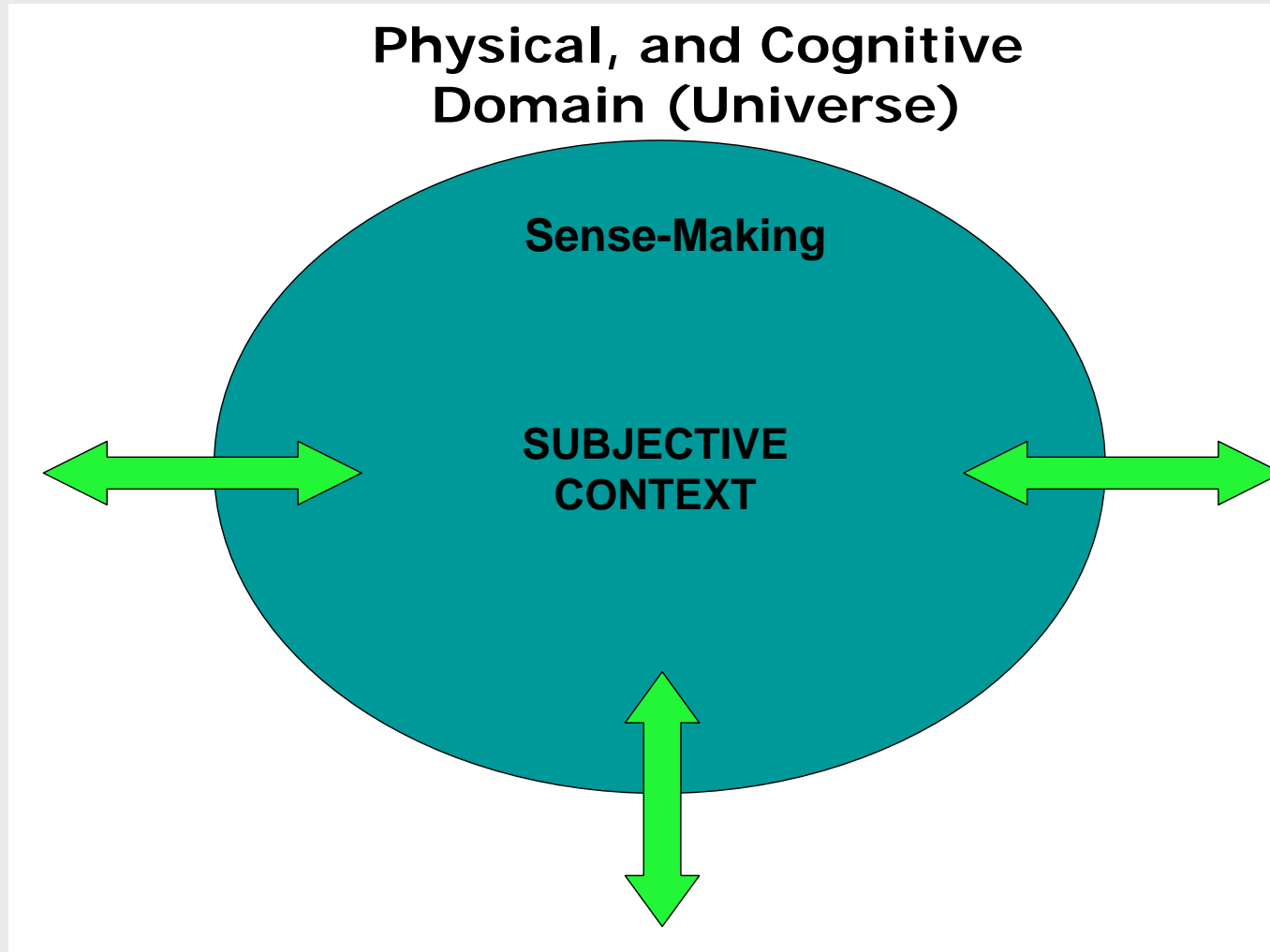
KEY THEORETICAL DEFINITION

Intersubjectivity

The interaction between knowledge and the material world, neither of which are fixed.

