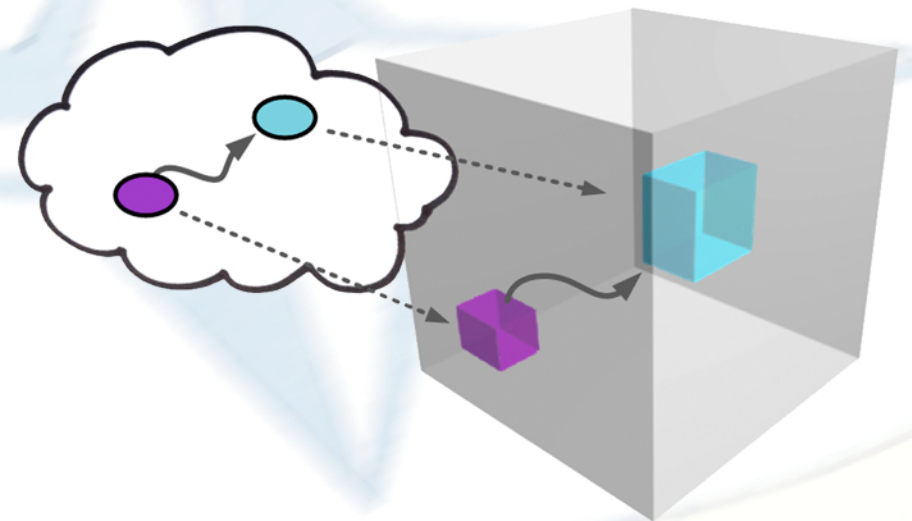




# Agility

A critical capability for dynamic and complex environments



For more information:

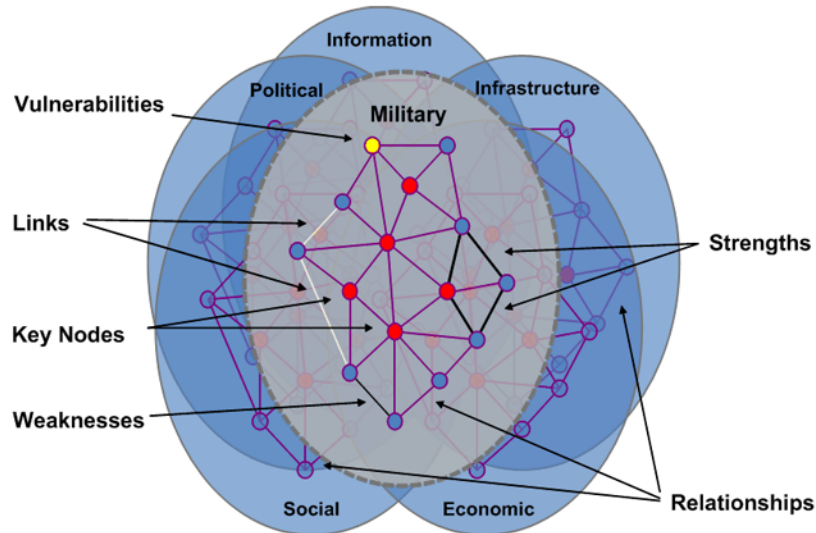
<http://www.dodccrp.org/sas-104.html>

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## Why Agility ?

The 21st century military mission space is large and complex, highly dynamic, and characterized by extreme uncertainty. In addition to high intensity combat operations, traditionally associated with the military, potential missions include a wide spectrum of challenges such as counter-insurgency, counter-terrorism, stabilization, reconstruction, and support to multi-agency disaster relief. These missions are referred to as complex endeavors and require the participation and contributions of a large variety of both military and non-military actors.



Today's military organizations are highly professional and possess capabilities not found in other types of organizations. They perform superbly when dealing with traditional military missions, for which they are well-prepared and equipped. However, when faced with non-traditional missions where problems are unanticipated and where actions have unintended consequences, they have had to rely upon innovating "on the fly". Rather than fall back and rely on ad hoc solutions we need a better approach to handle the complexity, dynamics and uncertainty we face. This better approach is to improve our Agility.

## What is Agility ?

Agility is the capability to successfully effect, cope with, and/or exploit changes in circumstances

**Successfully:** operating within acceptable bounds. This includes defining the significance of "out of bounds performance" as a function of both magnitude (how far) and duration (how long).

