

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

Captain Andy Baan

Report Documentation Page				Form Approved OMB No. 0704-0188	
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1. REPORT DATE JUN 2003		2. REPORT TYPE		3. DATES COVERED 00-00-2003 to 00-00-2003	
4. TITLE AND SUBTITLE 'COM as Shooter' Operational Planning using C2 for Confronting and Collaborating (Briefing Charts)				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) NATO, Supreme Allied Commander Atlantic, 7857 Blandy Road Suite 100, Norfolk, VA, 23551-2490				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES The original document contains color images.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES 23	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

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

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

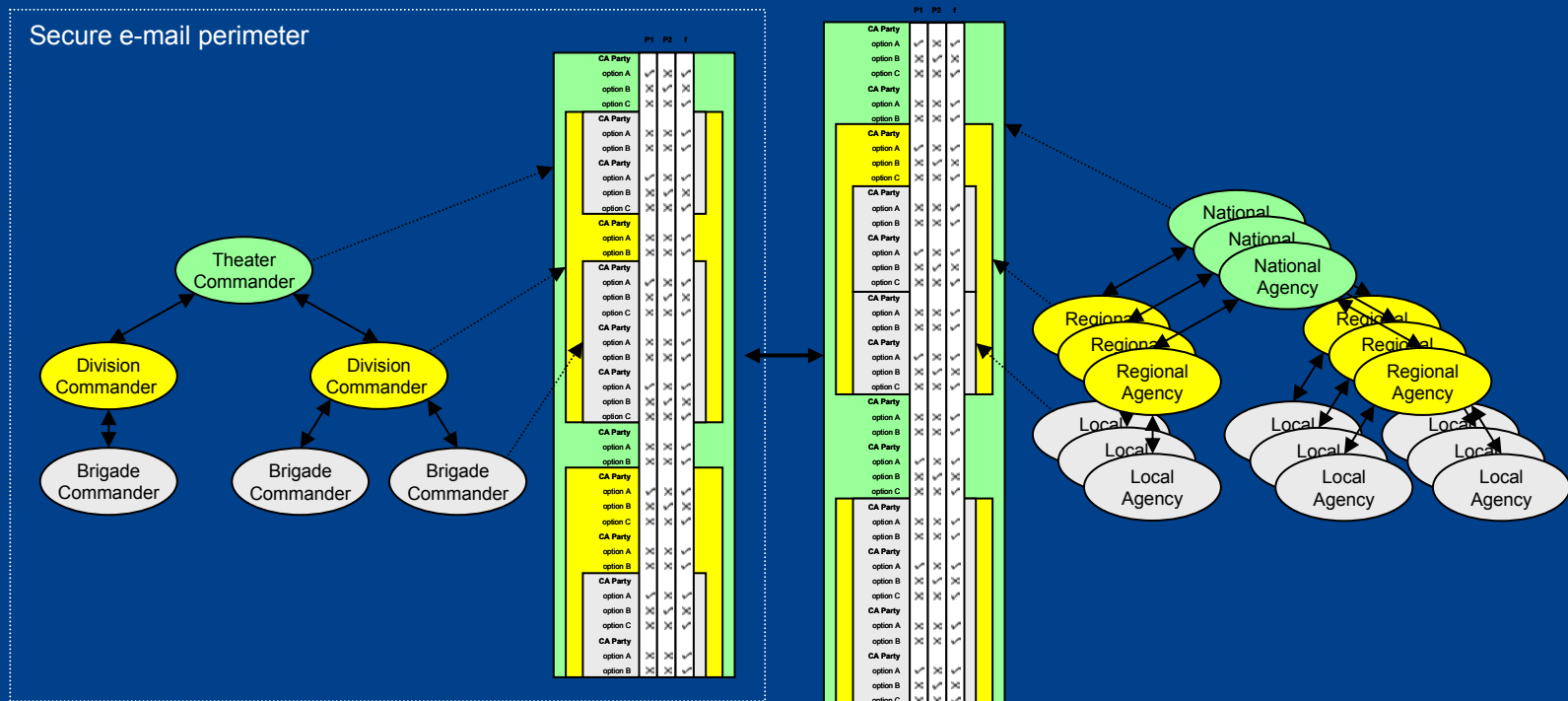
COM as Shooter



C2CC

Internal CC System

External CC System

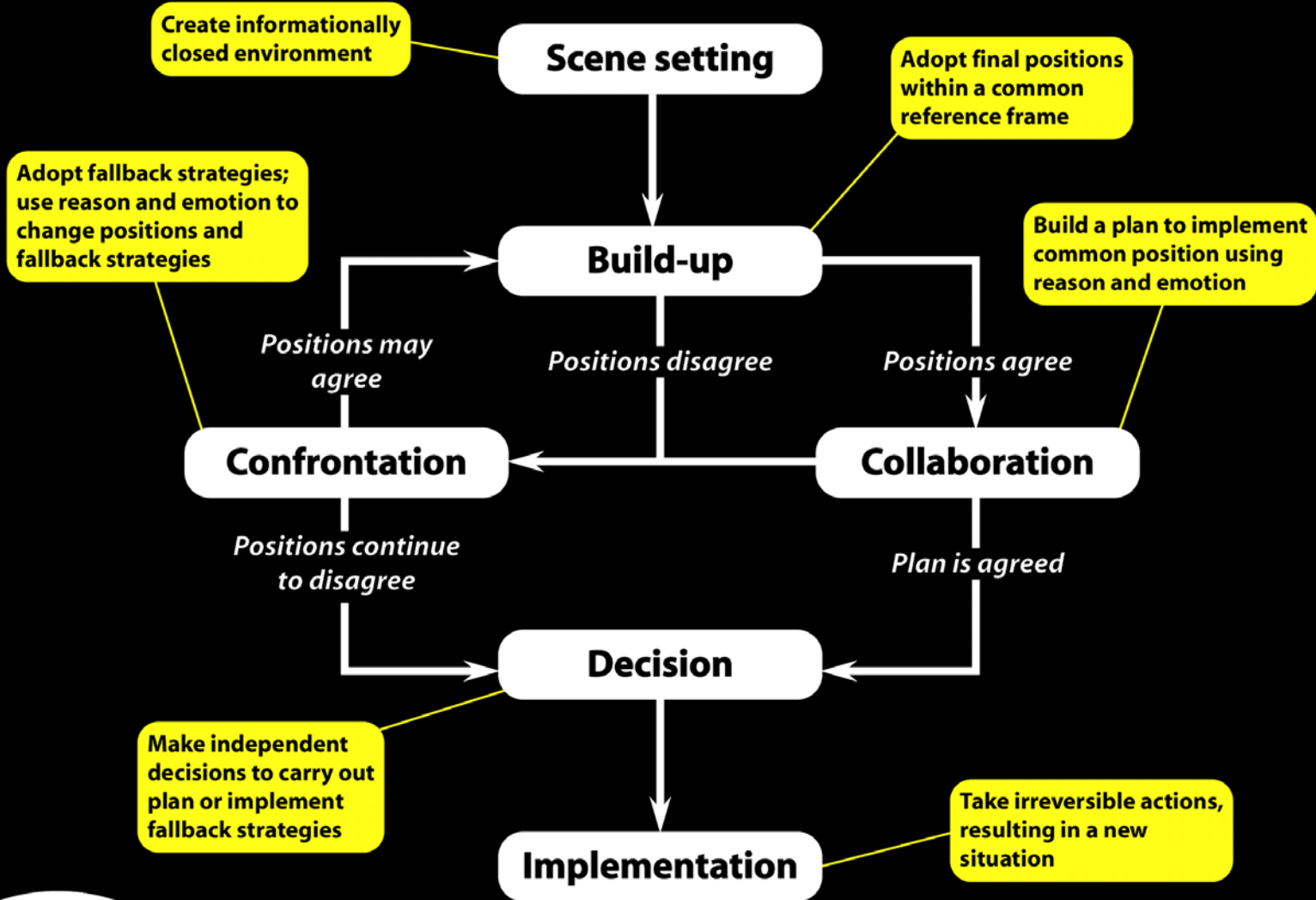


CCA PROCESS

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



