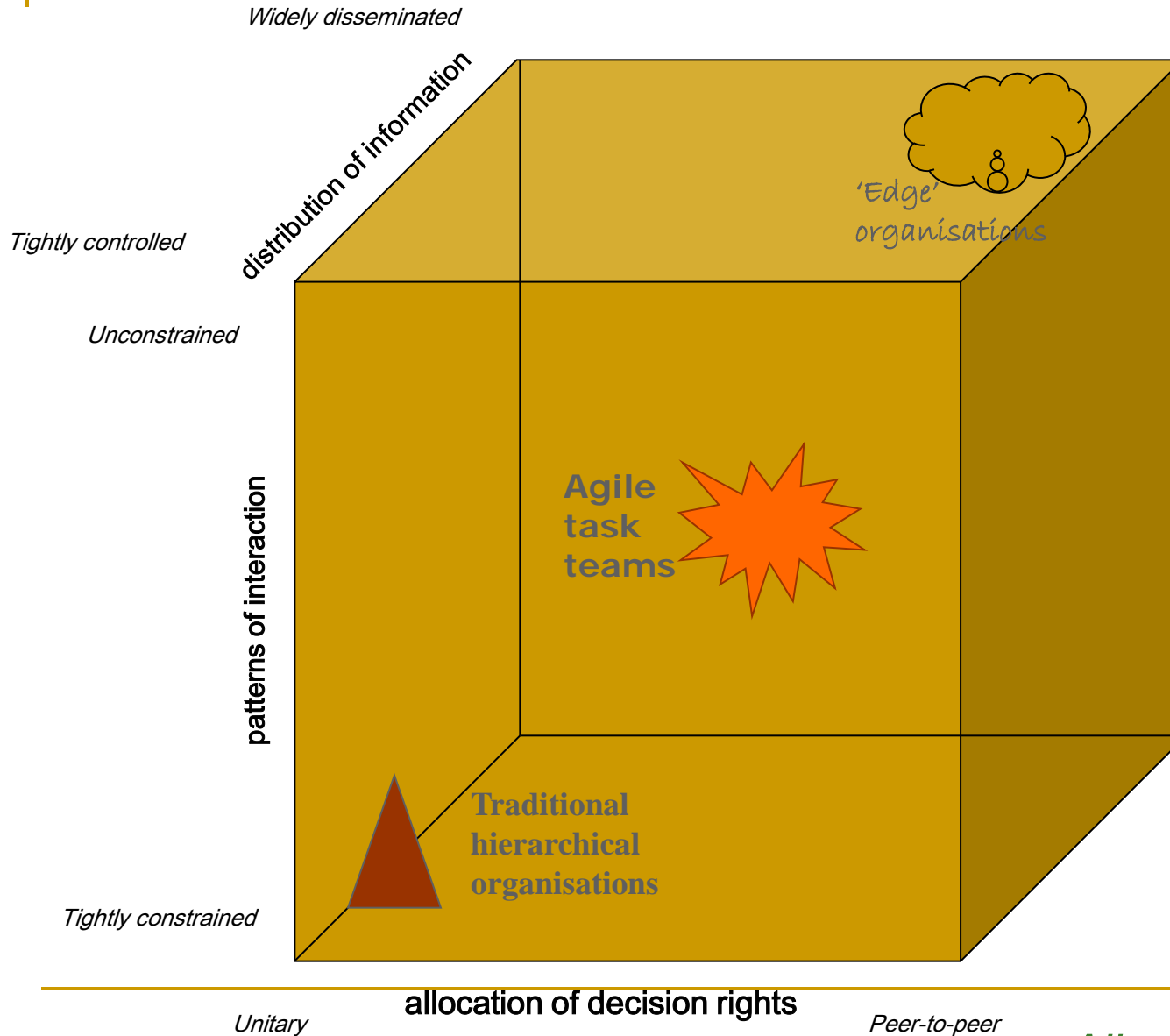# Web-shared confrontation and collaboration analysis for CMOs

16th ICCRTS, June 2011
Paper #029

Jim Bryant

Sheffield Business School, U.K.

