



Assessing the transmission of Commander's Intent

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The Plan

Introduction

Command structures

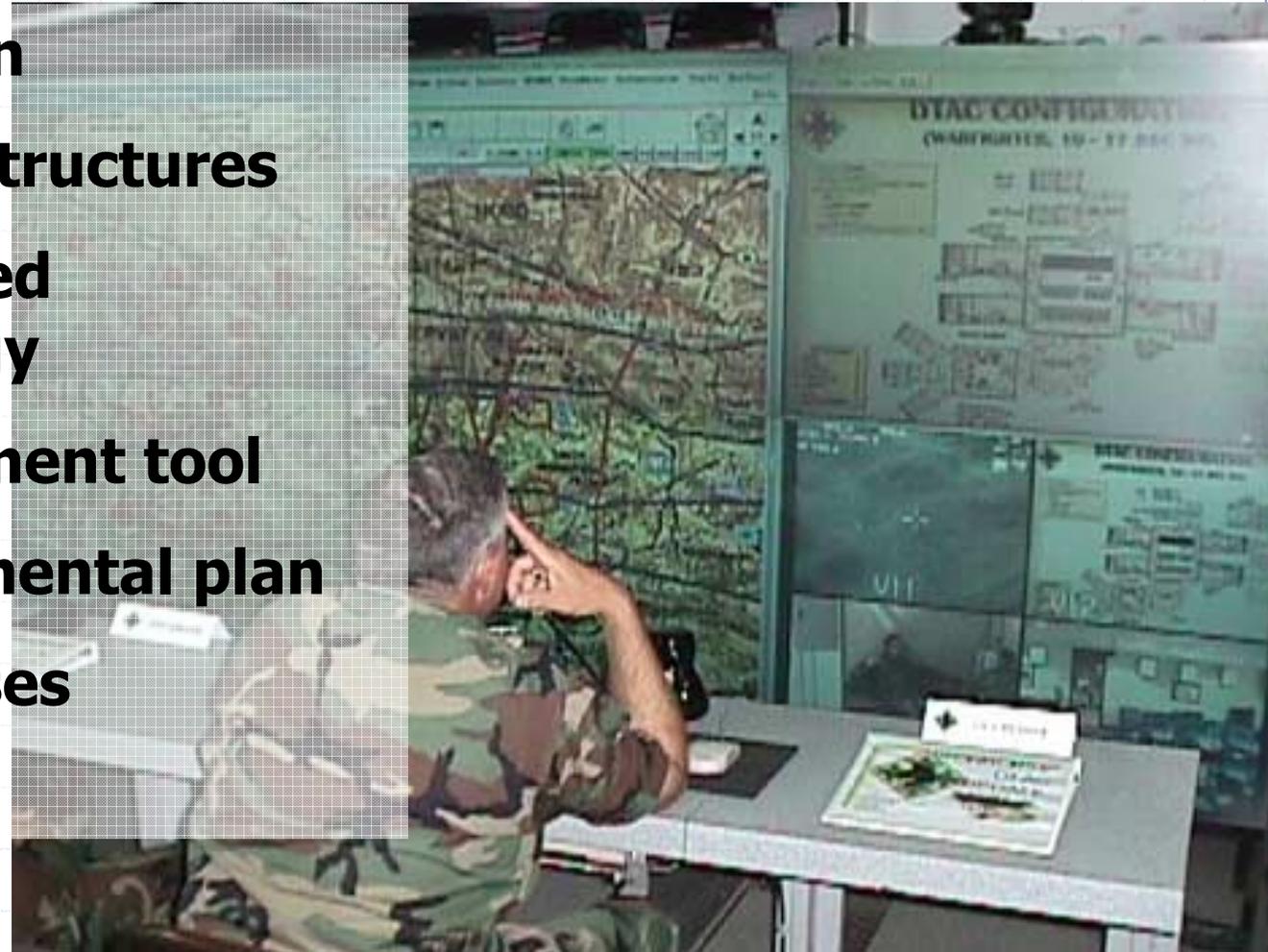
**The proposed
methodology**

The assessment tool

The experimental plan

Potential uses

Conclusion





Introduction

Orders are fundamental to any military operation

They pass down the command hierarchy in several forms:

Warning
CONOPS
Confirming

BUT – Losing the original Commander's Intent is a good way toward a failed operation ...



