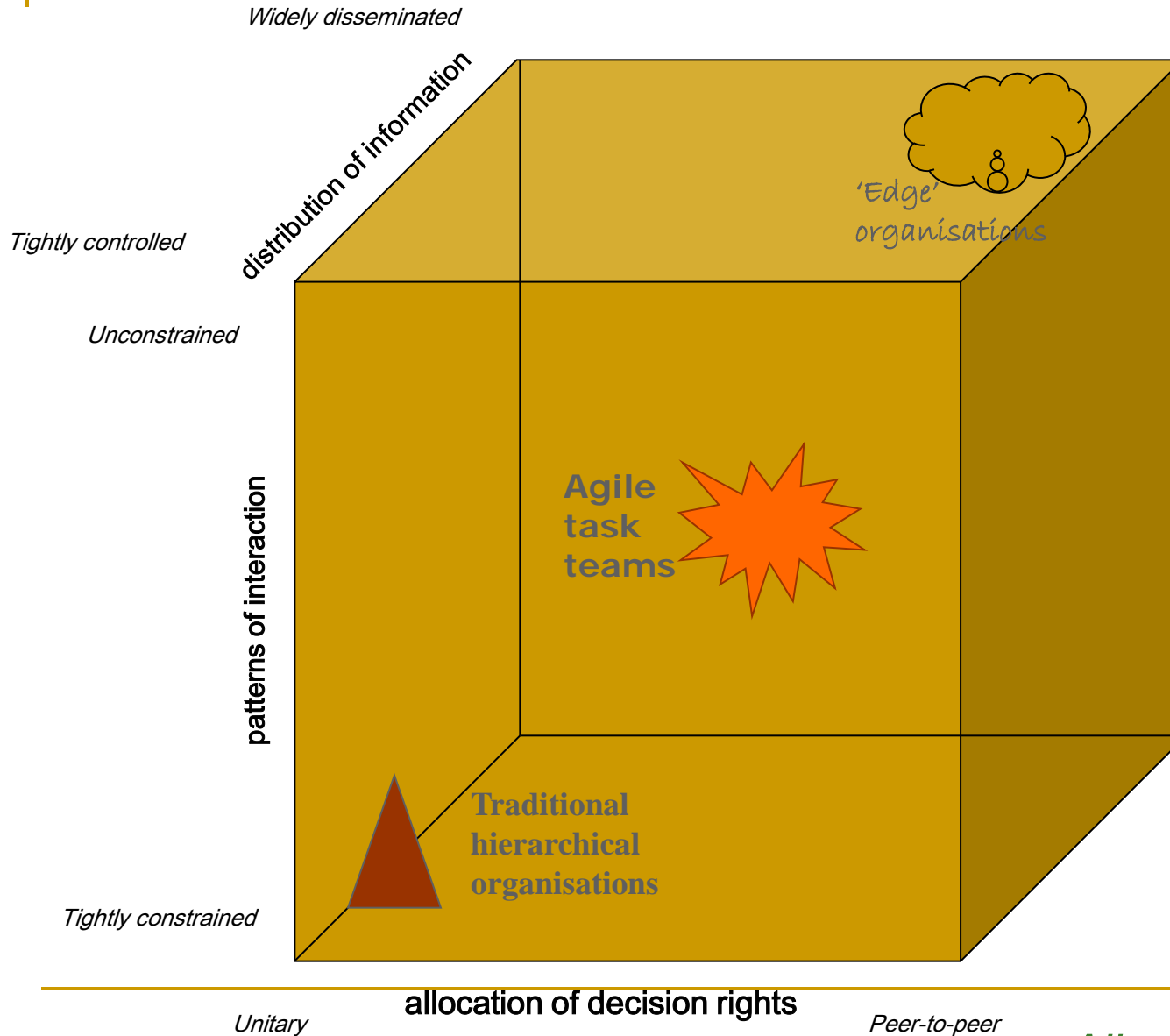

Web-shared confrontation and collaboration analysis for CMOs

16th ICCRTS, June 2011
Paper #029

Jim Bryant

Sheffield Business School, U.K.

