

The Future of Command and Control

COMMANDE

Bevel 명령

Ordine

命令

Commando

КОМАНДА

Βερεχί

ΕΝΤΟΛΗ

UNDERSTANDING
COMMAND AND CONTROL

έλεγχος

통제

Contrôle

控制

STEUERUNG

Controllo

УПРАВЛЕНИЕ

David S. Alberts
Richard E. Hayes



Agenda

- Do we understand C2?
- Importance of Understanding C2
- Command and Control
- Road to Understanding Command and Control

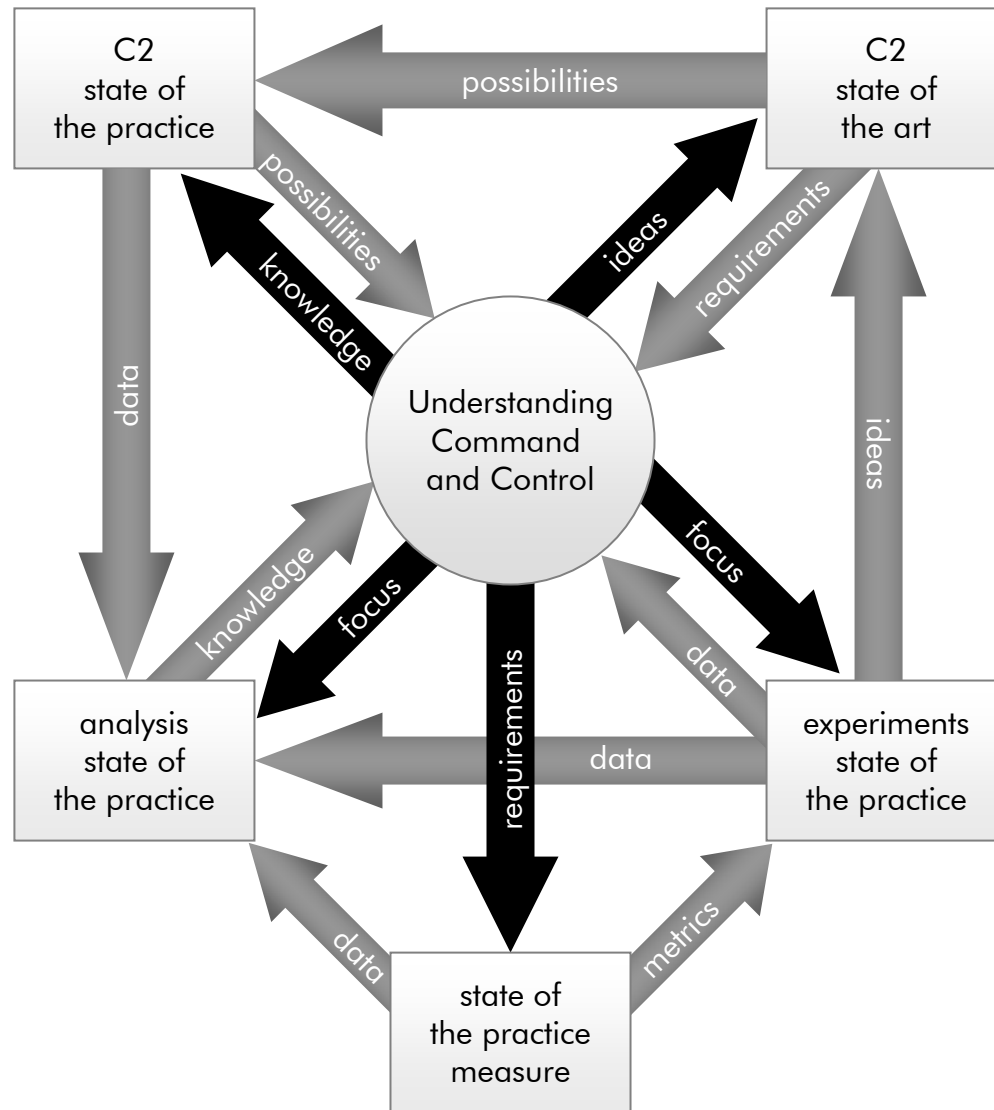
Do we understand C2?