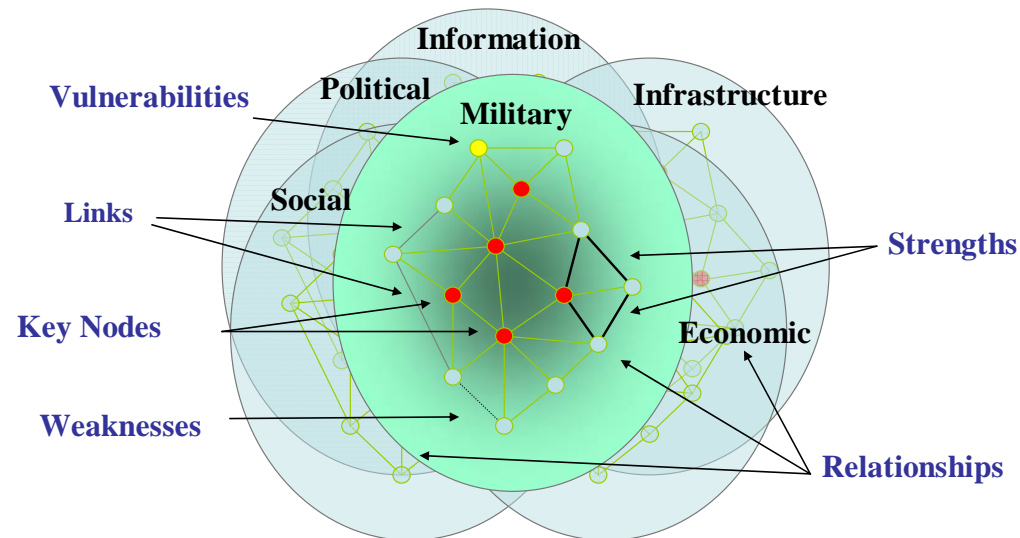


Constructivist Sense-Making



THE 'INTERSUBJECTIVE' BATTLESPACE

'A System of Systems Understanding such as PMESII for example.....