Approaches to collaboration



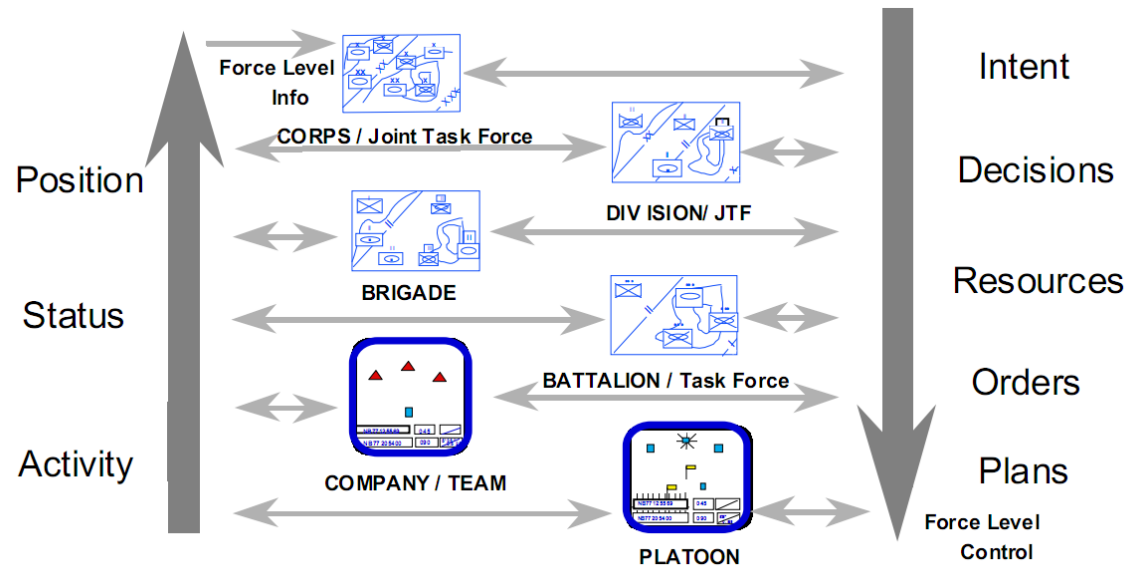
Network Centric Warfare

Alberts, Gartska & Stein, 2000

■ Drivers

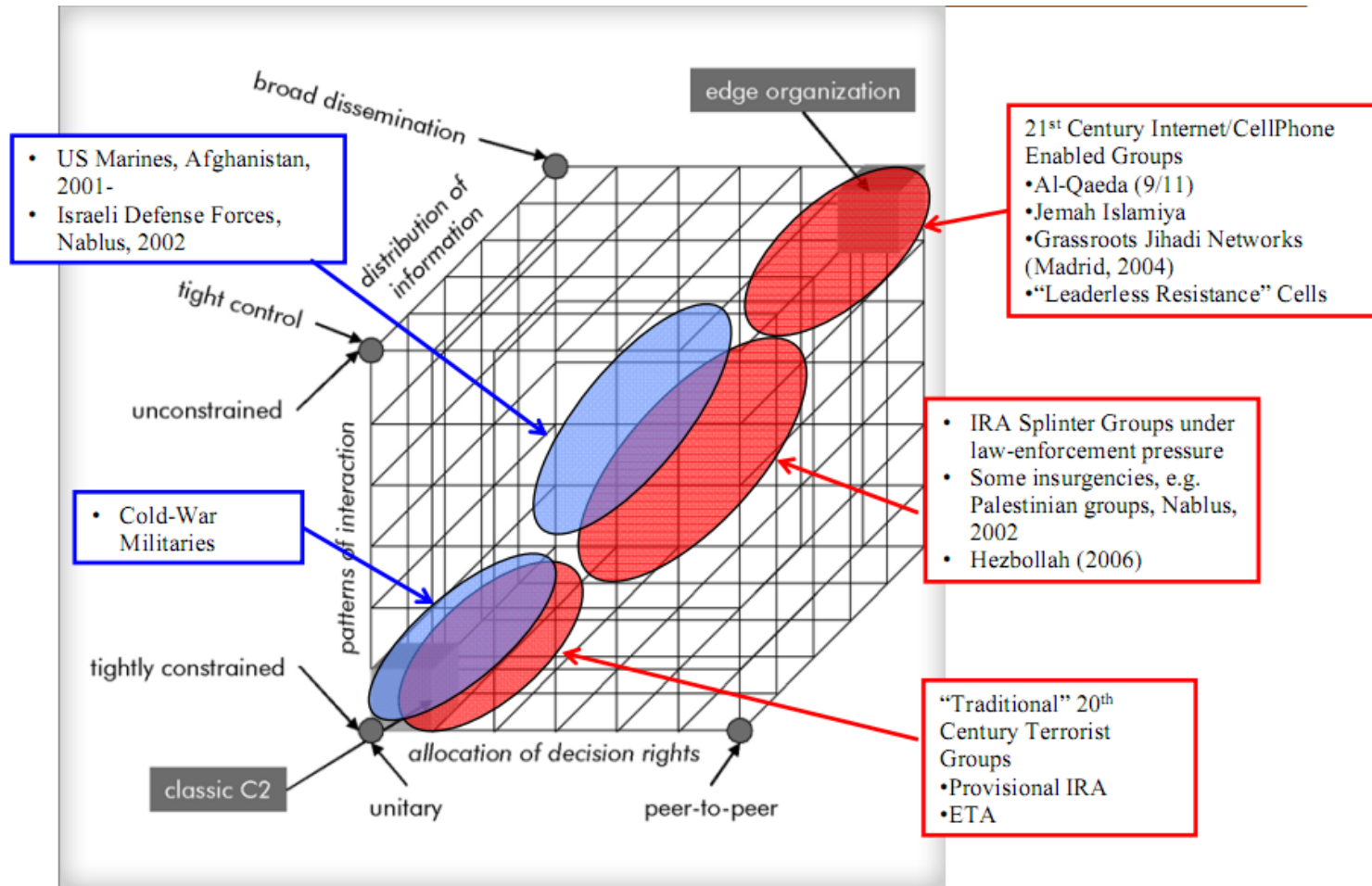
- Changing notion of command
- Technologically-supported information proliferation
- Multi-party pursuit of collective objectives