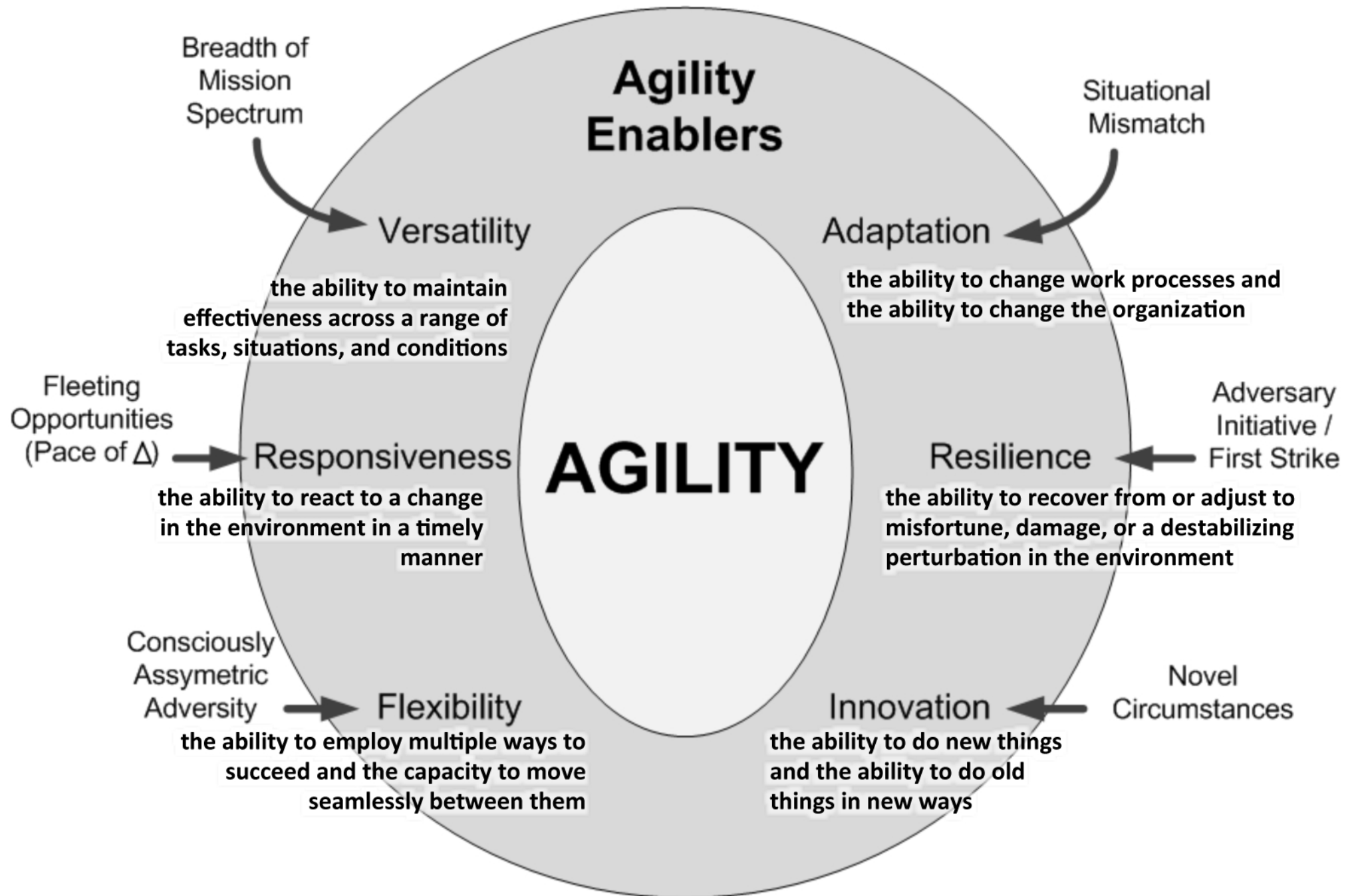
**Change in Circumstances:** includes changes to the State of the Other Entities and the Environment and/or to the State of Self. These changes are not restricted to the Physical domain, but also include changes to variables in the Information, Cognitive, and Social domains as well. Further, in this context, changes of circumstances include changes of mission, strategy or objectives within them.

**Effect:** implies being proactive and therefore able to bring about a change in circumstances in order to improve performance - effectiveness or efficiency - or reduce risk.