**...is an intersubjective
understanding of the
complex battlespace with
symbiotic purity...**

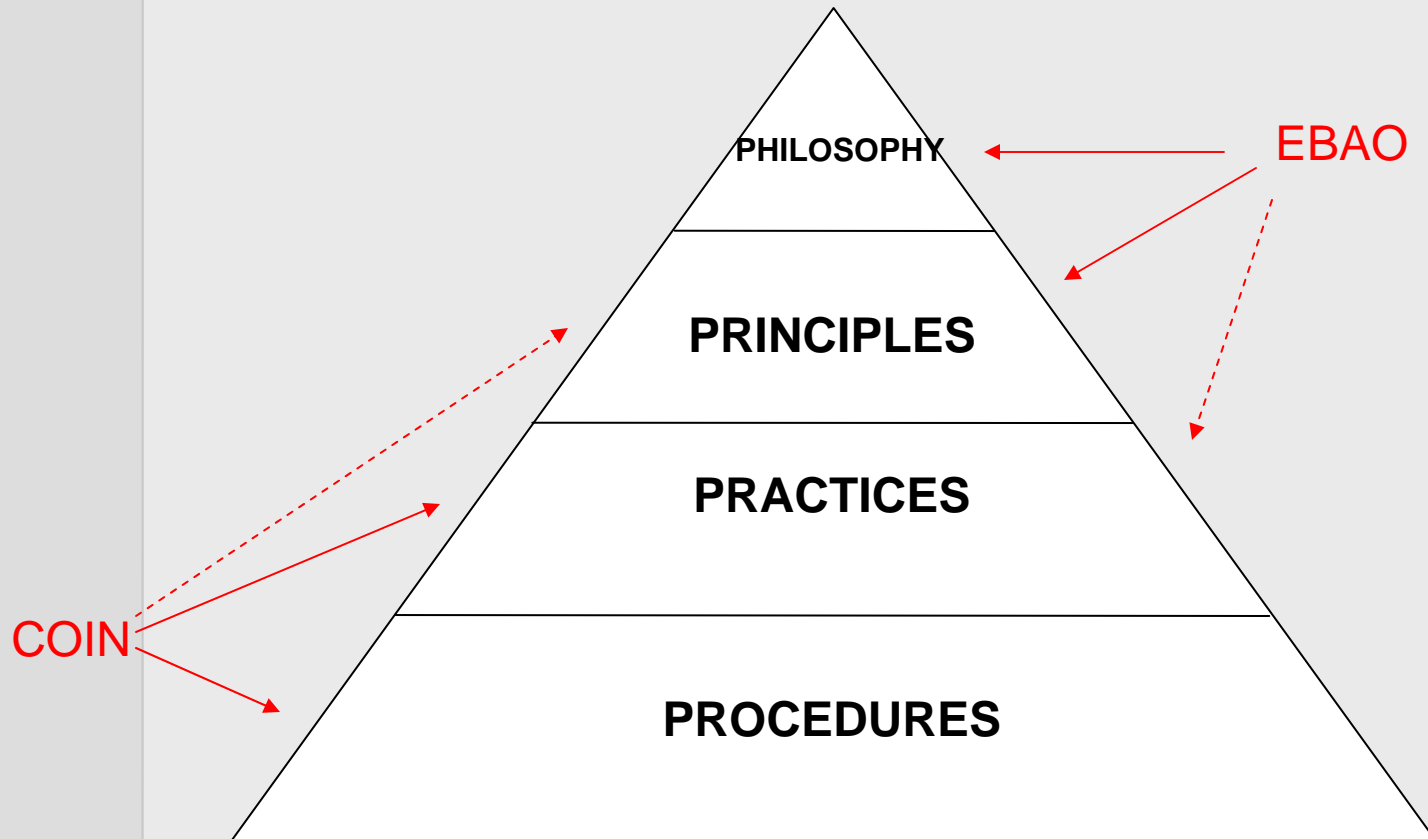


MAIN THEORETICAL ASSUMPTION

'Complexity' can be understood as a product of the intersubjective dynamic.

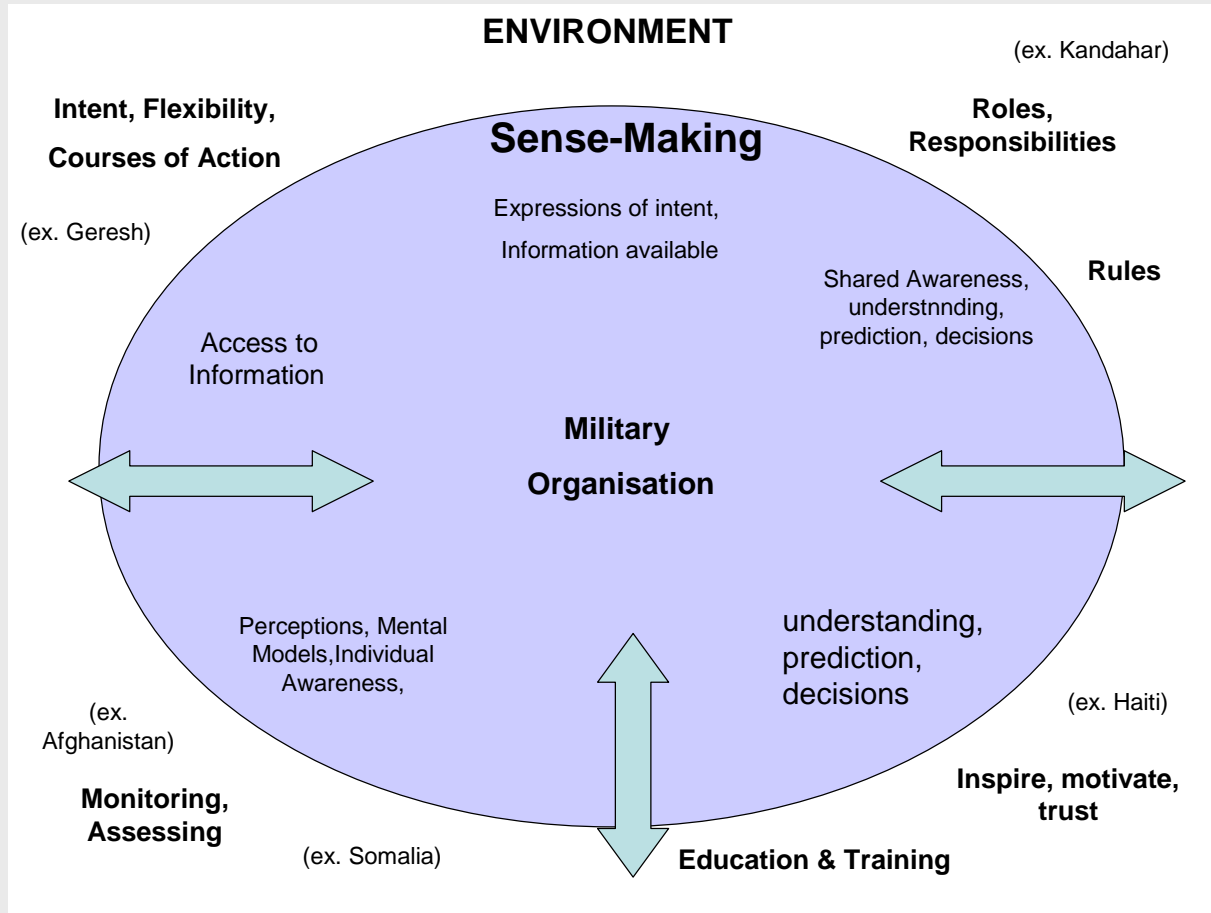
Why does intersubjectivity makes sense?....