■ Concept



Decentralized C2: adversaries & defense

Vassilou, 2010



Reclaiming the future of NCO

- Dispelling the myths [*Stulberg, 2009*]
 - NCO is a panacea for the 'fog of war'
 - Metcalfe's Law (each extra node rapidly grows network effectiveness) applies to NCO
 - NCO is to warfare what e-business is to business or networks are to terrorism
 - NCO is synonymous with shared situational awareness and self-synchronisation
 - NCO constitutes a paradigm shift for force planning
 - Awareness of significance and potential of redundancy within networks
 - Need for more flexibility in implementing novel NCO forms
 - Effective management of issues relating to centralisation and co-ordination
-

Special challenges of CMO

- Civilian and military actors' lack of knowledge of one another's organizational identities (i.e. traditions, cultures, images and fundamental goals); complex endeavors may expose divergent ideologies, cultures and values espoused by the partnering bodies
- Security concerns (e.g. tensions between impartiality and freedom of information); potentially an absence of mutual trust
- Working procedures (such as determining end-goals and developing 'business' plans) embedding actual or perceived imbalances of power and authority

Possibly overcome by:

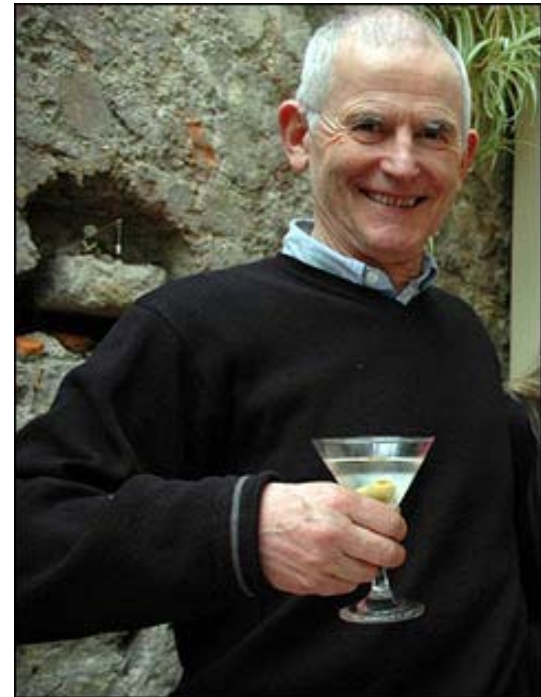
- Establishment of clear and explicit meta-strategy
 - Effective processes for sharing awareness and understanding
 - Higher degrees of mutual accommodation and autonomy
-

