



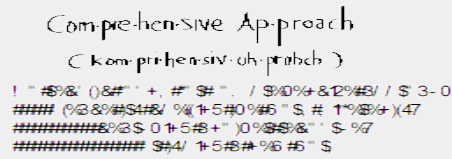
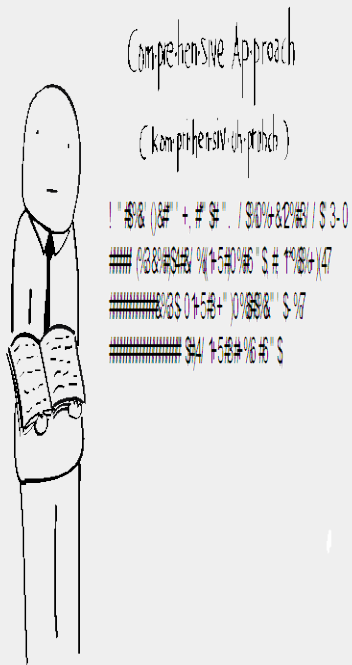
Focus and convergence through a Comprehensive Approach: But which among the many?

Cecilia Hull Wiklund
16th ICCRTS, Québec

A new type of C2 approach

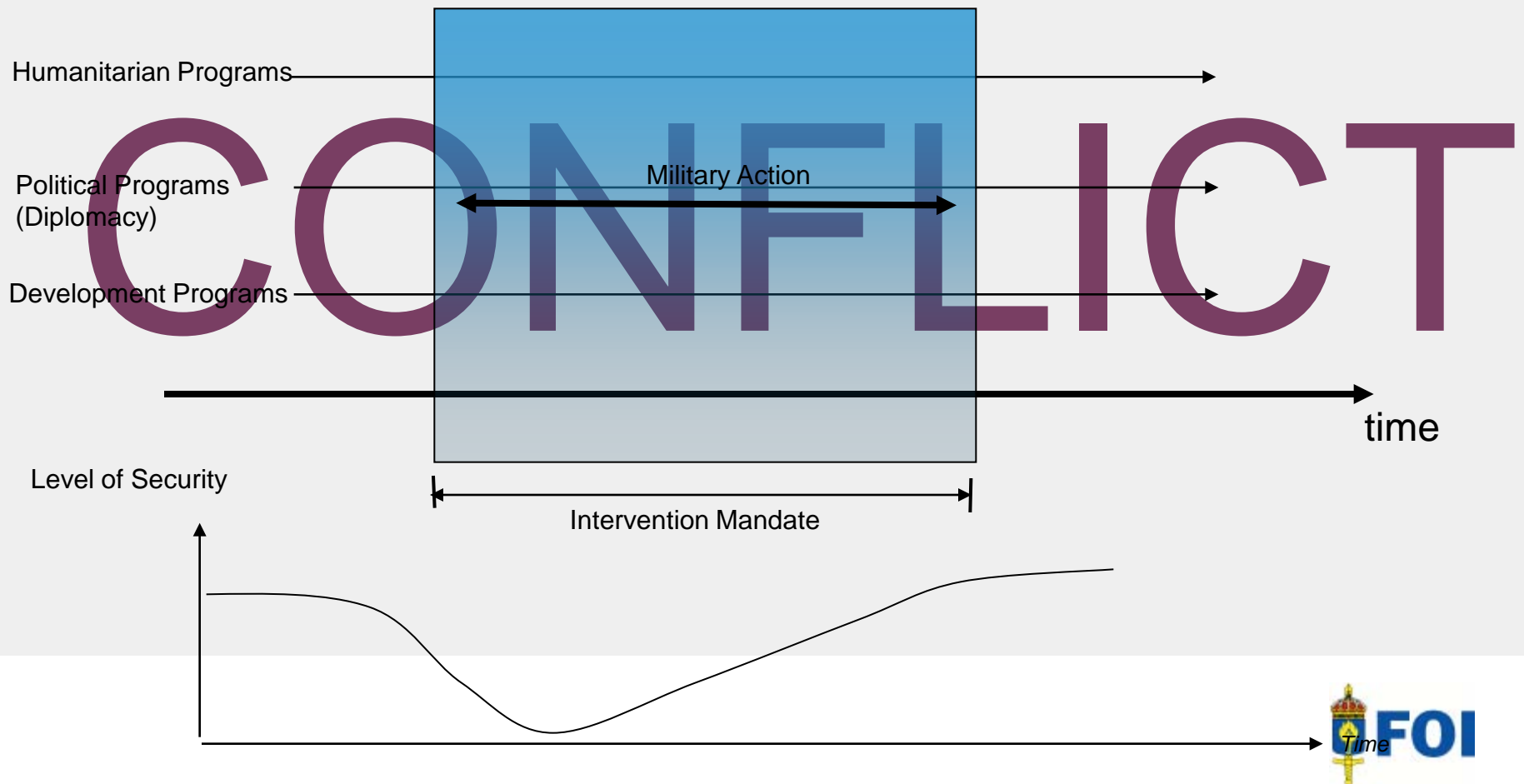
- C2 of all participants in multifunctional environments is not possible
- Rather, focus and convergence will need to arise from a mere *willingness* to work together...
- ...based on an understanding of interdependencies and a mutual perception of the benefit of working together