Assessing Transmission

**The basic problem is:
how to assess transmission of the original orders.**

Do they convey exactly what was in the original orders ?

or

Have they lost such things as urgency, timings, interoperability details, and some of those details that sum to the spirit and INTENT of the originals orders?



Command structures

For most Army and Marine forces these are hierarchical

The details, and ranks involved, may change

We may talk of a few men, or a full brigade

There will usually be a Commander

Two or three subordinates

These in turn have two, three or four subordinates

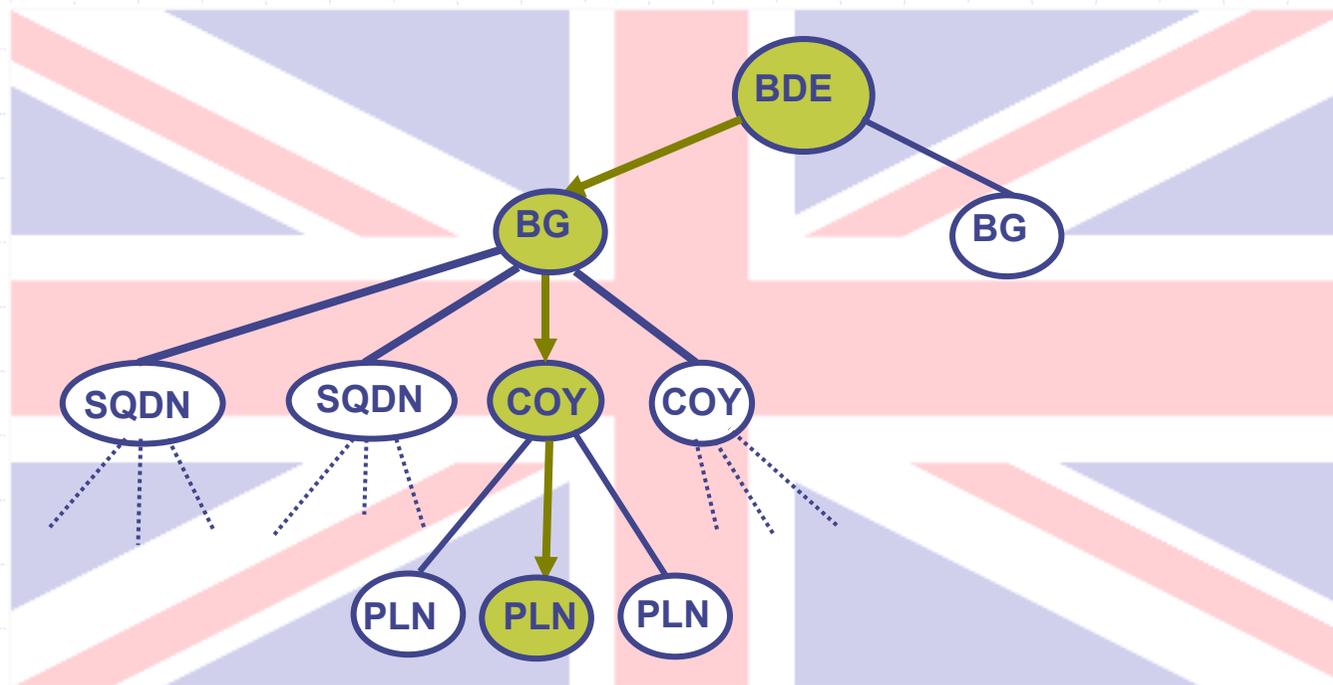
***Only at Platoon and below* can a Commander give instructions direct to all ranks.**