- C2 is the lawful exercise of authority
- C2 is what commanders do
- C2 is command decisions
- $C2 = C3 = C3I = C4ISR$
- C2 is how we do it (the practice defines the term)

Importance of understanding C2?

- DoD Transformation is about leveraging Information Age concepts and technologies to meet 21st mission challenges
- Transformation is about getting the most out of the available information, knowledge, and capabilities of the forces (mission participants)
- NCO, Power to the Edge, and Effects-based approaches are central to making this vision a reality
- Traditional approaches to C2 are problematic for key 21st Century missions
- New approaches to Command and Control are required

Understanding C2 is a necessary condition for progress



Agenda

- Do we understand C2?
- Importance of Understanding C2
- **Command and Control**
- Road to Understanding Command and Control

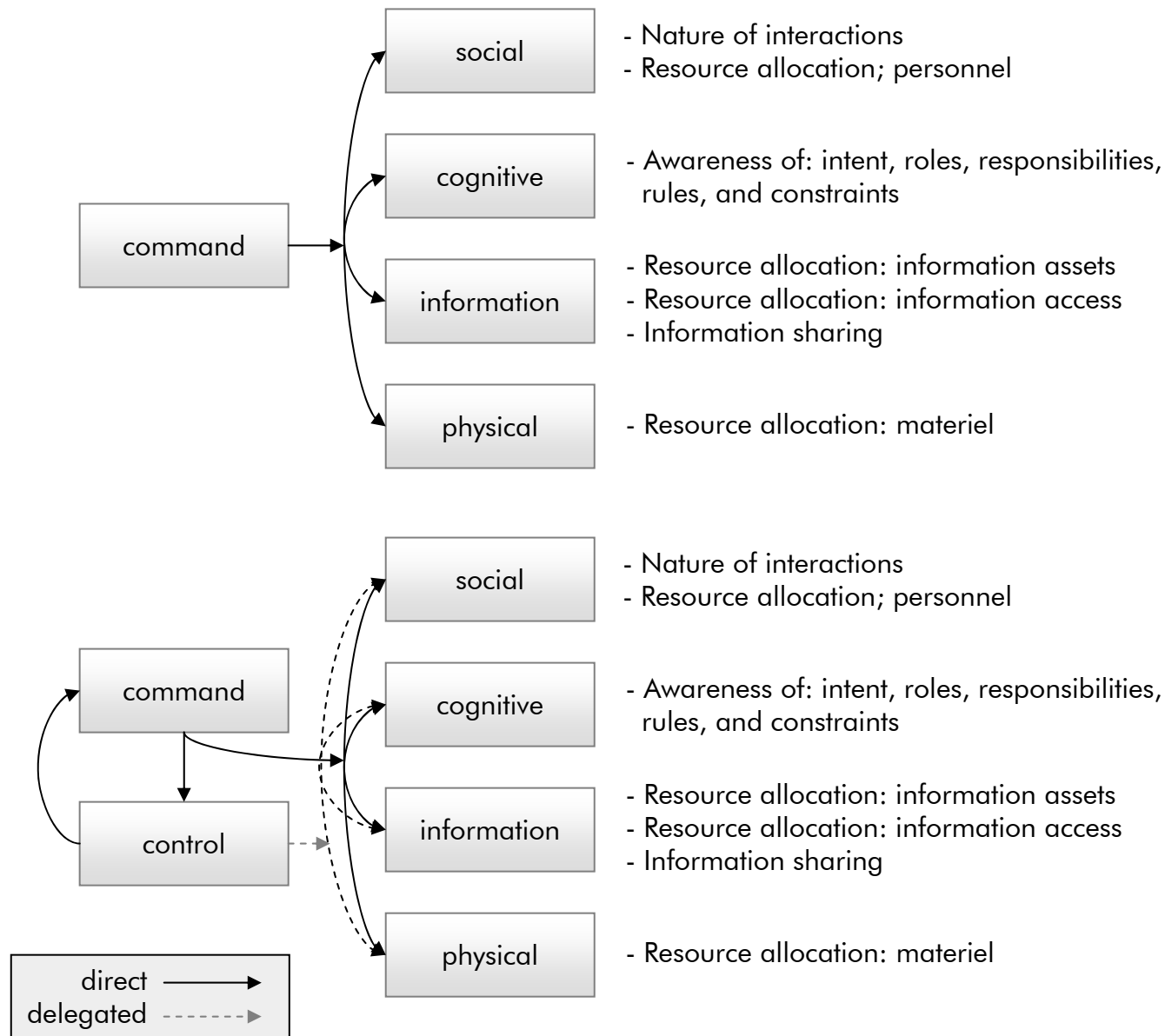
Functions of Command and Control

- Establishing intent
- Determining roles, responsibilities, and relationships
- Establishing rules and constraints
- Monitoring and assessing the situation and progress
- Inspiring, motivating, and engendering trust
- Training and education
- Provisioning

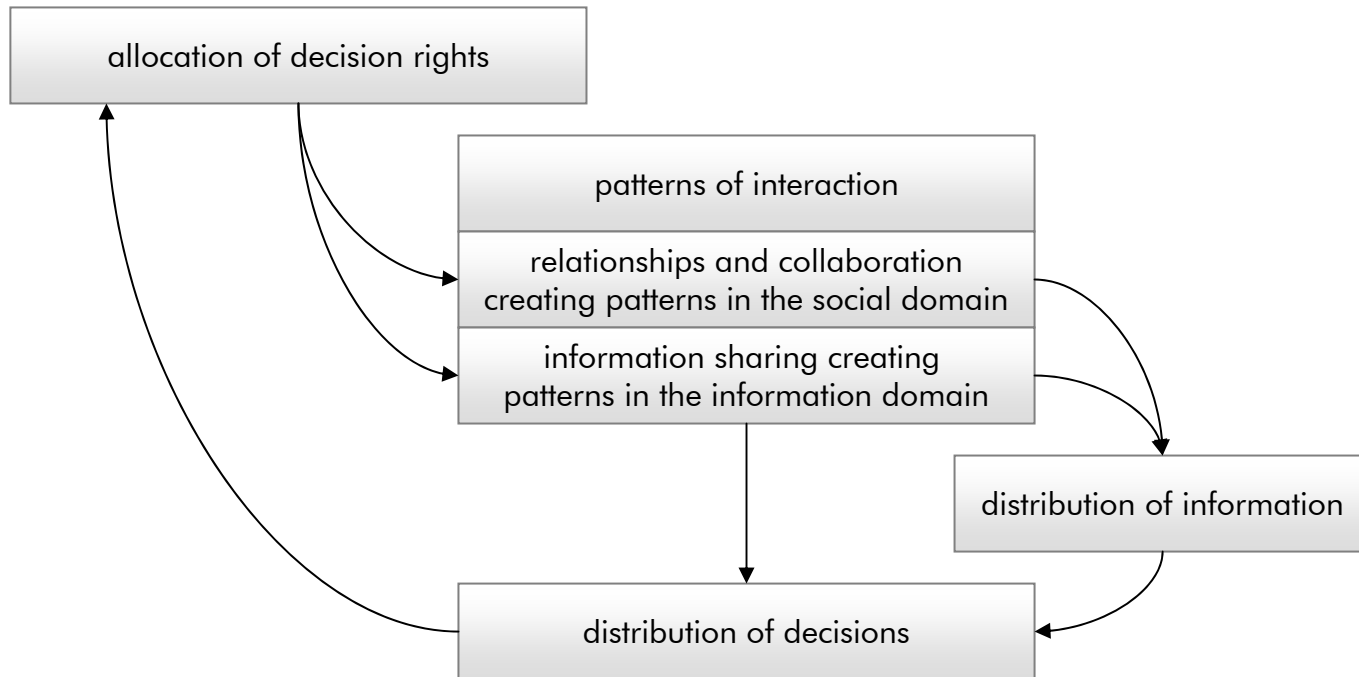
Command

- Establish Intent
- Allocation of roles and responsibilities
- Constraints on actions
- Awareness of the above, including alternative possible futures
- Nature of the interactions among participants
- Allocation of resources including:
 - Information
 - Personnel
 - Materiel