Approaches to collaboration

Widely disseminated

distribution of information

Tightly controlled

Unconstrained

'Edge' organisations

patterns of interaction

Agile task teams

Tightly constrained

Traditional hierarchical organisations

allocation of decision rights

Unitary

Peer-to-peer

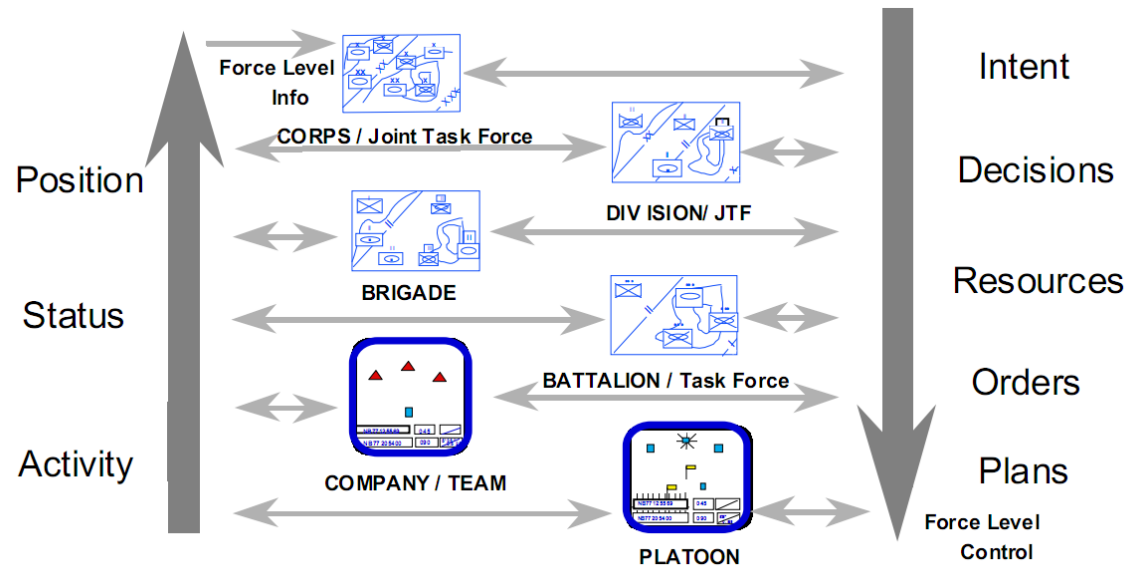*Alberts & Hayes, 2006*

