“COM as Shooter”
Operational Planning using C2 for Confronting and Collaborating

Captain Andy Baan
COM as Shooter

TWO

ANTENNAE
Success

‘Wait. We should not have to answer these questions! We have never been asked for this information before.’

- AFNORTH participant
CCA supports EBO

- Purpose of EBO
- Mission is accomplished when behavior is shaped so that intentions are in compliance
**COM as Shooter**

*History*

- Wellington
- Modern Warfare
- Peace Support Operations, COM is the Shooter. The COM determines the message
  - Must know everything
  - COM must ensure the message is consistent up and down the chain
- C2CC’s Purpose
COM as Shooter

C2CC

Internal CC System

External CC System

Secure e-mail perimeter
COM as Shooter

CCA PROCESS
Six Phases of an Interactive Episode

- Scene-setting
- Build-up
- If positions agree, then Collaboration, Decision
- If positions disagree, then Confrontation then Decision
- Implementation
COM as Shooter

Scene setting
- Create informationally closed environment
- Adopt fallback strategies; use reason and emotion to change positions and fallback strategies
- Adopt final positions within a common reference frame

Build-up
- Positions may agree
- Positions disagree
- Positions agree
- Build a plan to implement common position using reason and emotion

Confrontation
- Positions continue to disagree

Collaboration
- Plan is agreed

Decision
- Make independent decisions to carry out plan or implement fallback strategies
- Take irreversible actions, resulting in a new situation

Implementation

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Example

- Options Board showing Confrontation
- Tug of War for Confrontation
- Options Board showing Collaboration
- Tug of War for Collaboration
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<thead>
<tr>
<th></th>
<th>PI</th>
<th>P+A</th>
<th>f</th>
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<td>raid/suppress Palestinians</td>
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<td>accept minimal Palestinian state</td>
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COM as Shooter

Palestinian/Arab position = Palestinian state

Israel blocks Palestinian state

f = Terror and suppression

Israeli position = Israeli domination without terrorism

Palestinians

Arabs

P/A do Terror
<table>
<thead>
<tr>
<th>PI</th>
<th>a</th>
<th>r(P+A)</th>
<th>r(I)</th>
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<td>expand settlements</td>
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<td>raid/suppress West Bank/Gaza</td>
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COM as Shooter

r(P+A) = Terror, no Palestinian State

Agreement = Palestinian state and peace

Israel fails to negotiate Palestinian state or abandon settlements

r(I) = Terror, no Palestinian State

Palestinians and Arabs return to terrorism and cease to recognize Israel
AFNORTH Trial

- Part of Allied Action 03 Planning Process
- Participants included 3-star General, staff including POLAD, LEGAL, CIMIC
- Training session preceded work
- Three models
COM as Shooter

Parties We Analyzed

- Friends
- Foes
- Neutrals

- All three are required to agree to achieve compliance
COM as Shooter

AFNORTH Trial Outcomes

- Success - Demonstrated need to create national/political problems as injects
- Success - Demonstrated issues overlap
- Success - Demonstrated the benefit of COM’s participation, an intention of C2CC
Insights Gained

- Don’t be too ambitious
- Adequate training of facilitator and staff is important to get the most benefit
- New processes need to be injected into the training process all along the career path i.e. difficult to do training and immediately use system all at once
COM as Shooter

The Future

- Working with JFCOM
  - Appears that C2CC and ONA are mutually reinforcing
- Additional experiments
- Ongoing analysis
- Software and training manuals
COM as Shooter

Legend
- Collaborative environment
- Model repository

Decisive Points

CCA

Formal analysis

“Non-CCA Issues”
(e.g. Logistics, Targeting)

Systems Modeling
(Causal Mapping)

Critical Thinking

Blue View

“Green” View

Red View

Wargaming

Immersive Briefing

Plans
(Resources to Effects)

Desired Effects

Formal analysis

C2CC

Formal analysis

Formal analysis

Formal analysis
QUESTIONs?

Captain Andy Baan
PSO Reminders

- COM needs to be fully informed and engaged
- Goal is to change intention of parties because mission does not end until parties realize that their desired end-state is the international community’s proclaimed end-state
COM as Shooter