A DOCTRINAL APPROACH TO COMPLEXITY DOES NOT INCORPORATE AGILITY CONSIDERATIONS



A search for a dogmatic hierarchy does not support the development of network or edge organizations but passes best to existing hierarchical organizations.

INTERSUBJECTIVE APPROACH TO MANAGING COMPLEXITY INCORPORATES AGILITY CONSIDERATIONS



Perfectly symbiotic and fits well with network 'centricism'



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GENERIC IMPLICATIONS

- 1. Units are now responsible for identifying the relevant network of networks for their AO.**
- 2. Units are now responsible for managing the implications of the relevant networks in their AO relevant to actions.**

Direction?:

Network centric thinking must be instilled at the lowest common analysis and planning levels of the current warfighting organisation.



MAIN PRINCIPLE

BATTLESPACE OWNERSHIP

The commander is able to retain the initiative in both the physical and cognitive (ideational) domain.

Note: No mention of victory or defeat...



THE OPP

**OPERATIONS ARE COMMANDER
DRIVEN, INTELLIGENCE
ENABLED**

IMPLICATIONS FOR 'UNITS AT THE EDGE' IN THEIR AO



- **Intelligence**
 - Information collection and management... more OSINT (S2/S9)
 - Multi-dimensional analysis (S2/S9)
- **Operations/Actions**
 - Integration of multi-dimensional analysis into planning of operations and actions (OPP & Synchronisation process)
 - Insure kinetic and non-kinetic actions are mutually supportive (OPP & Synchronisation process)