Network Centric Warfare

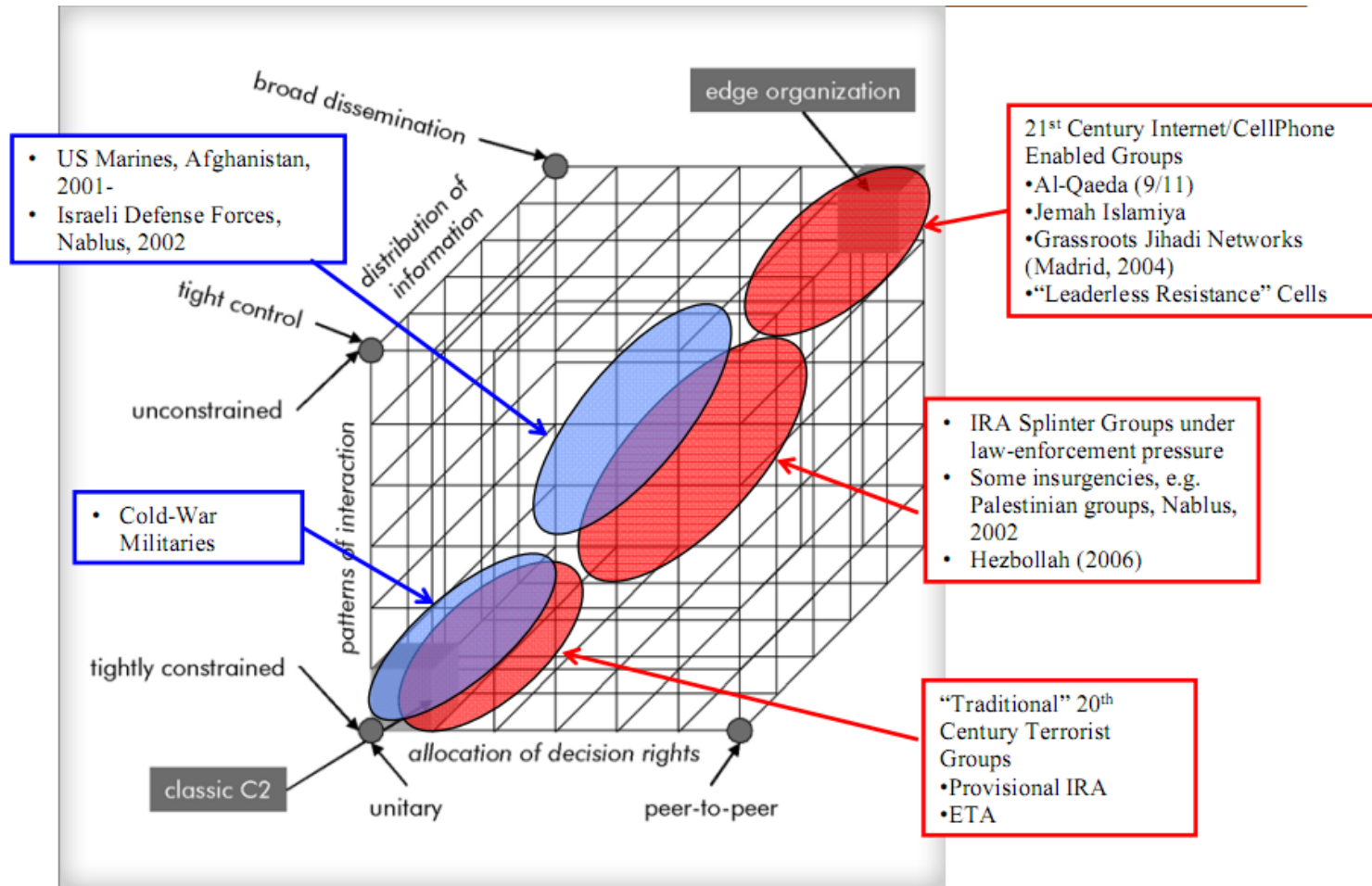Alberts, Gartska & Stein, 2000

- 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.
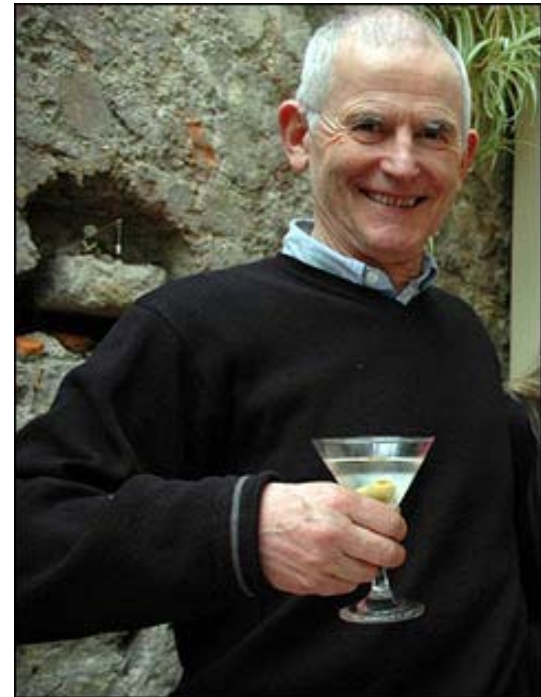
Episode of Interaction
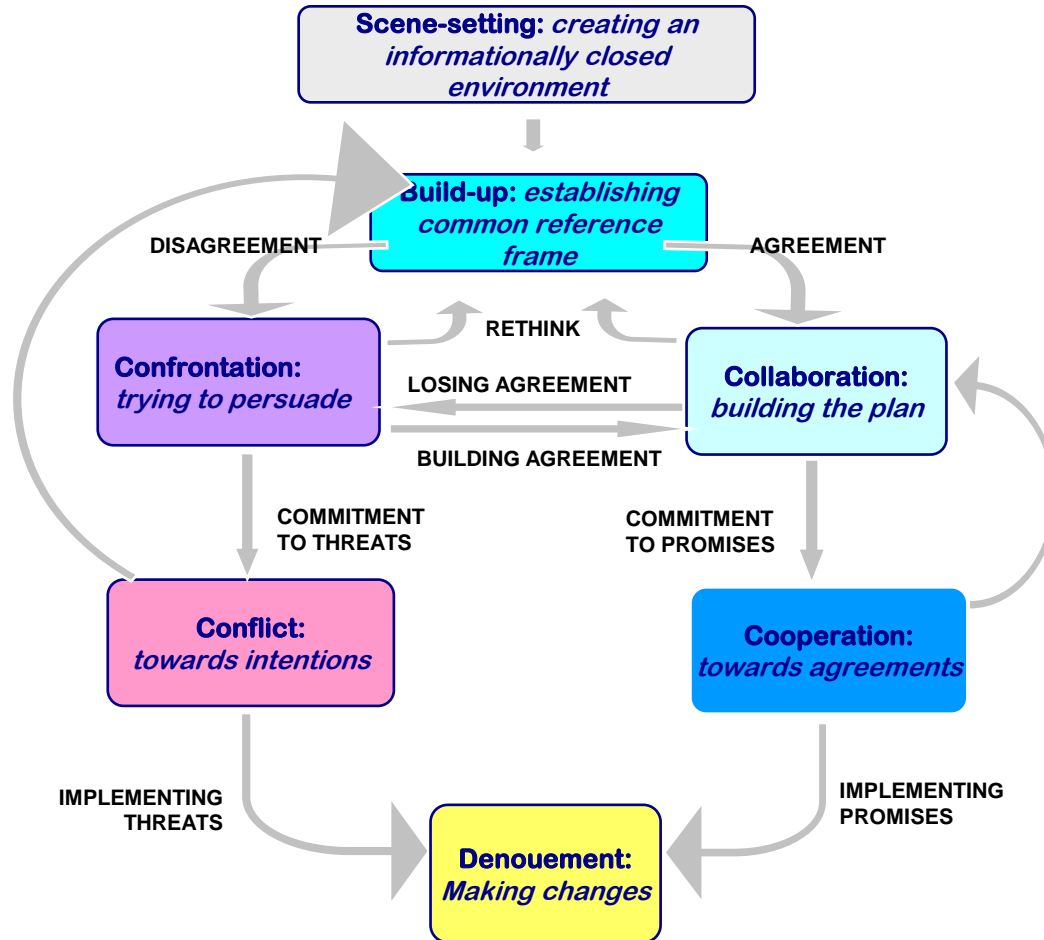
The Dilemmas of Interaction
[Each is named for what they make it hard to do]