Managing Interaction

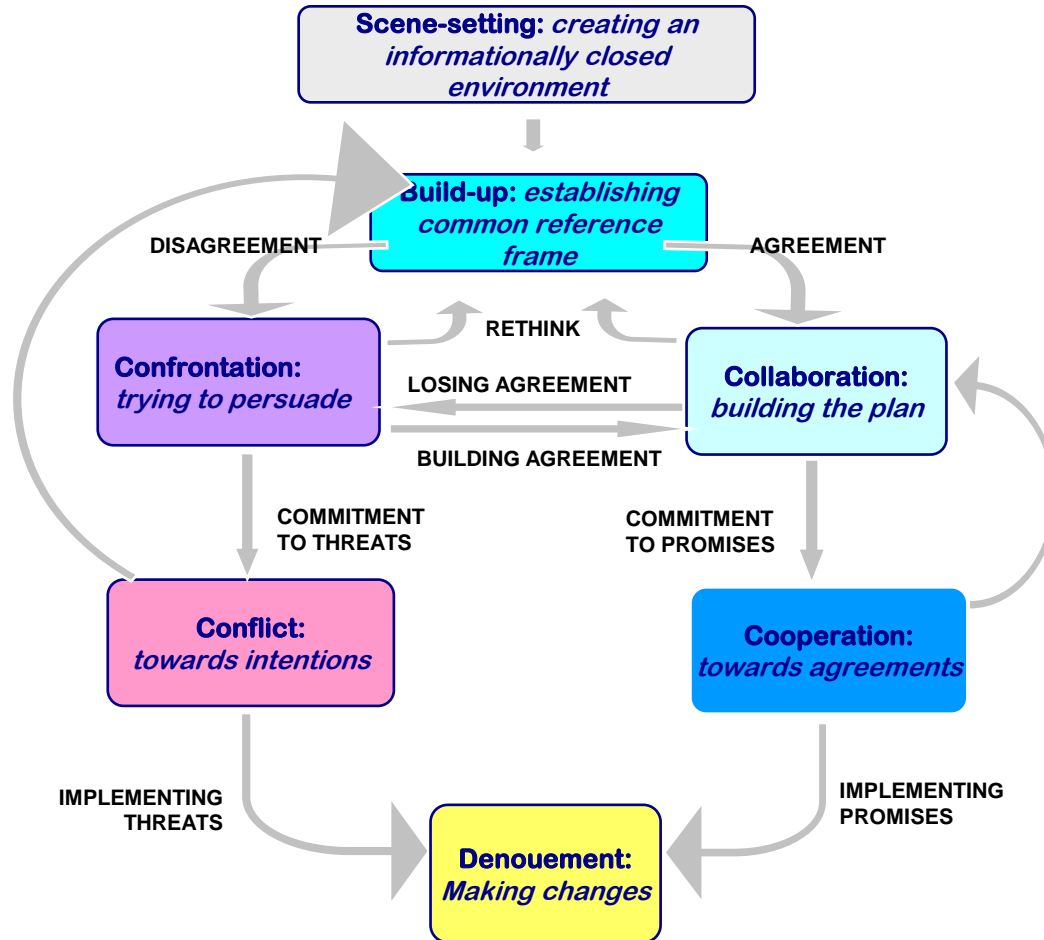
- Working with diverse stakeholders:
 - 'center': compact set of relatively well-aligned parties
 - penumbra of:
 - 'cooperating actors'
 - unreliable 'friends of convenience'
 - neutral parties
 - adversaries or problems
- Holding simultaneous strategic conversations:
 - conflictual: using inducements and threats to achieve compliance
 - consensual: consolidating and assuring agreements

Nigel Howard 1934 - 2008

Nigel Howard transformed thinking about conflict resolution and influenced military peacekeeping operations in the UK and the US through his contributions to game theory and his development of it into drama theory.



Episode of Interaction



The Dilemmas of Interaction

[Each is named for what they make it hard to do]

- I have a **Persuasion Dilemma** with you if:
I do not doubt that you will flout my Position
EITHER you won't say whether you will carry out my Position
OR you say you won't and I don't doubt it.
 - I have a **Rejection Dilemma** with you if:
You doubt that I will flout your Position
you don't believe my assertion that I will carry out a threat or a Position that
conflicts with yours (i.e. that I will reject your Position)
 - I have a **Trust Dilemma** with you if:
I doubt that you will support my Position
I don't trust you to carry out your promise
-

Confrontation Analysis: options board

	S.I.	US	G	P	A	Dilemmas
US						
Encourage liberalisation	? ■	? ■	□	~	~	
Extend opposition contacts	? ■	~	~	~	~	
Government						
Concede reforms	~	? ■	□	? ■	? ■	US, P, A have Per(t) with G
Step down	□	~	□	? ■	~	P has Per(p) with G
Population						
Protest against government	■	~	□	~	~	G has Per(t) with P
Army						
Support government	? ■	? ■	? ■	□	~	US, G have Trust with A A has Rej(t) and Rej(p) with P
Permit protests	? ■	? ■	□	? ■	? ■	P has Trust with A