Example

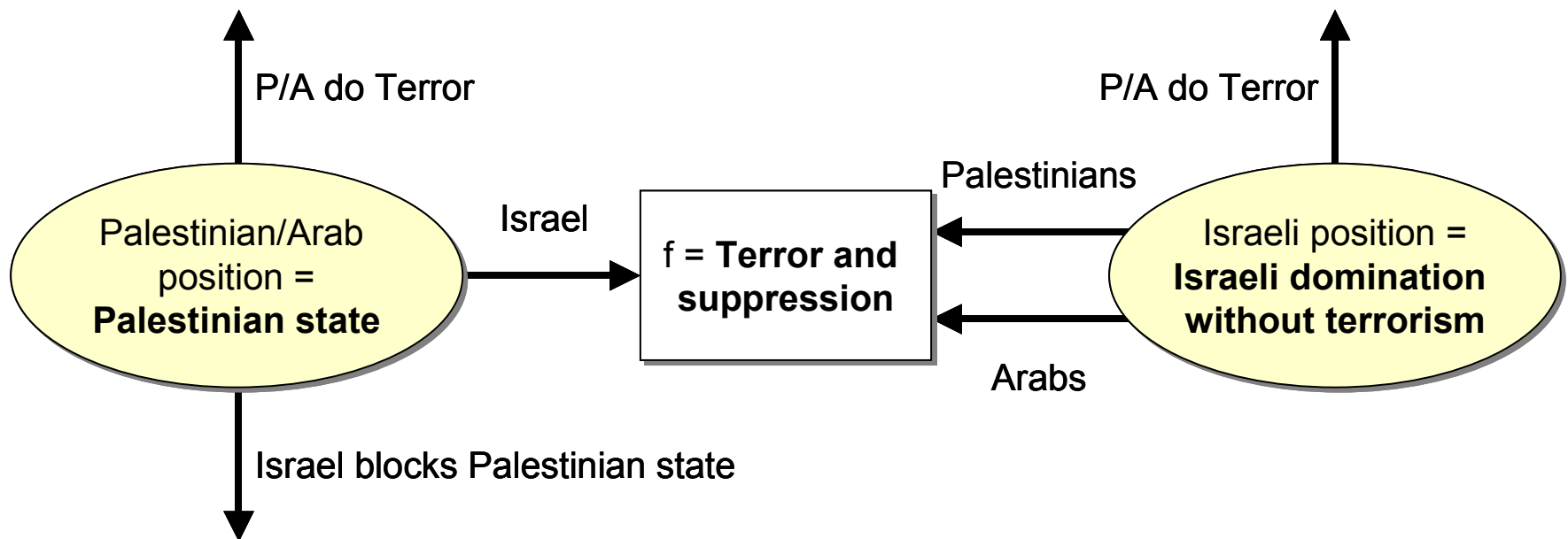
- Options Board showing Confrontation
- Tug of War for Confrontation
- Options Board showing Collaboration
- Tug of War for Collaboration

COM as Shooter



	PI	P+A	f	I
PALESTINIANS				←
stop terrorism	•	?	•	?
recognize/accept Israel	•	?	•	?
ARAB STATES				←
fund terrorism	□	?	□	?
recognize/accept Israel	•	?	•	?
ISRAEL		→		
accept “viable” Palestinian state	•	?	•	•
raid/suppress Palestinians	□	•	□	•
accept minimal Palestinian state	•	•	•	□

COM as Shooter



COM as Shooter



PI a r(P+A) r(I)