- ## 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™

Confrontation Analyst

Multi-level Strategic Control System

A Delegated Mission

Our Superior's Mission

An Own-level Mission

An Own-level Mission

An Own-level Mission

A Delegated Mission

Our Superior's Mission

A Delegated Mission

Our Superior's Mission
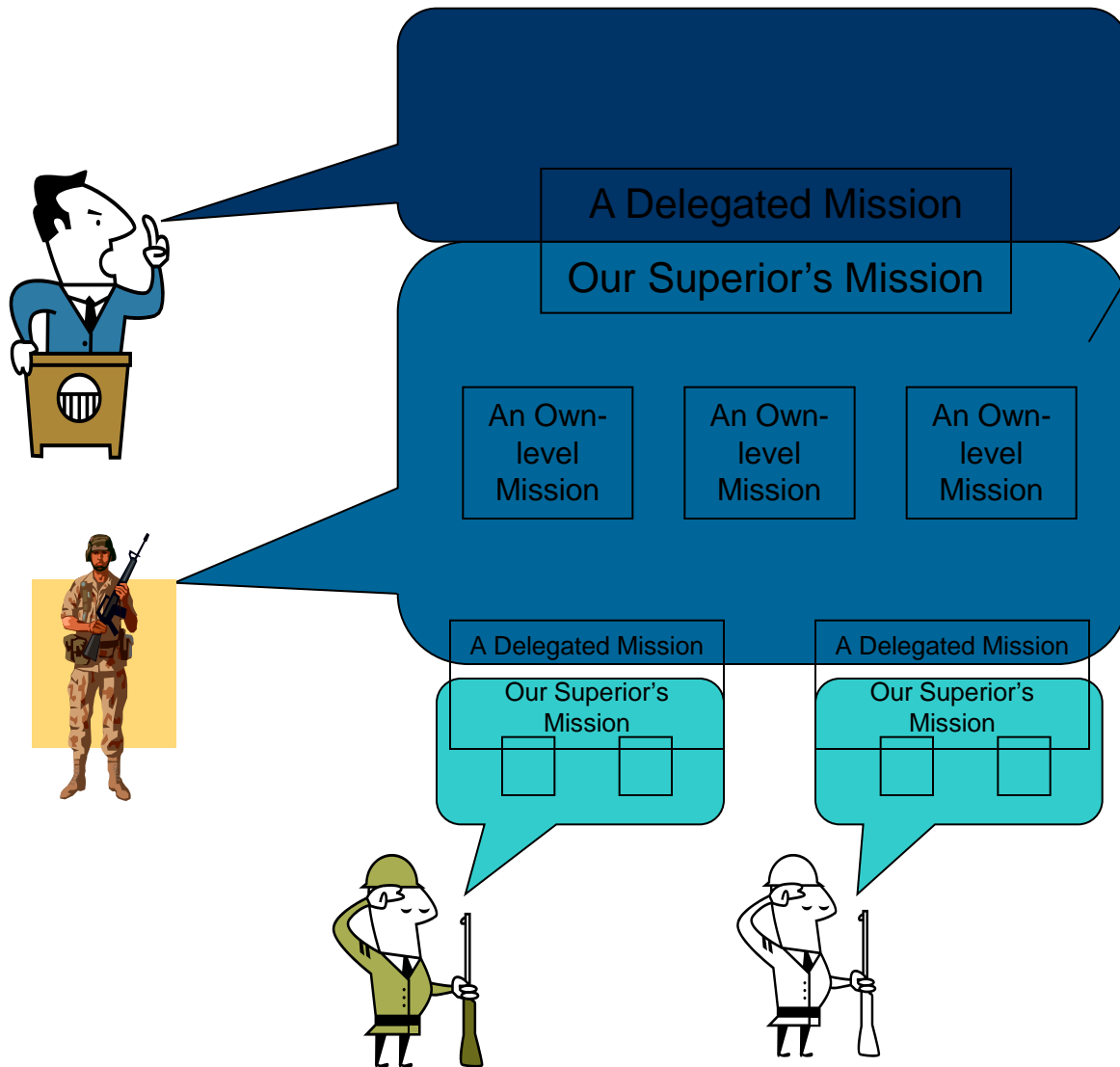
Each character has to handle 3 types of mission:
• Those delegated by a superior
• Those planned and initiated by him/herself
• Those he/she delegates to subordinates