**Cope with:** implies dealing with one or more of the above changes in circumstances that, if not appropriately addressed, would adversely affect performance (effectiveness and efficiency).

**Exploit:** implies capitalizing on an opportunity to take advantage of changed circumstances that if not seized, would result in an opportunity loss (a failure to improve performance - improve effectiveness or efficiency or both).

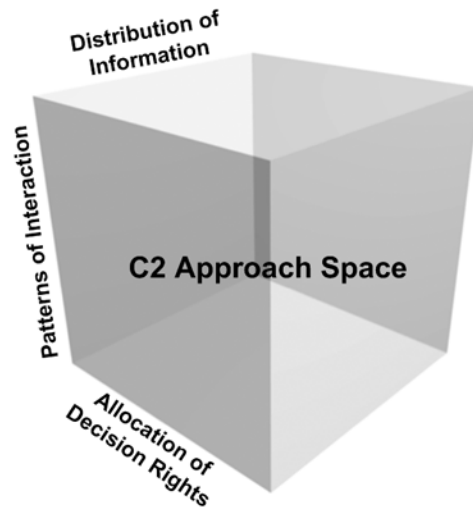
# Agility and its Enablers: Factors that Influence Agility



# An Agile Force requires C2 Agility

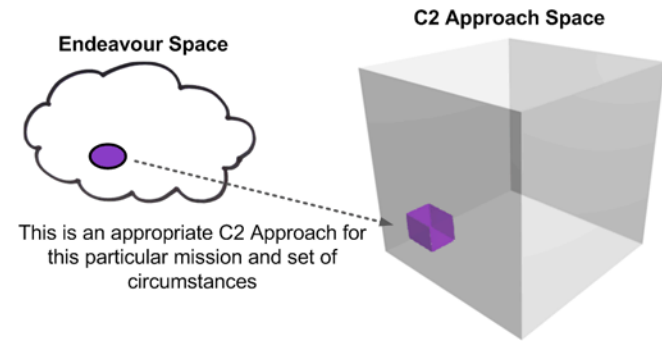
Increasing mission dynamics, complexity and uncertainty require that NATO and its member Nations rethink C2, interpreted in its broadest sense to include acquiring, managing, sharing and exploiting information, and supporting individual and collective decision-making. As our understanding matures, we will be better able to recognize the changes in missions and circumstances that require corresponding changes in the way C2 is approached.

Previous research has shown that approaches to C2 can be categorized by how decision rights are allocated, how entities interact and how information is distributed. These form the key dimensions of an entity's C2 Approach Space.

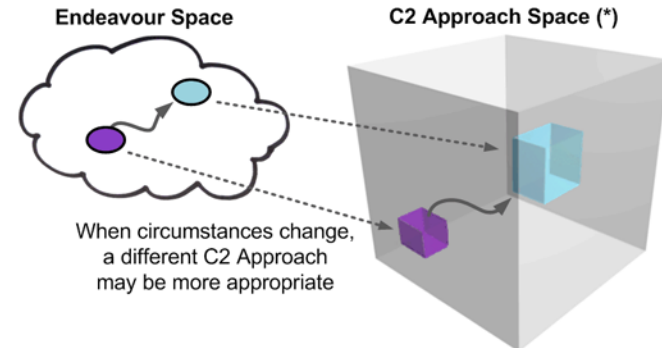


Missions and operational approaches will vary with circumstances and therefore, no single C2 Approach works well for all missions and circumstances. We can visualize an Endeavour Space where different regions correspond to different situations.

For each region in this Endeavour Space, there is an appropriate C2 Approach. As case studies and experiments have shown, entities that carefully consider the nature of the mission and circumstances and initially adopt an appropriate C2 Approach increase their likelihood of success.



In highly dynamic situations where the mission and/or the circumstances will change the current C2 Approach may no longer be appropriate. Thus, there is a need to be able to employ more than one approach to C2 to be effective and to remain effective. This ability to maneuver in the C2 Approach Space is illustrated below.



C2 Agility involves (1) recognizing the significance of changes in circumstances that affect the appropriateness of one's C2 Approach, (2) understanding which C2 Approach(es), given the new mission and/or evolving circumstances, are now more appropriate, and (3) being able to transition, as necessary, to a more appropriate C2 Approach.

Organizations that wish to improve their C2 Agility must monitor not only the external situation but also themselves so that they understand what C2 adjustments may be needed to be effective and efficient.