The British Battle-group

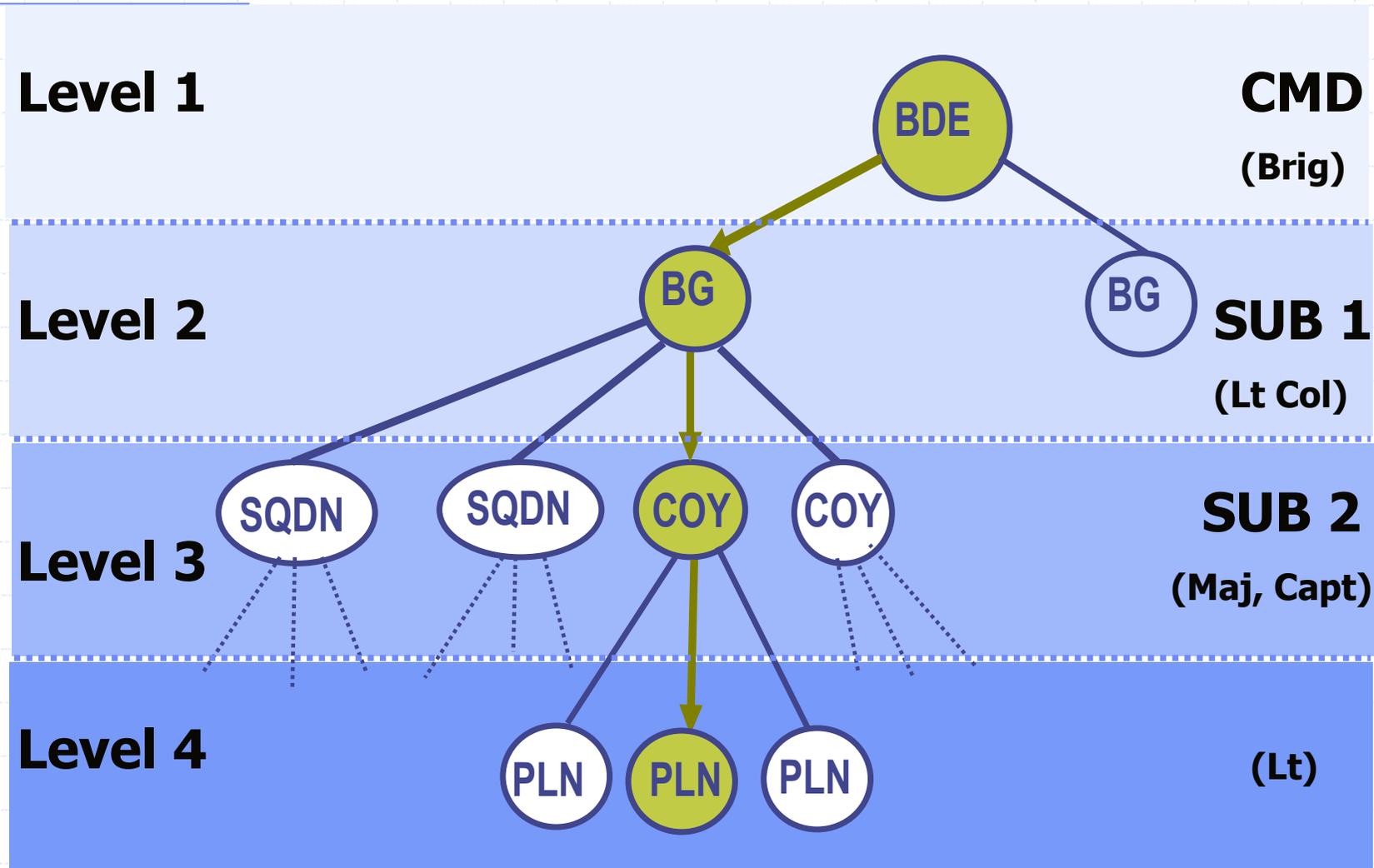


These are formed from a mix of Infantry and Armour
Typically two Battle-groups form one Brigade





Now we can identify levels





Multi-level Assessment

There are now three points to consider:

- What can be assessed?**
- Where can it be assessed?**
- Who can assess it?**



What can be assessed?

A commander is the best person to judge if his intent has been properly transmitted down the command structure.

Two levels of assessment are possible:

- An overall rating**
- A detailed rating**

Our aim is to minimise constraints on the commander's judgements.



Where can it be assessed?

In practical terms, assessments are possible:

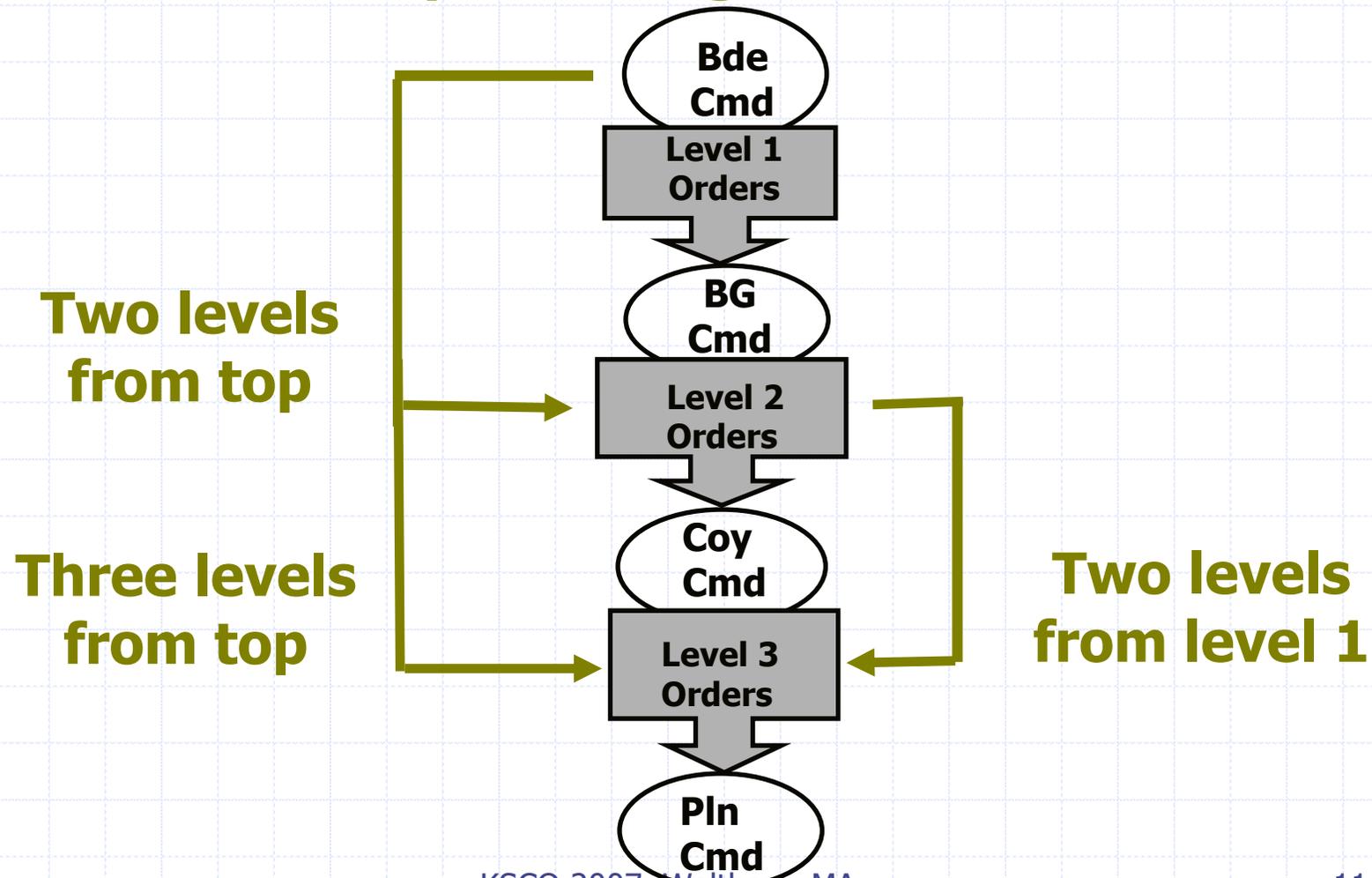
- Two levels down**
- Three levels down**

This takes the notional (Brigade) commander as the reference



Who can assess it?

Top level Brigade orders





What can be checked?

AN OVERALL VIEW

The Commander's opinion of the 2nd and 3rd level orders, as they reflect the original intent.

A DETAILED EXAMINATION

The same set of specific points are examined for each of the 2nd and 3rd level orders



Detailed assessment needs a specific framework

The (the 5-Paragraph Model) for orders is standard

**This is common to UK, US and NATO. It has five
main heads:**

**SITUATION
MISSION
EXECUTION
SERVICE SUPPORT
COMMAND & SIGNAL**

Command Intent features strongly in the first three



The detailed question set

We aim to establish a generic question set (8-10 questions), which can be applied to any set of orders by a commander.

Such features as (but not limited to):

- Urgency
- Timeliness
- Locations
- Deconfliction
- Clear Bounds
- Use of assets

must feature in the question set.

