

FAILURES

The past few years have seen the fiascos associated with Nifty-Nugget and Proud Spirit C&C exercises together with the real world fiascos epitomized by the evacuation of Saigon, Desert I and others.

RESPONSE

The institutional response for overcoming these fiascos is: more and better sensors, more communications, more and better computers, more and better display devices, more satellites, more and better fusion centers, etc.--all tied into one giant fully informed, fully capable C&C system. This way of thinking emphasizes hardware as the solution.

ANOTHER WAY

I think there is a different way--a way that emphasizes the implicit nature of human beings. In this sense, the following discussion will uncover what we mean by both implicit nature and organic design.

SAMPLES FROM HISTORICAL ENVIROMENT (CONT'D)

- N.B. Forrest (1860's)

"Git thar the fustest with the mostest."

- Blumentritt (1947)

"The entire operational and tactical leadership method hinged upon...rapid, concise assessment of situations,...quick decisions and quick execution, on the principle: 'each minute ahead of the enemy is an advantage.'"

- Balck (1980)

Emphasis upon creation of implicit connections or bonds based upon trust, not mistrust, that permit wide freedom for subordinates to exercise initiative and imagination--yet, harmonize within intent of superior commanders. Benefit: internal simplicity that permits rapid adaptability.

- Yours truly

Operate inside adversary's observation-orientation-decision-action loops to enmesh adversary in a world of uncertainty, mistrust, confusion, disorder, fear, panic, chaos,...and/or fold adversary back inside himself so that he cannot cope with events/efforts as they unfold.

IN OTHER WORDS

- Variety/rapidity without harmony/initiative lead to confusion, disorder and ultimately to chaos.

on the other hand

- Harmony/initiative without variety/rapidity lead to (rigid) uniformity, predictability and ultimately to non-adaptability.

? - RAISES QUESTION - ?

- How do we generate harmony/initiative so that we can exploit variety/rapidity

COMMENT

- We must uncover those interactions that foster harmony and initiative--yet do not destroy variety and rapidity.

INSIGHT

Interactions, as shown, represent a many-sided implicit cross-referencing process
of projection, empathy, correlation, and rejection.

SUSPICION

Seems as though this insight is related in some way to orientation, hence it...

? - RAISES THE QUESTION - ?

What do we mean by orientation?

ESSENTIAL IDEA

Patterns (hence, orientation), right or wrong or lack thereof, suggest ability or inability to conduct many-sided implicit cross-references.

? - RAISES QUESTION - ?

How do we set-up and take advantage of the many-sided implicit cross-referencing process of projection, empathy, correlation, rejection that make appropriate orientation possible?

MESSAGE

Referring back to our previous discussion, we can say: Orientation is an interactive process of many-sided implicit cross-referencing projections, empathies, correlations, and rejections that is shaped by and shapes the interplay of genetic heritage, cultural tradition, previous experiences, and unfolding circumstances.

MESSAGE

Expose individuals, with different skills and abilities, against a variety of situations-- whereby each individual can observe and orient himself simultaneously to the others and to the variety of changing situations.

? - WHY - ?

In such an environment, a harmony, or focus and direction, in operations is created by the bonds of implicit communication and trust developed by repeatedly sharing the same variety of experiences in the same ways.

BENEFICIAL PAYOFF

A command and control system, whose secret lies in what's unstated or not communicated to one another (in an explicit sense) in order to diminish friction, compress time, and exploit initiative at all levels, thereby gain both quickness and security.

POINT

- Any command and control system that forces adherents to look inward, leads to dissolution/disintegration (i.e., system comes unglued).

IN A MUCH LARGER SENSE

- Without implicit bonds or connections, there can be neither harmony nor individual initiative within a collective entity, therefore, no way that such an organic whole can stay together and cope with a many-sided uncertain and everchanging environment.

or equivalently

- Without implicit bonds or connections, we magnify friction, produce paralysis, and get system collapse.

INSIGHT

The key idea is to emphasize implicit over explicit in order to gain a favorable mismatch in friction and time (i.e., ours lower than any adversary), for superiority in shaping and adapting to circumstances.

? - RAISES QUESTION - ?

How do we do this?

MESSAGE

- Suppress tendency to build-up explicit internal arrangements that hinder interaction with external world.

Instead

- Arrange setting and circumstances so that leaders and subordinates alike are given opportunity to continuously interact with external world, and with each other, in order to more quickly make many-sided implicit cross-referencing projections, empathies, correlations, and rejections (i.e., implicit orientation) as well as create the implicit connections or bonds necessary to form an organic whole.

? Why ?

- Implicit orientation will permit commanders and subordinates alike to:
 - Diminish their friction and reduce time, thereby permit them to:
 - Exploit variety/rapidity while maintaining harmony/initiative, thereby permit them to:
 - Get inside adversary's O-O-D-A loops, thereby:
 - Magnify adversary's friction and stretch-out his time (for a favorable mismatch in friction and time), thereby:
 - Deny adversary the opportunity to cope with events/efforts as they unfold.

CIRCLING BACK TO THE BEGINNING

- We can see that implicit orientation shapes the character of:
 - Insight and Vision
 - Focus and Direction
 - Adaptability
 - Security

IMPLICATION

- Since a first rate command and control system should possess above qualities, any design or related operational methods should play to and expand, not play down and diminish, implicit orientation.

POINT

The previous discussion once again reveals our old friend--the many-sided implicit cross-referencing process of projection, empathy, correlation, and rejection.

? - RAISES QUESTION - ?

Where does this lead us?

SUSPICION

The previous discussion suggests that the title "Organic Design for Command and Control" is not appropriate.

? - WHY - ?

C&C represents a top-down mentality applied in a rigid or mechanical (or electrical) way that ignores as well as stifles the implicit nature of human beings to deal with uncertainty, change, and stress. (Examples! The Battle of the Somme, Evacuation of Saigon, Mayaguez Affair, Desert I, Nifty Nugget and Proud Spirit C&C exercises, etc.).

RESOLUTION

With these thoughts in mind, I suggest that the following title more clearly reflects the spirit and content of this presentation.