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 Attitu

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
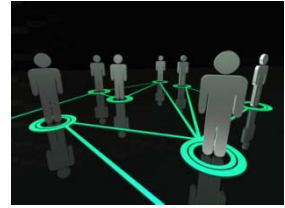
- the distributed nature of responsibility and command in CMOs
- the timeliness and technological readiness of net-centric operations
- the need for variety in net-centric architectures
- the centrality of trust for melding complex endeavors
- the inevitability of confrontation, even in co-operative 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
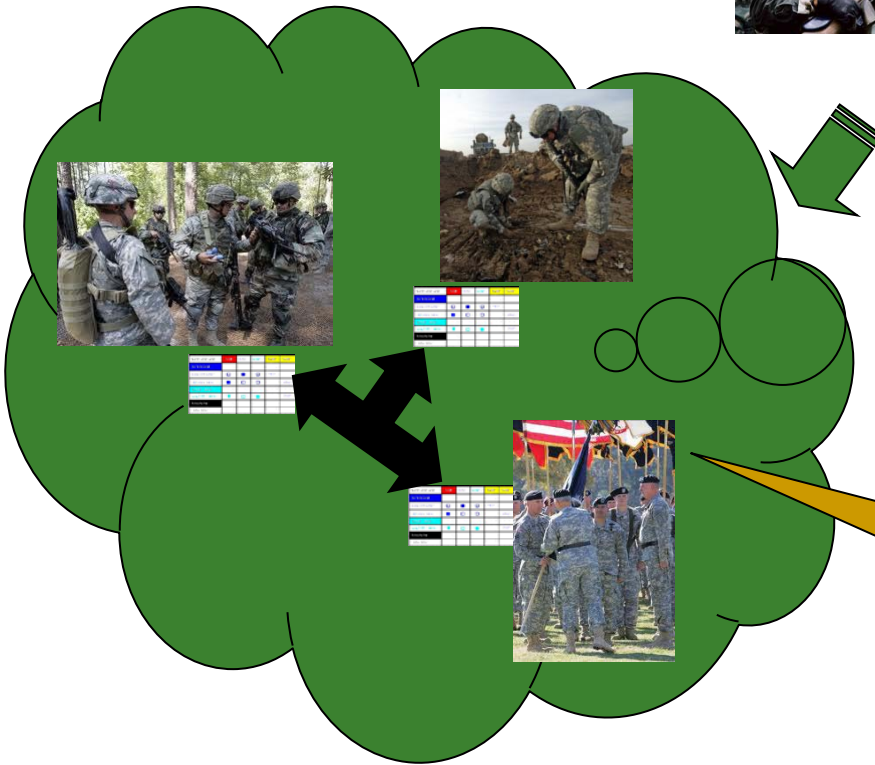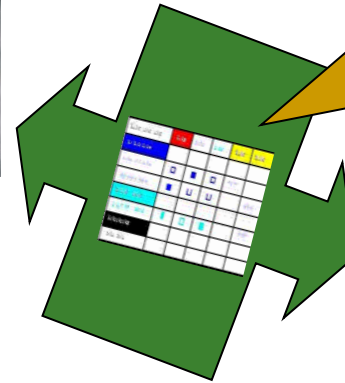
Immersive Drama (structured using Drama Theory) can be used to address sensitive 'internal' tensions