Only a Commander (as SME) can help to establish the necessary questions



The Assessment Tool

Based on the Osgood Semantic Differential

Asks a question with an indeterminate answer

A continuum links two extreme descriptors

The respondent marks a position between them

This is a NO-POINT scale – and there are no fine shades of opinion to choose from

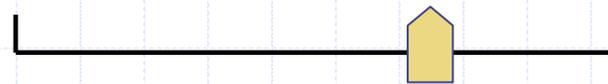
We have moved this from paper to computer



The Tool Appearance

How well did these orders convey your intent ?

Minimally



Totally





The Hidden Tool

Behind the line is a 100-point scale, which can be:

- used as numerical data
- grouped into as many points as needed
- grouped into asymmetric divisions

Practical Features include

Auto-save

Auto-move to next Question

Data export in standard format

But it must be usable in the field



Lap-tops are small

OSD Questions - 1 of 1

Instructions: Move the slider to a point on the scale which you feel best represents your answer to the question below, using either the mouse to drag the pointer or the left and right cursor keys. The OK button will then be enabled, click on it or press Enter to move on.

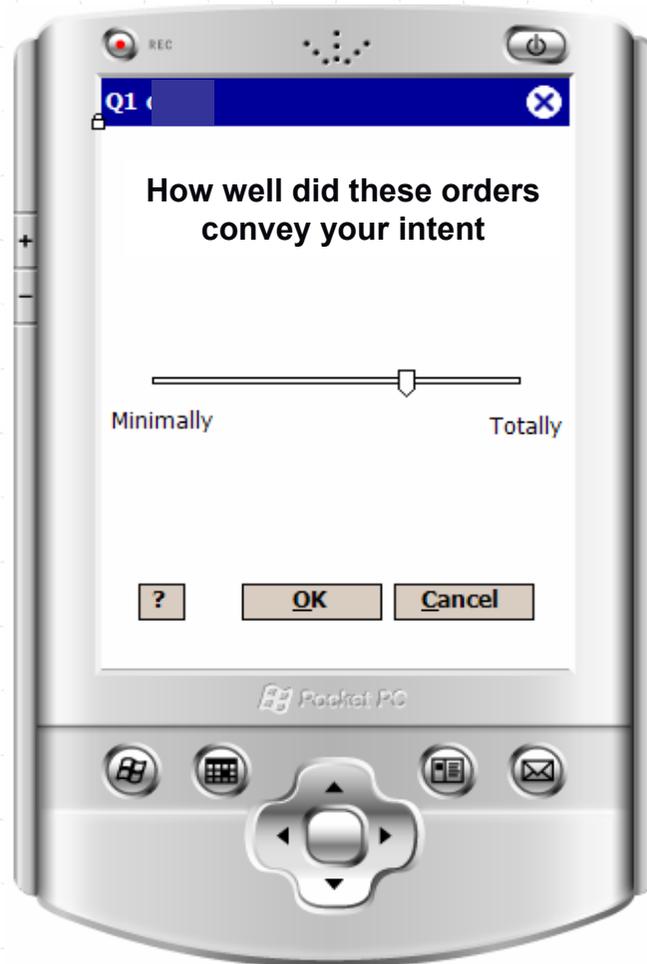
How well did these orders convey your intent?

Minimally Totally

OK



PDA's are smaller





The Experimental Plan

This requires a Commander in either:

- a Simulator/Command Post exercise
- a Field Training Exercise

Commander does the simple (single) assessment on all 2nd and 3rd level Orders first.

Commander then does the detailed assessment on the same Orders.

Responses are then analysed and correlated



Validation

Validation of the question set is by reference to, and correlation with, the first question.

Content of the question set can be modified in the light of any comments made by Commanders.



Potential Uses:

This work is aimed at the transmission of intent;

- It can help to establish measures to determine the merit of any set of orders (identifying problems)**
- It can be used as a tool in Command Training**
- It can be used upward (by Junior Commanders) to act as a possible Risk Assessment tool**
- It may identify measures to help reduce fratricide**



Conclusion

The tool principle has already been tested.

The use of PDAs in field environments must be confirmed as practicable.

This work has reached the point where the concept must be tested in a genuine command situation.

The question-set must have military approval.

In a single-service / single-nation case, this presents no problem

With a coalition environment, the question-set may change, and direct comparison with the single-service / nation case may be difficult



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Extras

National differences:

US & UK have strongly hierarchical command structures (especially land forces)

Other countries (eg Sweden) have much flatter structures