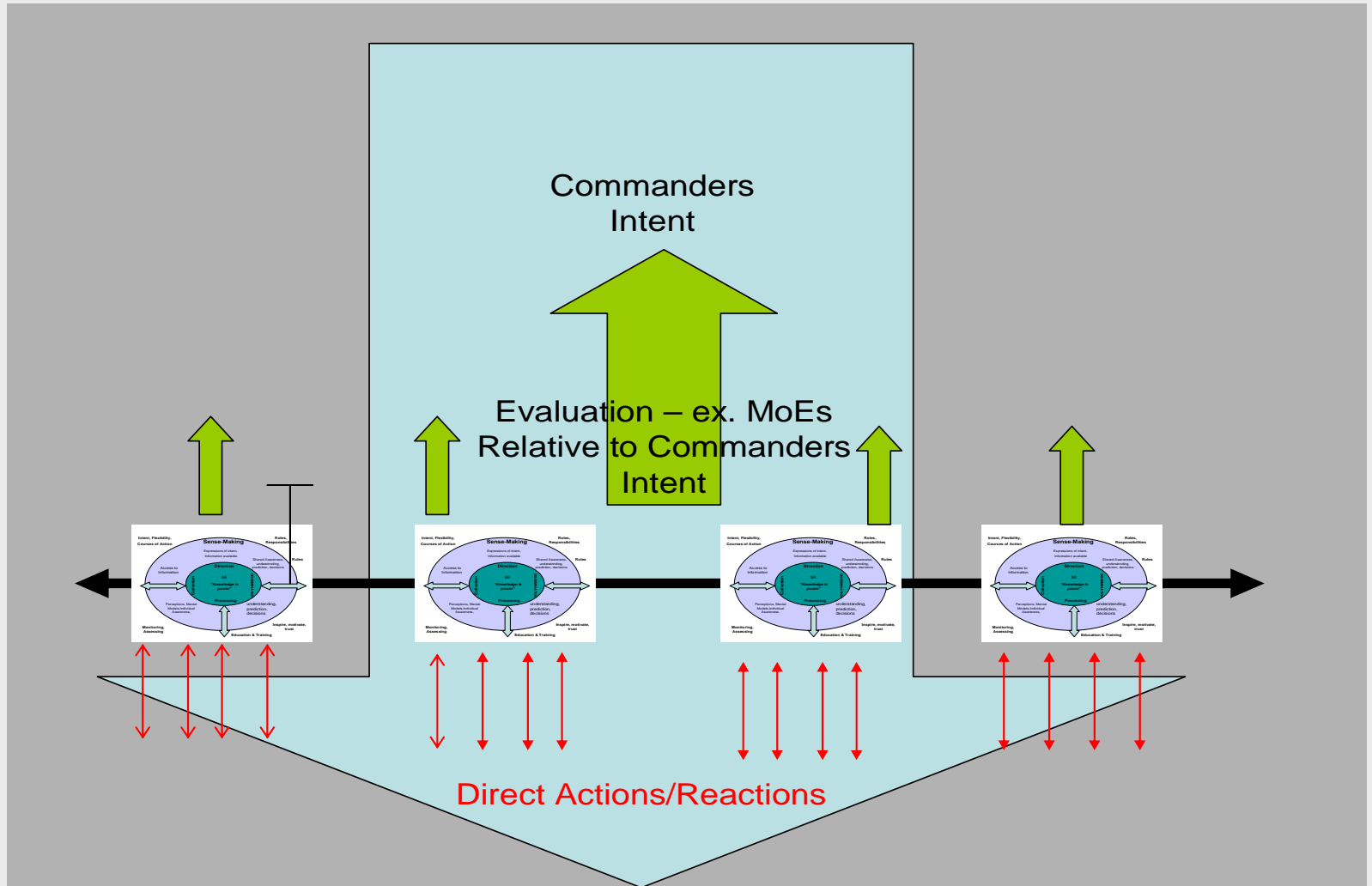
OPERATIONS

KINETIC, NON-KINETIC, MoEs

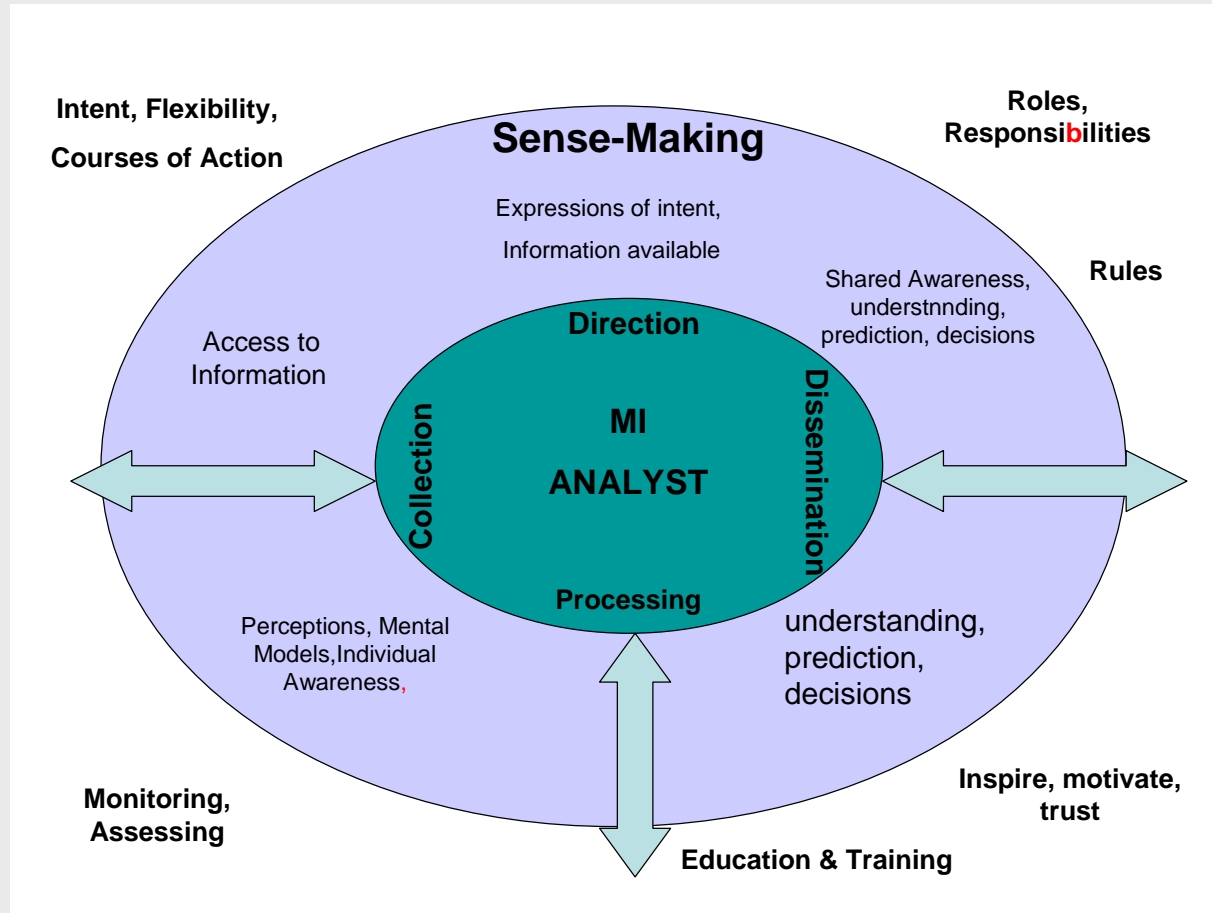


- 1. Maximum integration within OPP, without jeopardizing kinetic dominance in AO.**
- 2. Kinetic dominance is a pre-requisite for non-kinetic activity.**
- 3. Measures of Effectiveness**