Confrontation Manager™

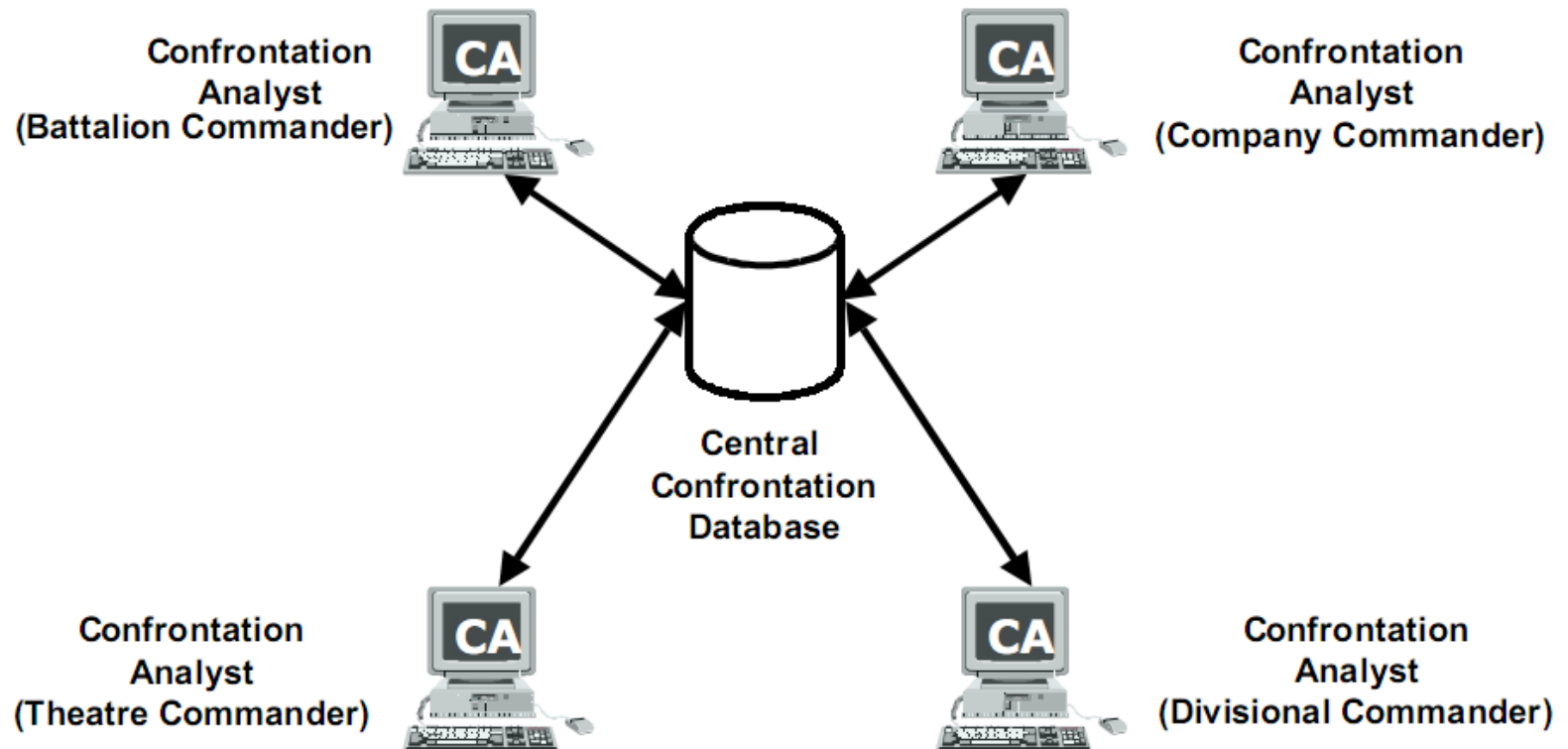
The screenshot displays the 'Confrontation Manager - USCabinetView' application window. The title bar indicates the current mission is '[Options Board: Get European support]'. The interface includes a menu bar (File, Edit, Workgroup, View, Mission, Options Board, Window, Help) and a toolbar with various icons.

On the left side, there are two panels: 'Active windows' showing the current mission and 'Missions' showing a tree view with 'World democracy (own-le)' and 'Get European support'.

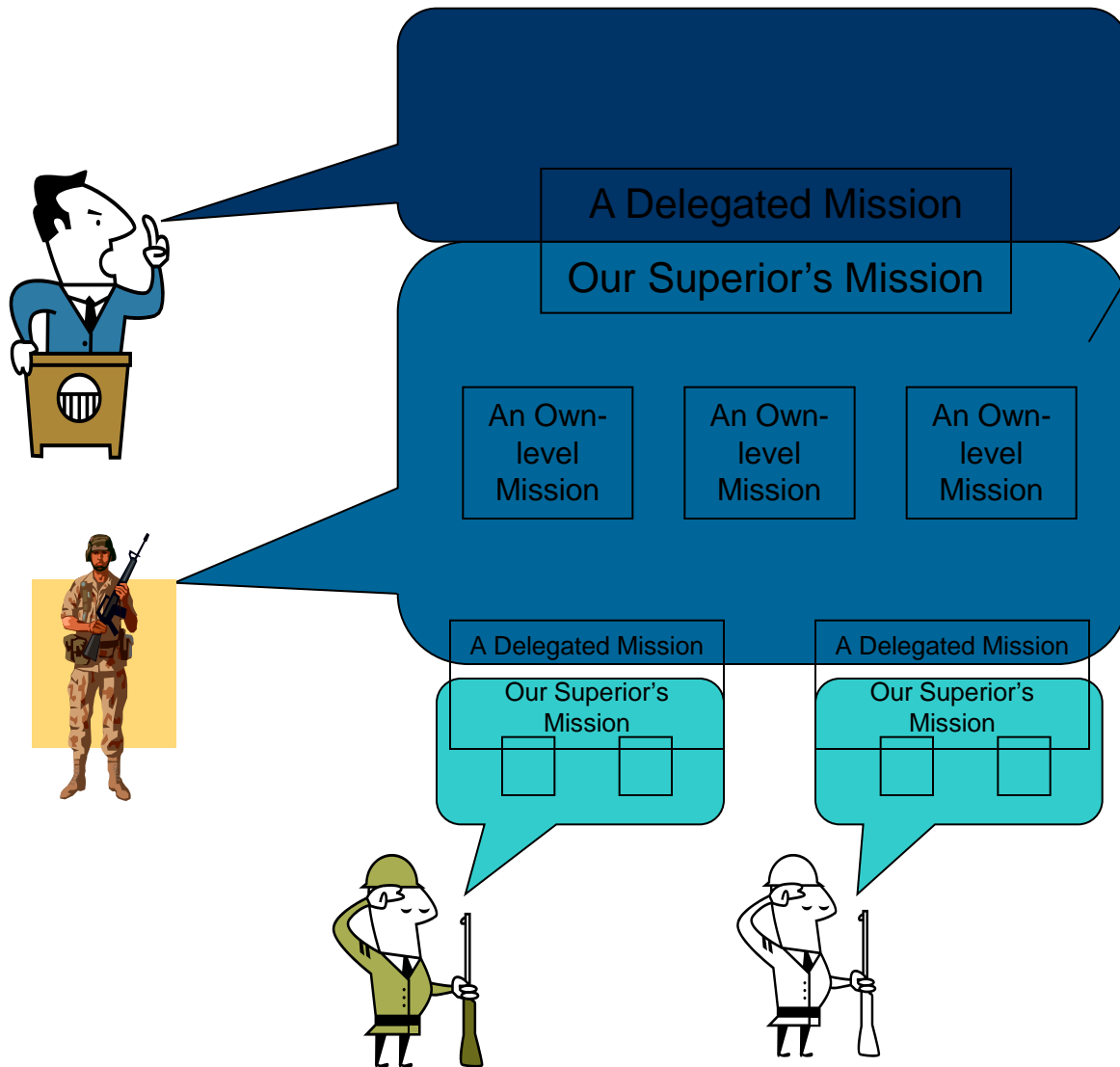
The main area features a negotiation matrix with four entities: US (purple), Britain (red), 'Old' Europe (green), and New Europe (bright green). Each entity has a mission goal: 'decide unilaterally if necessary' for the US, and 'support US' for the others. The matrix cells contain colored symbols representing the status of negotiations: squares, diamonds, and question marks. A yellow vertical highlight is positioned between the US and Britain columns.