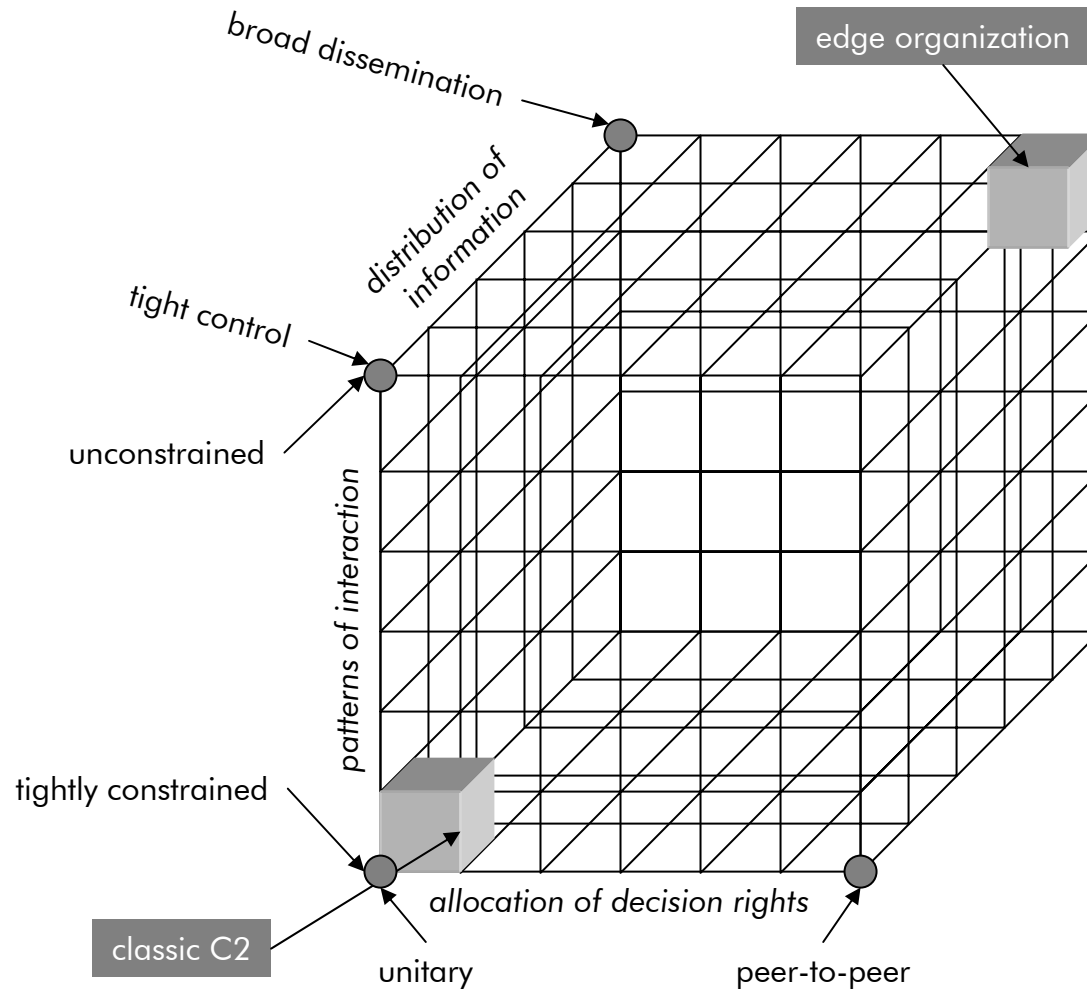
Command and Control as a Function of Domain