MoEs - ANALYTICAL POWER TO THE EDGE



AGILE SENSE-MAKING IN AN INTERSUBJECTIVE ENVIRONMENT IN THE AO





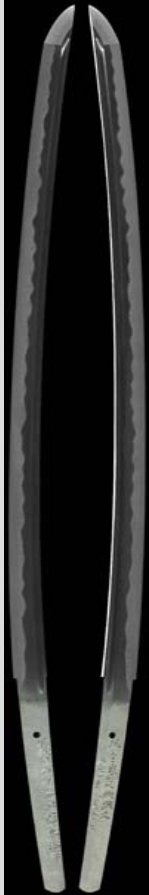
NOTE: STILL IN PLANNING STAGE

RDDC - CAMPAIGN OF EXPERIMENTATION 001

2009 – 2010 - 2011

**THEME: C2 & AGILITY- Power to the
Edge Evaluation**

Helmand 2009-2010-2011



KITAE – ‘the art of forging the blade’ (Jpn)

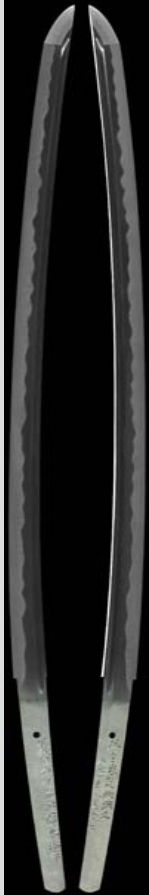


PROJECT KITAE (1) OBJECTIVE

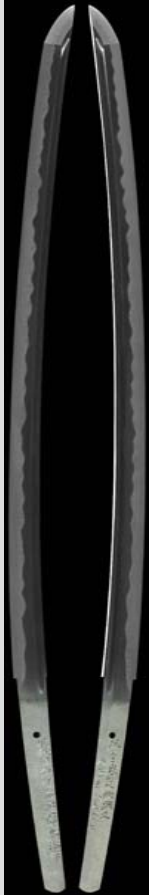
Assess the organisational structures of the DABG HQ OPP as they relate to power to the edge principles and agile C2 for battlespace ownership in their AO.

Battlespace Ownership Assessment: The Commanders ability to retain the initiative in both the physical and cognitive domains of their AO through the OPP.

Main Assumption: Operations are Commander driven, intelligence enabled.