The Comprehensive Approach (CA)

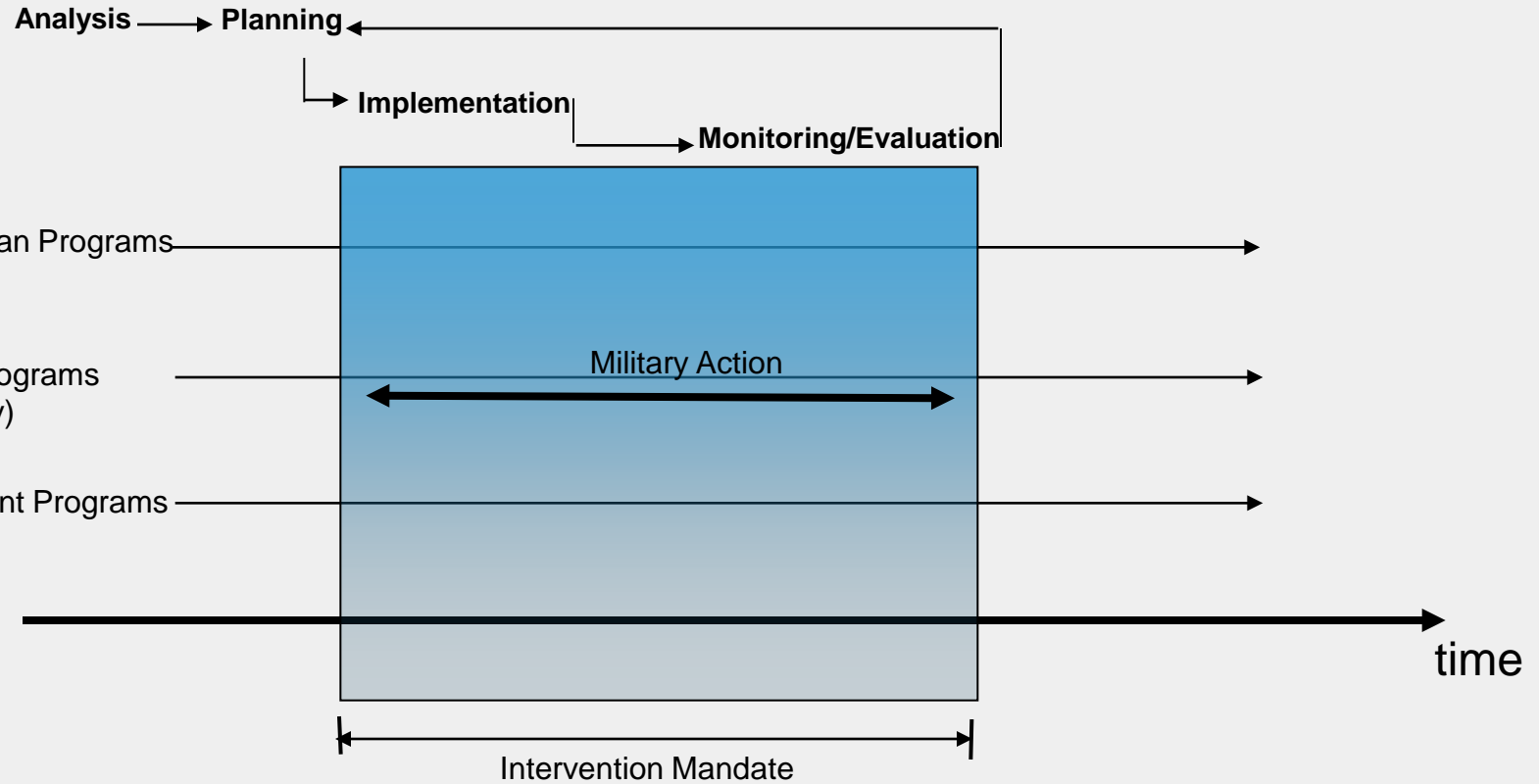


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Why a Comprehensive Approach?