PALESTINIANS

- stop terrorism
- recognize/accept Israel

ARAB STATES

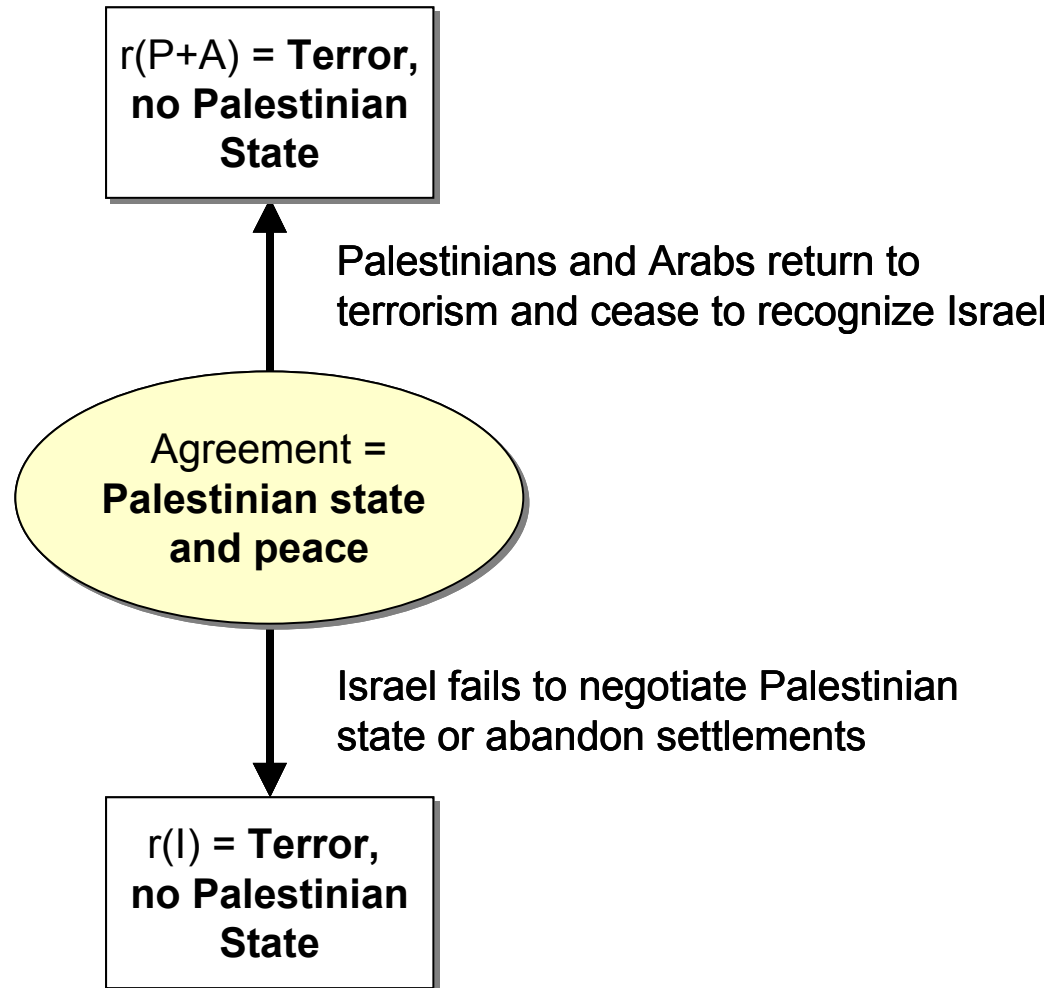
- fund terrorism
- recognize/accept Israel

ISRAEL

- negotiate Palestinian state
- progressively abandon settlements
- expand settlements
- raid/suppress West Bank/Gaza

		→	
•	☐	•	•
•	☐	•	•
		→	
☐	?	☐	☐
•	☐	•	•
			→
•	☐	•	•
•	☐	•	•
•	?	☐	☐
☐	•	☐	☐

COM as Shooter



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

Parties We Analyzed

- Friends
 - Foes
 - Neutrals
-
- All three are required to agree to achieve compliance