At the bottom, a 'Dilemmas (9)' panel is open, showing a tree view of dilemmas. The selected dilemma is 'Description of US's Persuasion dilemma with respect to 'Old' Europe'. The text below reads: 'US's problem: 'Old' Europe rejects its position. 'Old' Europe prefers the threatened future.'

Confrontation Analyst



Multi-level Strategic Control System



Each character has to handle 3 types of mission:

- Those delegated by a superior
- Those planned and initiated by him/herself
- Those he/she delegates to subordinates

Emergence of Social Media



- Personal relationships mediated through social networking tools
- Real-time collaboration and knowledge-sharing ... but at the price of openness

Ambivalent Military Attitudes



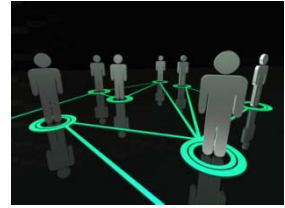
For

- Real-time sharing of situational awareness using closed networks of blogs, online forums and text messaging systems
- Texting and on-the-fly videos obtain time-critical support and analysis to overcome obstacles and improve tactics
- Using deception in chatrooms to tracking enemy movements, identify insurgents and spread counter-rumours
- Destabilising enemy misinformation

Against

- Inadvertent dissemination of sensitive or compromising information
- Speed at the cost of accuracy
- Potential for interference and misinformation from hostile sources
- Snowballing of attitudinal changes and damaging rumours through informal communication
- Difficulty of maintaining essential information security in CMO contexts

Inexorable Momentum



- the distributed nature of responsibility and command in CMOs
- the timeliness and technological readiness of net-centric operations
- the need for variety in net-centric architectures
- the centrality of trust for melding complex endeavors
- the inevitability of confrontation, even in co-operative missions
- the insights that confrontation analysis offers for handling differences
- the importance of aligning strategic communications
- the emergence of social media as a dominant interpersonal culture