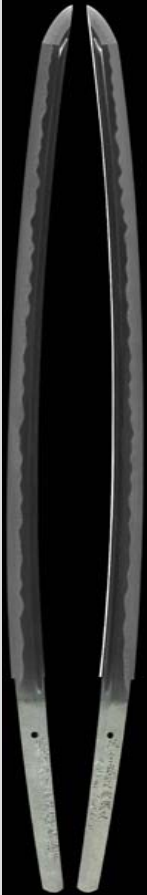
PROJECT KITAE (2) BKG & RELEVANCE



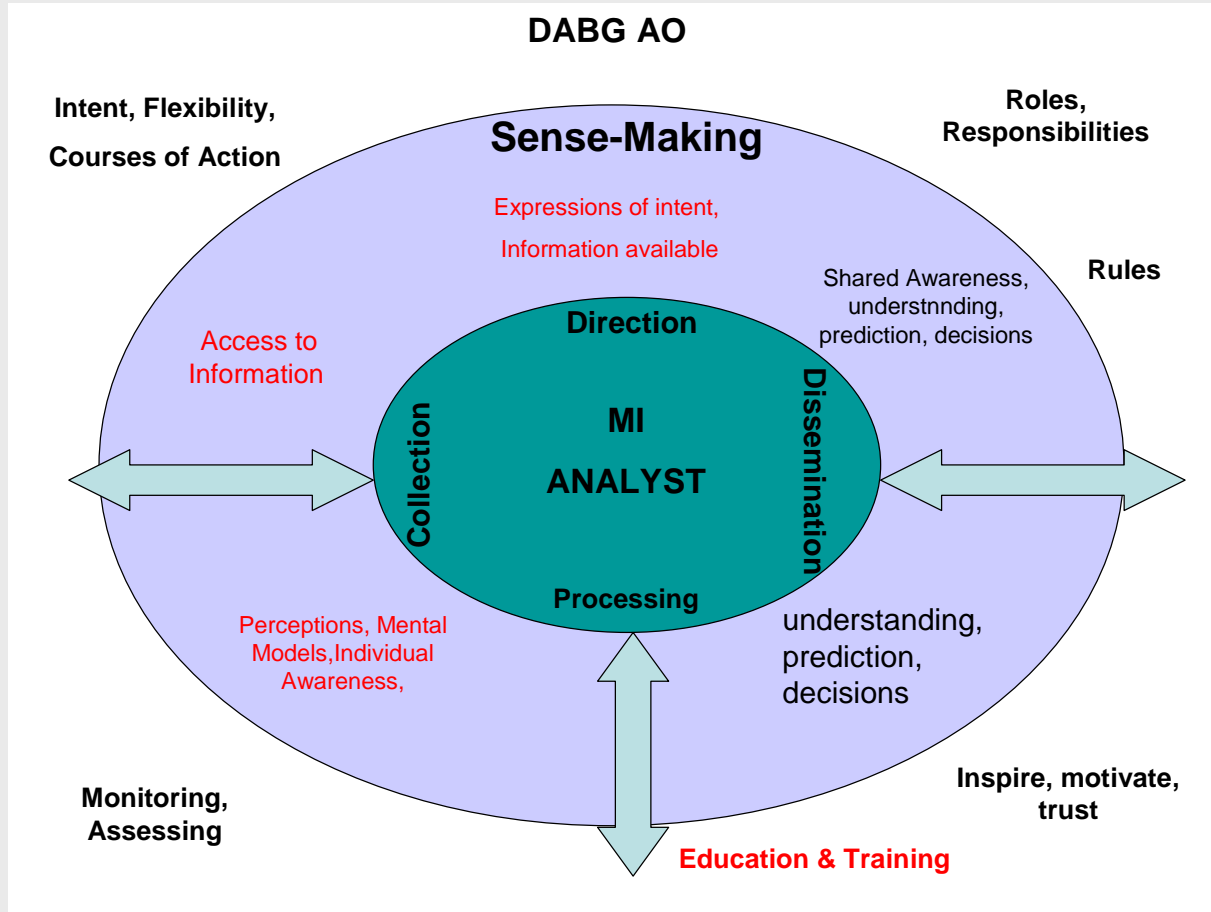
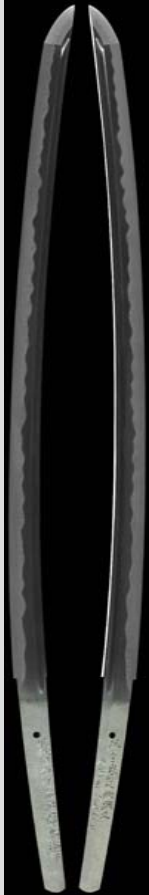
- 1. Power to the Edge**
- 2. Want a field study not an exercise.**
- 3. Want a reality driven assessment from the field, instead of a theoretical driven assessment from the top.**
- 4. AFG, Helmand & Complexity**
- 5. ISAF 8,9,10 Danish Battle Group HQ (DABG HQ)**

PROJECT KITAE (3) METHODOLOGY

- Qualitative analysis based on participant observation.
- The assessment will examine the “sense-making” elements of the DABG OPP, related primarily to quality of information, information collection and dissemination, quality of decisions, and actions.
- The observation period is 3 months in order to observing 5 complete planning cycles.
- The assessment will be built on the framework of established variables primarily from SAS-50.

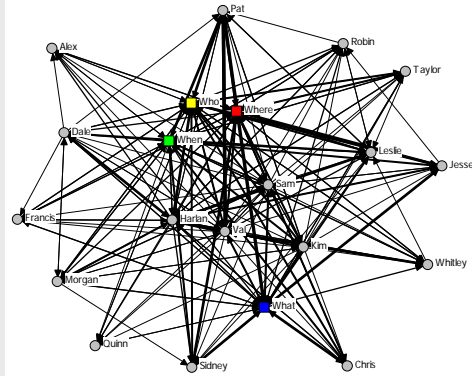
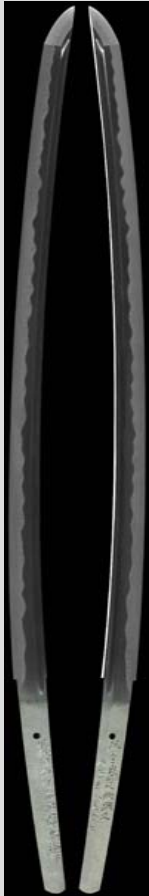


PROJECT KITAE (4) INTERSUBJECTIVITY MANAGEMENT EVALUATION





PROJECT KITAE (5): A NETWORK PERSPECTIVE FOR THE AO



Edge Org.

