ISMS Annual Conference 2015

(R)evolution of War
The culturally endorsed perception of the phenomenon of time as a driving force in the development of a renewed European/Western concept of strategy.

BrigGen MMag. Wolfgang Peischel, PhD

European Military Press Association

The Defense-/Force-Planning Process in Comparison of its Specific Implementation by European States – Conclusions with regard to a possible, harmonized European Planning Process

BrigGen MMag. Wolfgang Peischel, PhD
Preliminary research, functional principles, research questions, taxonomy/structure

National inputs according to the predefined taxonomy/structure

NATO-input according to the predefined taxonomy/structure

EDA-input according to the predefined taxonomy/structure

EU-input according to the predefined taxonomy/structure

European „Best Practise“ Comparison
For which logic do national AF deviate from defined planning processes
The analysis part of the research builds on a taxonomy of functional principles that comprises in particular

- the delimitation / functional coupling between concept planning, force-planning and procurement-planning and their representation in MoD-structures,
- the function of interfaces to overarching international planning processes (EDA/EU, NATO),
- the interlocking function of overarching and subordinate processes attributed to specific leadership levels,
- organization-theory related principles like the antagonism between process-oriented and divisional approaches,
- the requirements deriving from the principle of capability based planning,
- the delimitation/functional coupling between forward planning and situational decision making,
- the time-related range and the rotation-frequency of planning cycles and their function as setting screws for the far-sightedness/adaptability of planning processes,
- the problem of planning priorities chosen with regard to the occurrence probability of threats
- the application of scenario-management techniques,
- the “democracy-political” relevance of a rigid separation between planning and procurment/industry;
Engineering a parent-system, designed to generate complex sub-systems in the field of defense planning

Preliminary version presented at CSDM, Paris 2014
Good reasons to maintain independent, uniquely “military” development logics
System-generating Defense Planning System

Farsightedness of strategic objectives

Creativity

reliable distinction at an early stage
Organic Leadership based „Defense Planning System” designed for achieving planning-/C2-superiority

System-Generating Defense Planning System
- Concept Development
- Research and Development
- Defense Universities

Generated Systems
- Military Strategy
- Capability-/Fc-Planning
- Defense Procurement
- Operations

Generating Systems Functions

Hum-/mil-science based functional principles
- Separation between strategic and operational level
- Dialectic interrelation theory - empiricism
- Operating instruction vs. self-dependent evaluation
- „Divinatory Component”
- Operational creativity vs. critical analytic assessment
- Mission Type Leadership
- Military Scientific Basis
- Values-order

Basis for the structural/procedural alignment of sub-systems
- Process-oriented vs. divisional organizational struct.
- Generalist-oriented role profile of military leaders
- General standards for sub-systems processes

Strategic Planning Cycle
- Threat Analysis Cycle
- Mil-Strat sit-assessment
- Mil-Strat goal definition
- Mil-Strat policy advice

Force Planning Cycle
- Capability Planning Cycle
  - in accordance with Mil-Strat objectives

Procurement-Planning Cycle
- Life-Cycle Planning

Op Planning Process
- Operational C2 Tactical DMP
- in ongoing missions
- further development of C2-system
"Organic Leadership" based "Defense Planning System" designed for achieving planning-/C2-superiority

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Pragmatic Approach

Visionary Approach

"Hermeneutic Circle" (CvC)

Iterative Change of Planning Direction

Backwards-Planning

Hierarchy of Objectives

Accomplishment

Target-Performance Comparison

Strategy
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“Organic Leadership” based „Defense Planning System“ designed for achieving planning-/C2-superiority
„inventive” phantasy
operational creativity

INVENTOR
invention-problem

ENTREPRENEUR/LEADER
leadership-problem

MANAGER
decision-problem

critical-analytic
intellectual power

Cf. Prof. Bernd ROHRBACH, „Deferred Judgment-Model“
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