Harmony, Rather than Unity

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Outline

- Concepts of Command
- Complex endeavors
- Unity of Command and Unity of Effort: Why they are not adequate for complex endeavors
- Harmony of Efforts as an alternative
- Some objections to the new concept

What is a Concept of Command?

- A concept of command is the overall organization of C2 in an endeavor

- It reflects both what is believed to be required and what is believed to be possible to achieve direction and coordination

- Here we are interested in a concept of command for complex endeavors

Complex endeavors

- The efforts of many organizations are required
- No one individual has the authority to command all organizations
- Each organization will do what it always does
- No organization can carry out its mission on its own
- The center of gravity for the operation as a whole is at such a high level of abstraction that it is not useful for C2

Two Existing Concepts of Command and a New Concept for Complex Endeavors

- Unity of Command
- Unity of Effort
- Harmony of Efforts

Unity of Command

- Each person has one and only one commander
- This leads to a strict hierarchy
- It requires a commander
- It works well for military organizations that usually have only one Center of Gravity
- For complex endeavors, trying to implement Unity of Command is a source of friction
- Problems when applied in complex endeavors
  - There is no one center of gravity
  - There is no one commander

Unity of Effort

"**Unity of effort** is the state of harmonizing efforts among multiple organizations working towards a similar objective. This prevents organizations from working at cross purposes and reduces duplication of ,effort. Multiple organizations can achieve unity of effort through shared objectives. In military operations, unity of effort is similar to unity of command except it usually relates to coordinating organizations not in the same command, such as interagency operations. In this case, unity of effort is often achieved through campaign plans or coordinating committees instead of a unified commander."

(Wikipedia)

Unity of Effort: Problems

- Not all complex endeavors involve organizations that have a "similar objective" at a level that is useful for C2

- Different organizations have different command cultures and planning cultures making it difficult to achieve a common campaign plan

- There is no time to develop the comprehensive plan

- Even if there was time, we do not know how to develop a campaign plan to achieve the high level goals of the operation

Harmony of Efforts

- This Concept of Command takes seriously
  - that in complex endeavors, each organization does what it usually does (hence *efforts* rather than *effort*)
  - that there is no commander with auhority to command the endeavor as a whole
  - that C2 is mainly an intraorganozational problem
  - that no organization can solve all of its problems independently, cooperation is requires
- Focus and convergence, although a step in the right direction will not solve the problem, for there is no one focus

Harmony of Efforts is based on our experience from studies of UN Peace Support Operations

- We found the same frictions from the 1960's to the 1990's
- We explained this in terms of what we called "the military mind set"
- I would now call that the Concept of Command
- Led us to propose C3: Command; Control and Cooperation

Harmony of Efforts has Three components

- Spirit
  - Cooperation
- Method
  - Negotiation
- Substance
  - Management of interfaces
    - Allowing all organizations to do what they usually do
    - Removing obstacles
    - Facilitating cooperation
- Cooperation "on the hoof," rather than by plan

Some objections

- "This is what we do any way"
  - Would it not be better to have a concept of command that faclitates this rather than creating friction?
- The concept is defeatist
  - But is it really possible to make crediable plans for complex endeavors?
    - Remember Popper's criticism of large scale social engineering
- The concept is in an early stage of development
  - Many problems need to be worked out
  - It is a concept that will work best for a robustly networked force (But not everyone will want to be in the network

Conclusions

- Concepts of Command are important
- We need to develop more adequate concepts for the kinds of problems that we now face, and to reap the benefits of the new technological possibilities
- This work should be facilitated if we think of C2 as a function that can be achieved in many different ways, rather than an activity that can only be done as it has always been done

Thank you for listening

Questions and comments?