RB – reach back

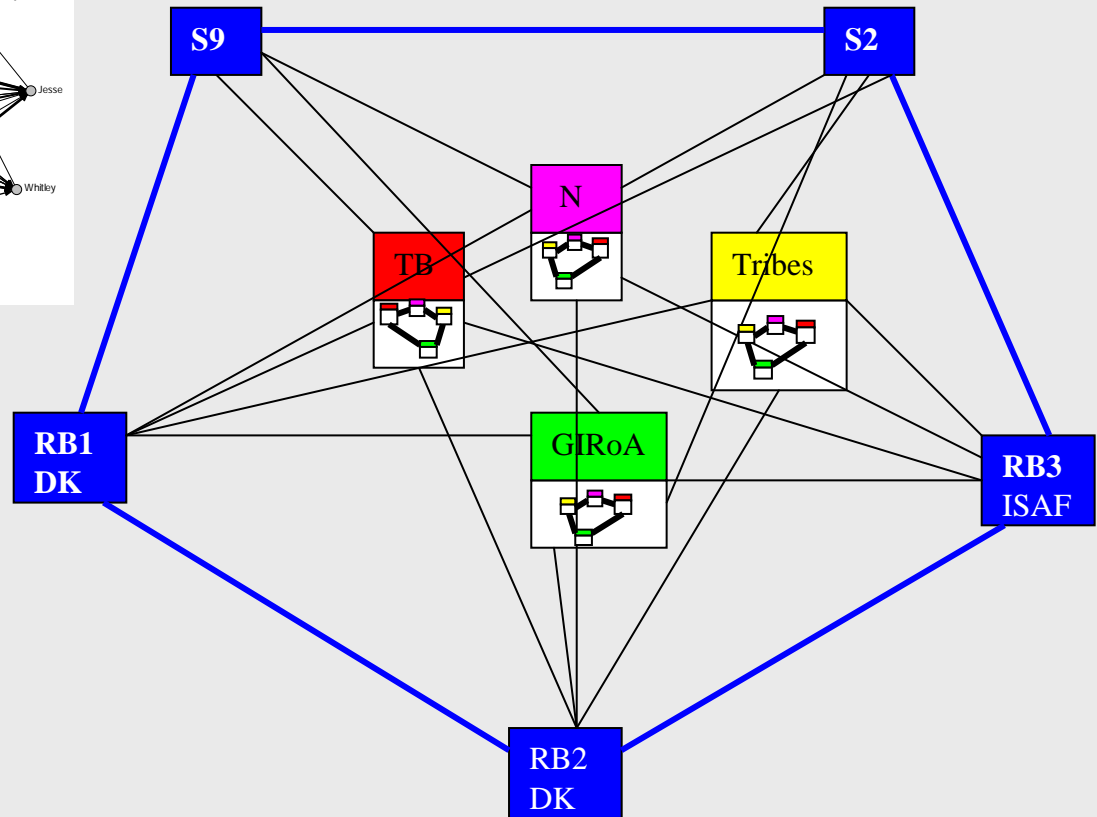
TB - Taliban

N - Narcotics

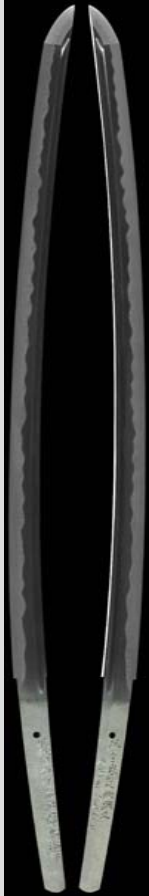
GIRoA – AFG. Gov't

S9 - CIMIC

S2 - Intelligence



PROJECT KITAE (6): TWO KEY POINTS OF INTEREST

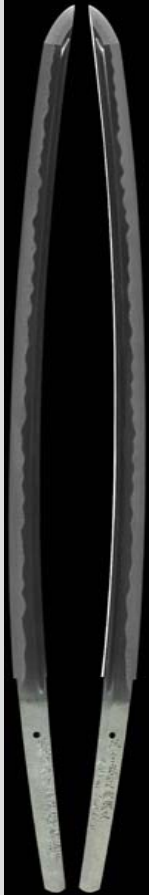


- How does a network centric organisation at the edge, in an AO, affect commanders intent?
- How does a network centric organisation at the edge affect the timeliness requirement of the AO?



PROJECT KITAE (7) TIMELINE (Earliest)

- 05/2009 – Planning & Coord.
- 08/2009 – Deployment Prep
- 09/2009 – AFG – KITEA START
- 12/2009 – KITEA END
- 2010 – Reports /Seminars/...



PROJECT KITAE (8) CONTACT INFO



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