The Effects of Strategic Communication Principles on C2 Agility, Complexity/Uncertainty, and C2 Maturity

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Outline

* Introduction
* Problem Difficulty
* The Effects of Strategic Communication on:
  - C2 Agility Components
  - Operational Environments
  - C2 Maturity
* Conclusion
Problem Difficulty
Integrating all joint force actions

Broader national strategy.

Producing information and knowledge on the perceptions

Producing information and knowledge on complex social communication systems

Assessing the effects of the strategic communication efforts of others

Versatility

(Robustness)

Responsiveness

Resilience

Flexibility

Adaptability

Innovativeness
Strategic Communication-C2 Agility Relation

- Estimating direct and indirect effects
- Conceiving Messages
- Producing and delivering information
- Coordinating physical actions
- Disseminating information to small units
- Assessing the effects of friendly signals

Versatility (Robustness)
- Responsiveness
- Resilience
- Flexibility
- Adaptability
- Innovativeness
Strategic Communication-C2 Agility Relation
Versatility(Robustness)(Good Example)

**Broad Theme**
Improving regional security through cooperation with Mesonesia.

**Strategic Objectives**
Improving relations, enhancing the U.S. credibility and legitimacy

- Determined standards of “success”
- Determined actions to take
- Focused on specific areas
- Prevented unnecessary force deployments
- Enhanced control over units and area
- Delineated HQ’s area of interest
- Prevented force allocations to other functions
- Concentrated capabilities on specific areas
Central Aspect
Developing cooperative security arrangement and building partnership

Improved capabilities of armies through interaction
Lessened the uncertainty
Facilitated cooperation
In Somalia between 1993 and 1994:

<table>
<thead>
<tr>
<th>There was not a “Broad Strategy”</th>
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<tbody>
<tr>
<td>Hardly prevented <strong>rumors and misinformation</strong> among UNOSOM staff</td>
</tr>
<tr>
<td><strong>UNOSOM HQ was not able to influence</strong> diplomatic community</td>
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<tr>
<td><strong>Countries contributing troops to the force were ignored</strong> and not informed adequately</td>
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<tr>
<td><strong>Political, humanitarian, and military strategies were independent from each other</strong></td>
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<tr>
<td><strong>There was not a group of planners responsible for formulating this over-arching strategy</strong></td>
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</table>
Results:

A decayed C2 structure without any means of robustness and agility

Lack of coordination of the partners’ physical capabilities and poor maintenance of their support for the operation

UNOSOM HQ could not retain its versatility required to display appropriate C2 Agility.
Strategic Communication-C2 Agility Relation Responsiveness-Resilience (Good Example)

Social network analysis to identify key persons,

Academic and commercial research into perceptions

Content analysis of information products

Indexing opinion leaders

Recognizing the change in the environment or anticipating
Strategic Communication-C2 Agility Relation Responsiveness-Resilience (Good Example)

When PACOM depicts the map of different social communication network to identify other actors in the area, the HQ attained two advantages with respect to its C2 Agility.

It was able to respond to the changes in an appropriate way in a very short time.

It identified the deficiency and inadequacy in its C2 ability and tried to repair the lost capability.
In Somalia between 1993 and 1994:

<table>
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<tr>
<th>Two factional leaders (Aideed and Ali Mahdi) disseminated propaganda messages</th>
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<tbody>
<tr>
<td>The audience was influenced by these groups and was not accessible for UN PSYOP units</td>
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<tr>
<td>The decision makers could not produce and deliver appropriate messages</td>
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<tr>
<td>The UN HQ tried to formulate PSYOP without including radio and newspaper</td>
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<tr>
<td>UNOSOM did not have an integrated information strategy at all</td>
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</table>
Results:

UNOSOM could not explain why it was in Somali

It could not utilize the effective media machineries

UNOSOM HQ’s responsibility to assess the target audience was never fulfilled.
Strategic Communication-C2 Agility Relation
Flexibility-Innovativeness-Adaptability

<table>
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<tr>
<th>Pretesting the messages on “focus groups”</th>
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<tbody>
<tr>
<td>Developing metrics to measure the effects</td>
</tr>
<tr>
<td>Utilizing polls, follows blogs</td>
</tr>
<tr>
<td>Collecting data to have a deeper understanding</td>
</tr>
<tr>
<td>Developing timely and culturally appropriate messages</td>
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</table>

Choosing alternatives formulated by the strategic communication efforts.

Improving new strategies according to the changes in the operation area.

Becoming “suited for the challenge”
Effects of Strategic Communication on Uncertainty and Complexity
Effects of Strategic Communication on Uncertainty and Complexity

- Instability
- Opacity
- Unfamiliarity
- Distortion

- Identifying Characteristics
- Social Network Analysis
- Collecting Data
- Feedback

Unpredictability
Effects of Strategic Communication on C2 Maturity

\[
\text{C2 Maturity} = f (\text{C2 Approaches, Recognition of Situation, C2 Agility})
\]
Effects of Strategic Communication on C2 Maturity (C2 Approaches)

<table>
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<tr>
<th>Distribution of Information</th>
<th>Allocation of Decision Rights</th>
<th>Patterns of Interaction</th>
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<tbody>
<tr>
<td>Strategic Communication</td>
<td>Use</td>
<td>Allow</td>
</tr>
</tbody>
</table>
Effects of Strategic Communication on C2 Maturity (Recognition of Situation)
Effects of Strategic Communication on C2 Maturity (C2 Agility)

Strategic Communication-C2 Agility Components Relations (Slayts:5-16)
Conclusion

The Strategic Communication principles affect all of these three elements of C2 Maturity. The effective implementations of them contribute to the entity’s agility by strengthening its components. At the same time, these principles put lights on the complexities and uncertainties of the environment. In other words, the strategic communication helps planners and decision makers choose appropriate C2 Approach, move from one to another, and understand the conditions of the environment more accurately.
Conclusion
Thank you for your attention!

Any Question?