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

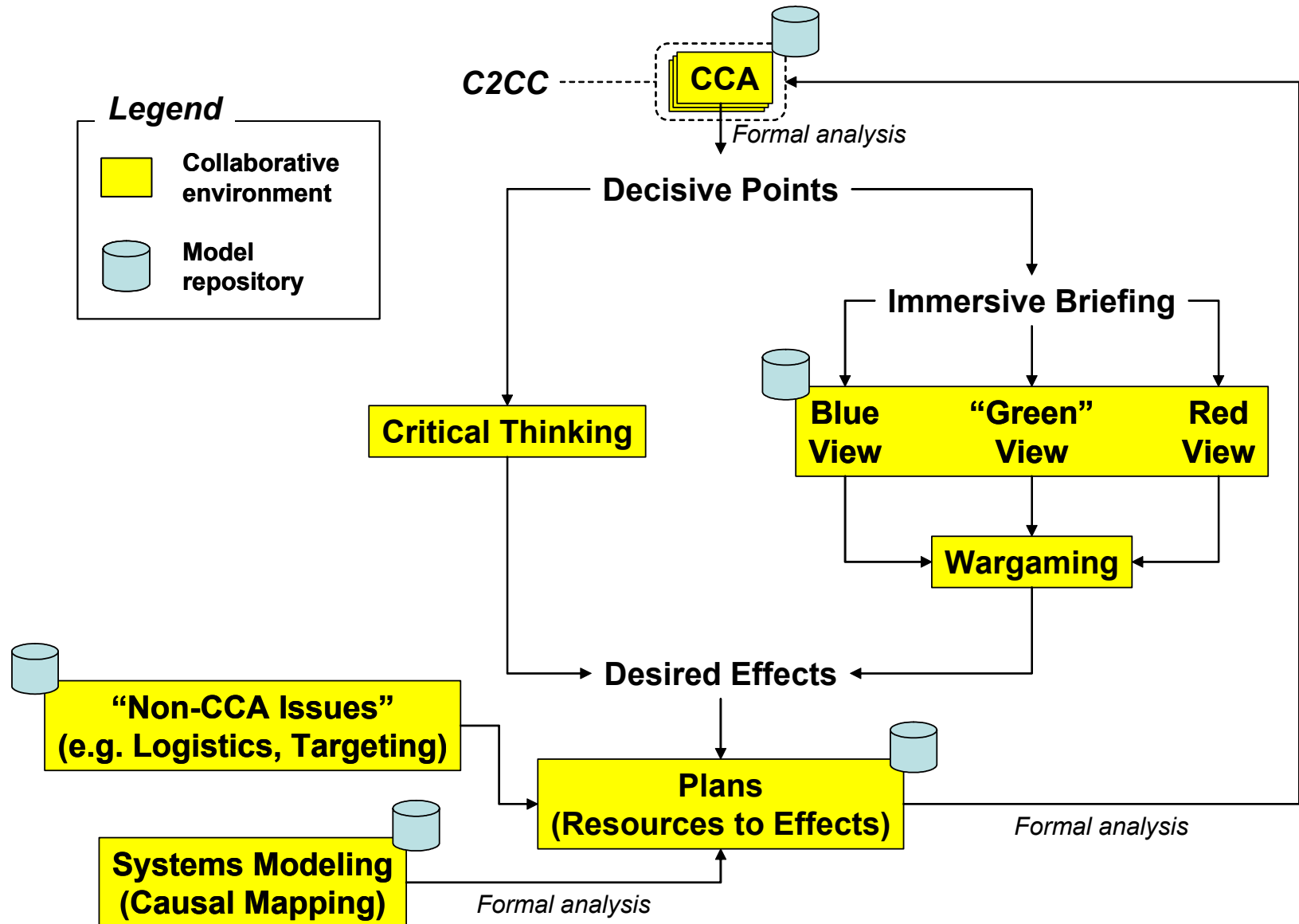
Insights Gained

- 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 one

The Future

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

COM as Shooter



QUESTIONS?

Captain Andy Baan

COM as Shooter



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