Why is CA a C2 issue?



Different types of CA

- Many challenges to “working together”
- Several types of Comprehensive Approaches has arisen, depending on circumstances and context
- Two main interpretations of how CA should be implemented:
 - System awareness
 - Coherent policy and action

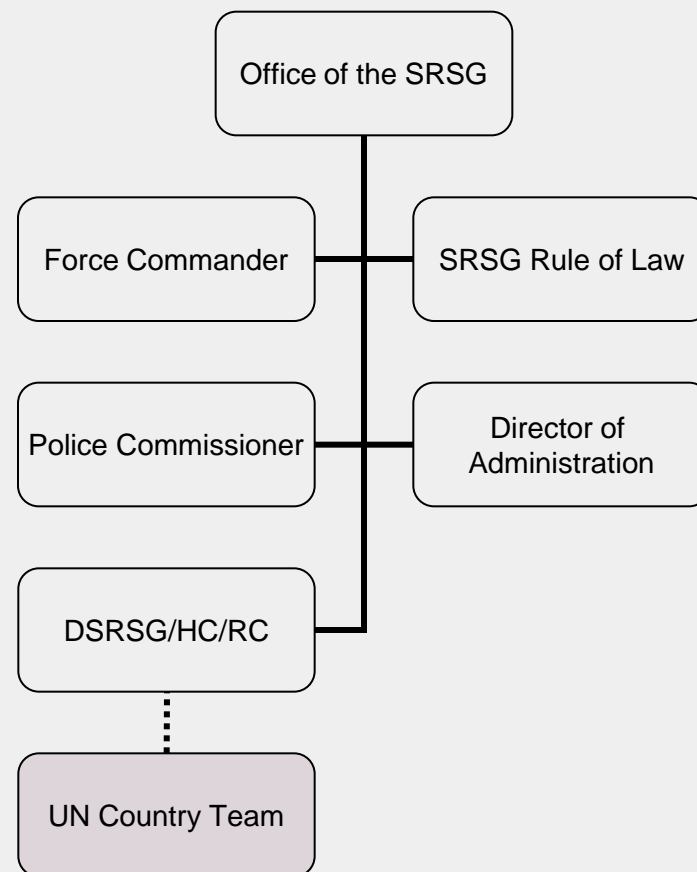
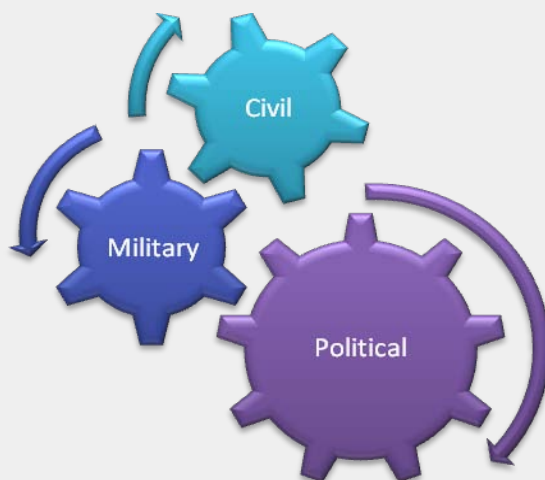
Two main interpretations:

CA as system awareness	CA as coherent policy and action
Mindset, culture, attitude	Structure or process
Understanding ourselves as part of a system	Acting to promote coherency
Something that an actor <i>has</i>	Something that actors <i>share</i>
Too fuzzy?	Too rigid?

Example: UN's Integrated Missions

• Integrated Missions:

- **Process** (Integrated Missions Planning Process)
- **Structure** (Integrated Chain of Command)



But which CA?...

- Which type of CA that can be applied depends on how much control can be asserted over the system within which a Comprehensive Approach is to be implemented

Examples of implementation

- *National level* (within states & governments)
- *Intra-agency level* (within one organisation)
- *Inter-agency level* (between several actors and organisations)
 - EU Civil-Military Coordination Concept
 - Kosovo? Haiti? Afghanistan?
 - NATO CA?

In sum..

- A Comprehensive Approach is needed throughout the entire C2 process of analysis, planning, implementation and monitoring and evaluation
- Several types of Comprehensive Approaches can be applied to each step
- Which one is applicable depends on how much “control” can be asserted over the system you are acting in



Questions?