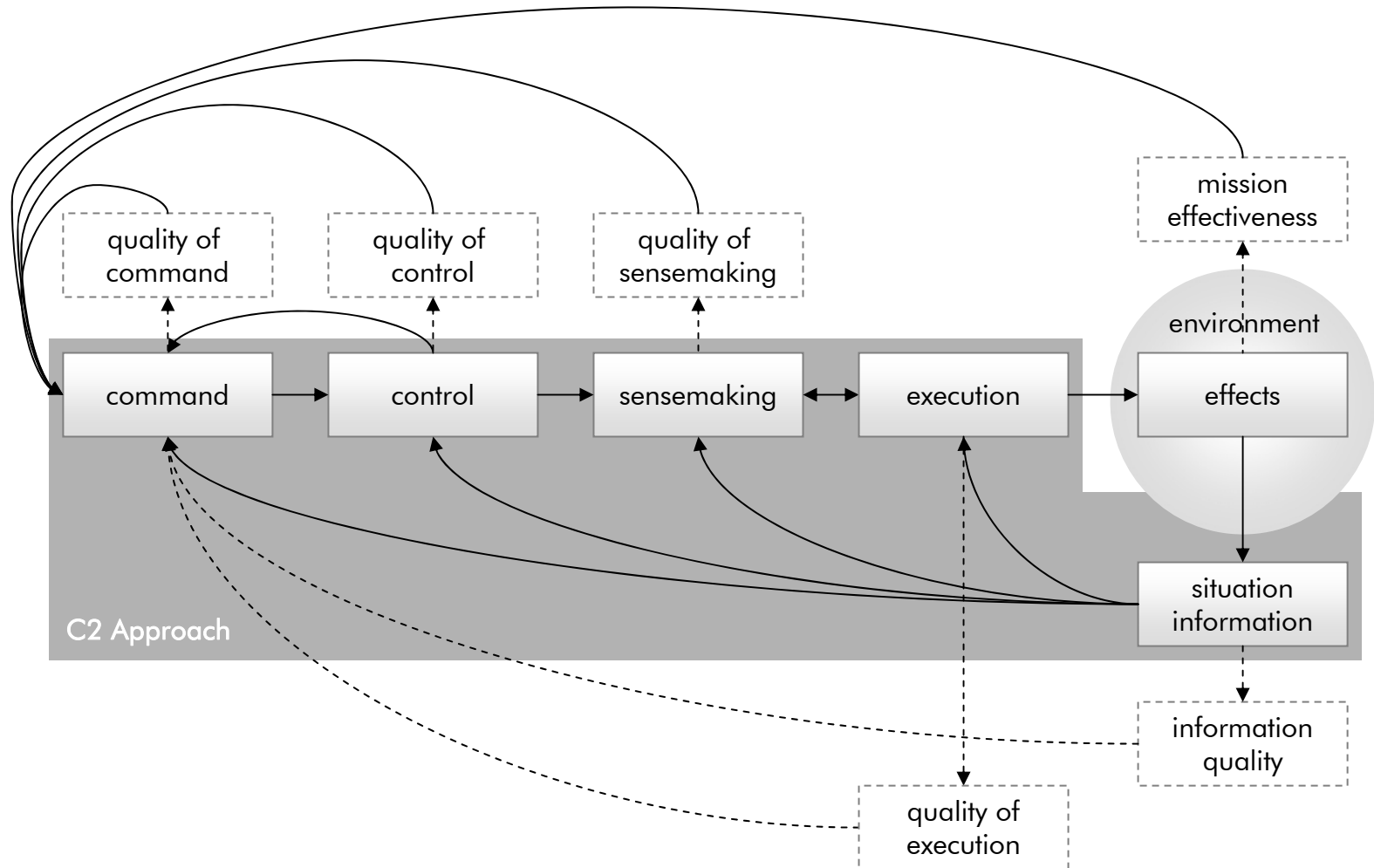
Key Functions of Command and Control



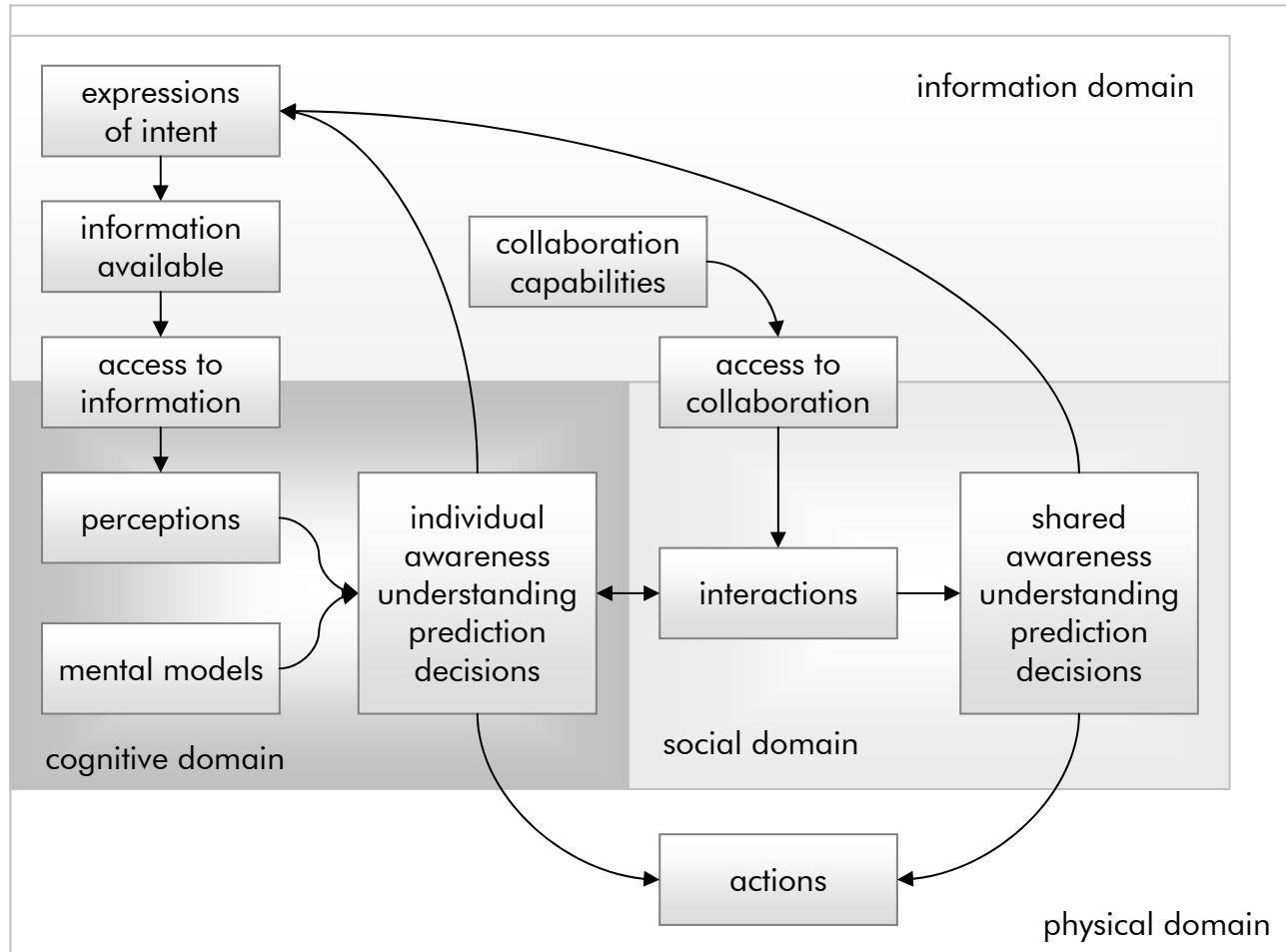
C2 Approach Space

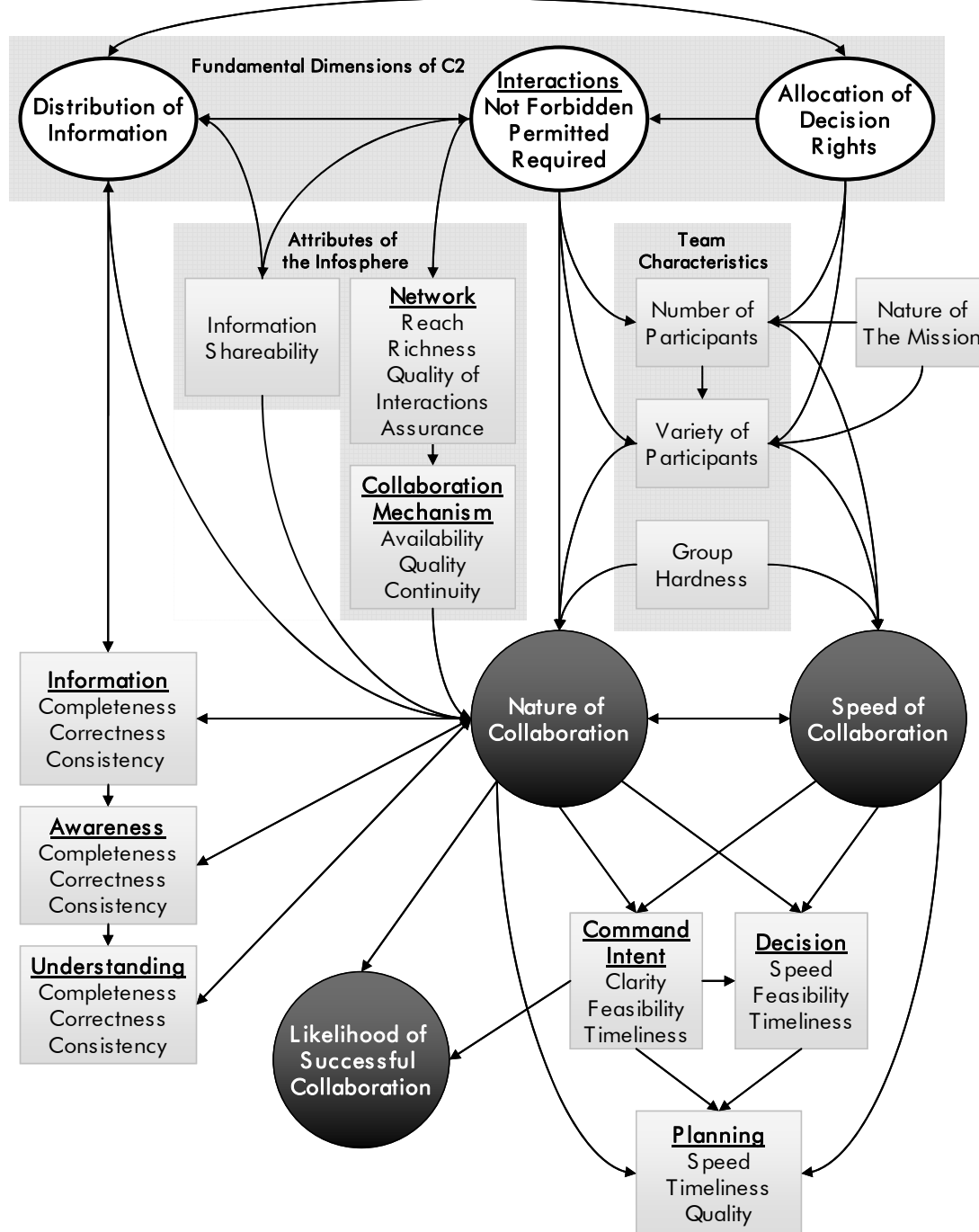


C2 Conceptual Model: C2 Approach



Sensemaking





Collaboration: Significant Influences

MISSION CHALLENGES

AGILITY

C2 QUALITIES

MCP CHARACTERISTICS

C2
Approach

People

Training,
Experience,
Education

Materiel

Quality of
Intent

Quality of
Decisions

Quality of
Execution

Quality of
Planning

Robustness

Adaptation
Process
Organization

Responsiveness

Resilience

Flexibility

Innovation

Breadth of
Mission
Spectrum

Situational
Mismatch

Fleeting
Opportunities
(Pace of \triangle)

Adversary
Initiative/First
Strike

Consciously
Asymmetric Adversity

Novel
Circumstances