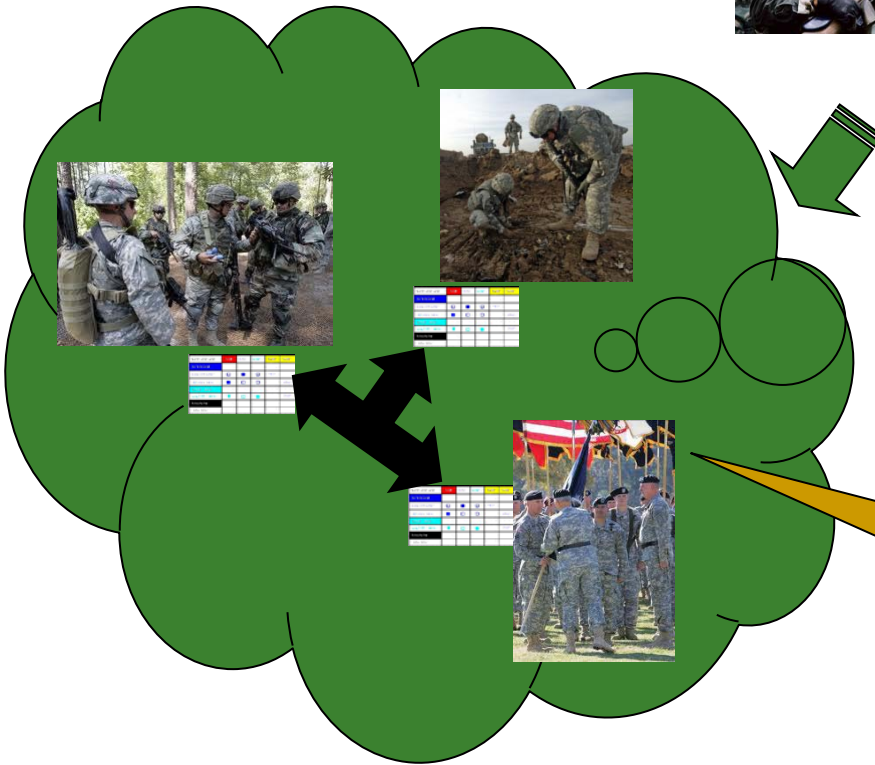
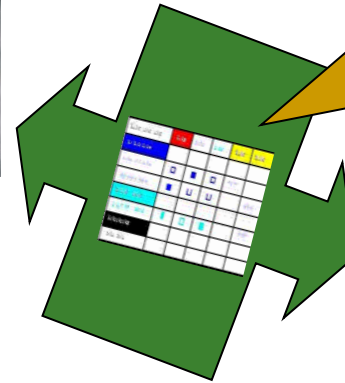
More Effective Interaction

- Emphasis on content as well as volume of information (i.e. not just more bandwidth)
 - Using the technology of drama theory to amplify the ability to manage (rather than just share) relationships
 - Developing awareness of and exploring the multiple pathways for addressing the dilemmas of interaction
-

