

Reflections on Command and Control in Recent Operations

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Utility of the Military Instrument

- Contemporary Security Contexts
- Getting Strategic Definition Right
- Imperialism, Extremism and Hybrid War
- Reassessing Conventional Deterrence
- Ends, Ways, Means and Bandwidth
- Bigger Map – Bigger Clock
- Coalitions, Partners and Proxies
- Congested and Contested Battlespace
- The Understand Challenge – Breadth, Depth and Persistence
- Architecture, Networks and Big Data
- Force Protection and (Electromagnetic) Flanks

Challenge 1: Winning in an Unknowable Future

- Generating Relative Advantage
- Asking the right question – how does this end?
- Organising for what Effect – where and when?
- Designing a useful Recognised Picture
- Viable Geometry and Networks – how does this deliver?
- Campaign Tempo; Agreeing the Metrics
- Precision, Mass and Leverage
- Perceptions and Narratives – First with the truth!

Challenge 2:

What sort of Commanders and What sort of Staff?

- Force on Mind, Mind on the Force
- Visualisation, Feel, Intuition and Insight
- Command and Control Structures and Legacies
- Componency, Proponency and the Inter Agency
- Authorities and Delegations
- Integration, Synchronisation and Operational Analysis
- Plans, Planning and Execution

Challenge 3: What Needs to Change?

- Calibrating Intervention and Pre-emption
- Transforming in Stride – and in Ambiguity
- The Training Challenge – Redesigning our Approach
- Collaboration, Rehearsal and Experimentation
- A whole of Government Approach
- Designing the Requirements for Agile National Command & Control

Summary

- Command is about Decision
 - Temperament Attitude and Judgement
- Command is about the Management of Context
 - By Design for Advantage
- Command is a Human Endeavour
 - Force on Mind
- Commanders have to Organise for Effect
 - Mind on Force
- Control is about Synchronisation and Integration
 - Tempo, Precision and Energy
- Control is about Metrics and Measurement
 - Decision Support and Architecture
- Command and Control is about Winning