Sharing the Challenges of Interaction
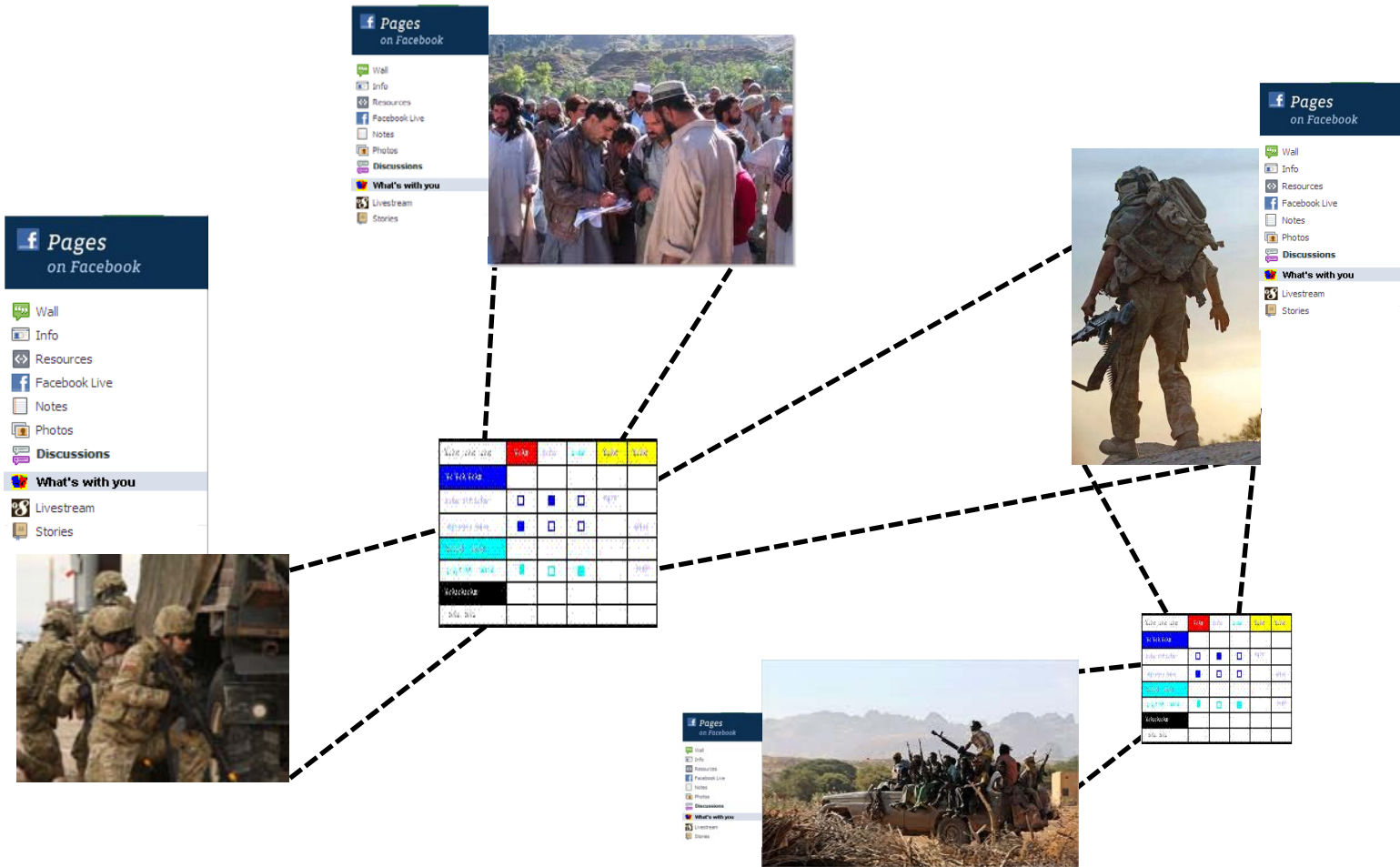
Payoffs

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

Briefing: Decision Commander © Idea Sciences

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)

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