External and Internal Relationships

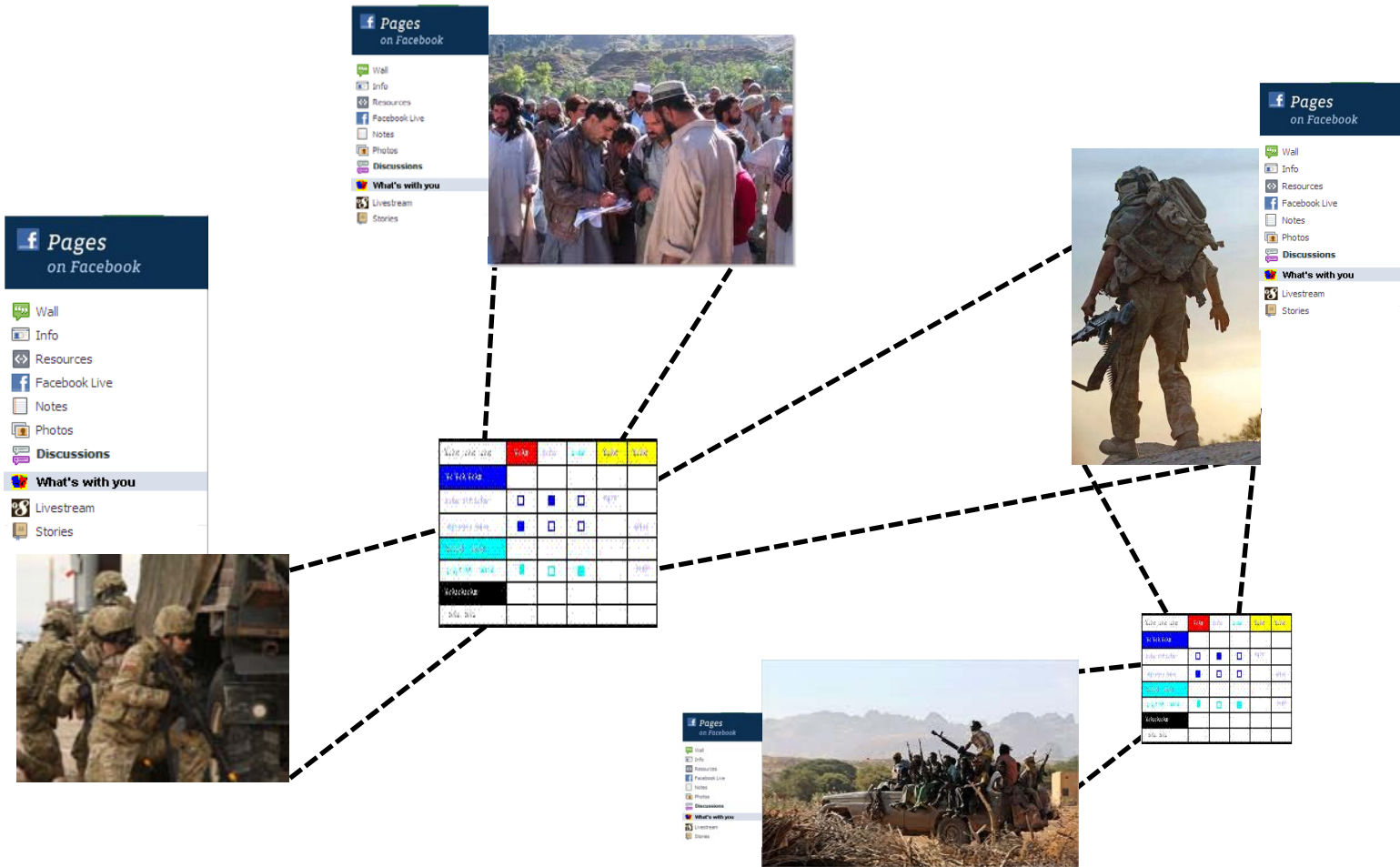


CC Models can support a party as it interacts with 'external' others



Immersive Drama (structured using Drama Theory) can be used to address sensitive 'internal' tensions

Sharing the Challenges of Interaction



Payoffs

At interactor level:

- Exchanging Options Boards representing perceived 'Moments of Truth'
- Prompting diverse suggestions for dilemma management to help 'think outside the box'

At command level:

- Recognising generic patterns of interaction and of dilemma management
 - Instigating interaction-relevant support and training
-

Immersive Briefing

Sarajevo Feb '94

File About Yourself About Others Relationships Data Conflicts Help

UN Commander's World

'Hands' in 'Sarajevo'

READ THE COLUMNS!

Y is Your Position
S is Serb Position
B is Bosnian Govt's position
t is threatened future
d is default future

YOU

	Y	S	B	t	d
blame Muslims					
bomb Serbs					
blame Serbs					
BOSNIAN SERBS					
cease fire & withdraw weapons					
retaliate against UN personnel					
BOSNIAN GOVT					
cease fire					

Print where to Click Close

The 'Sarajevo' problem

The problem: to stop the Serb bombardment of Sarajevo, which (since the market square bomb that killed 69 people) is causing an international outcry & threatens to spark off international intervention. This would endanger your humanitarian mission & the lives of UN & NGO personnel.

Print Close

UPDATES

start | M... | M... | P... | B... | 2 | Search Desktop | 08:23

Briefing: Decision Commander © Idea Sciences

Decision Commander
Command and Control for Confrontations and Collaborations

Home | About Decision Commander | Settings | Help

Current situation

Table A | Table B | Table C

	I	P	T	P	P	I
ISRAEL "uproot" terrorism negotiate Land-for-Peace	1	2	3	4	5	6
PALESTINIANS continue terrorism	6	5	4	3	2	1

status quo | Negotiations | Conflict | Conflict with negotiations

[Add a player](#)
[Add a card](#)
[Liberate infeasible systems](#)
[Don't fixable outcome](#)
[Delete a player](#)
[Delete a card](#)

Decision analysis

	Por	Raj	Thi	Co	Pos	Tou
Israel	■					■
Palestinians			■			■

Filter/Search

Select filter:

Search:

Decision Commander
Command and Control for Confrontations and Collaborations

Home | About Decision Commander | Settings | Help

EU "non-paper" on permanent status talks at Taba

Introduction

This EU non-paper has been prepared by the EU Special team after consultations with the Israeli and Palestinian sides, it has been acknowledged by the parties as being permanent status issues at Taba. It draws attention to the like territory, Jerusalem, refugees and security in order to see serious gaps and differences between the two sides, the paper reveals the challenging task ahead in terms of traveled a long way to accommodate the views of the other

Territory

The two sides agreed that in accordance with the UN Security Council Resolutions 242 and 338, the borders between Israel and the state of Palestine.

West Bank

For the first time both sides presented their own maps of the West Bank and settlements. The Israeli side came with illustrative maps detailing the settlements and the West Bank. The negotiations tackled the various issues that could be accommodated. The negotiations regarding the scope and manner of the

Decision Commander
Command and Control for Confrontations and Collaborations

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Israel intelligence

[Strategy overview](#)
[Player hierarchies](#)
[Beliefs](#)
[Projects](#)
[Internal confrontations/collaborations](#)
[Maps](#)

Drama theory: sources

Look at: <http://dilemmasgalore.com>

Read:

- *The Six Dilemmas of Collaboration: interorganisational relationships as drama* by Jim Bryant (Wiley, 2003)
- *Confrontation Analysis* by Nigel Howard (from <http://www.dodccrp.org>, 1999)
- chapters on DT in
 - *Rational Analysis for a Problematic World Revisited* edited by Jonathan Rosenhead & John Mingers (Wiley, 2001)
 - *Supporting Strategy* edited by Frances O'Brien & Robert Dyson (Wiley, 2007)



Try the software: <http://ideasciences.com>

