



ÖMZ
begründet 1808



Strategy



Higher Military
Leadership



Security Policy



Military Science/
Polemology

Austrian Military Journal



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

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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

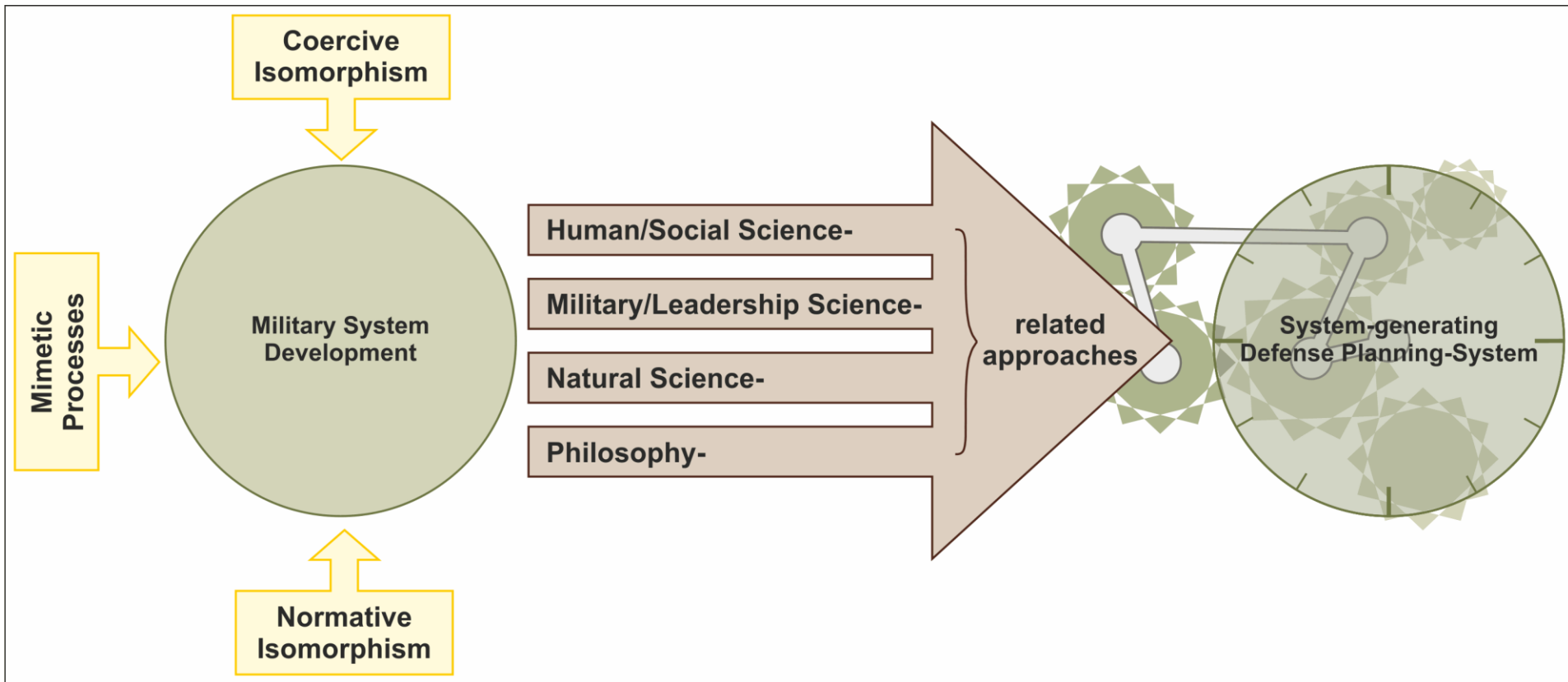
The analysis part of the research builds on a taxonomy of functional principles that comprises in particular

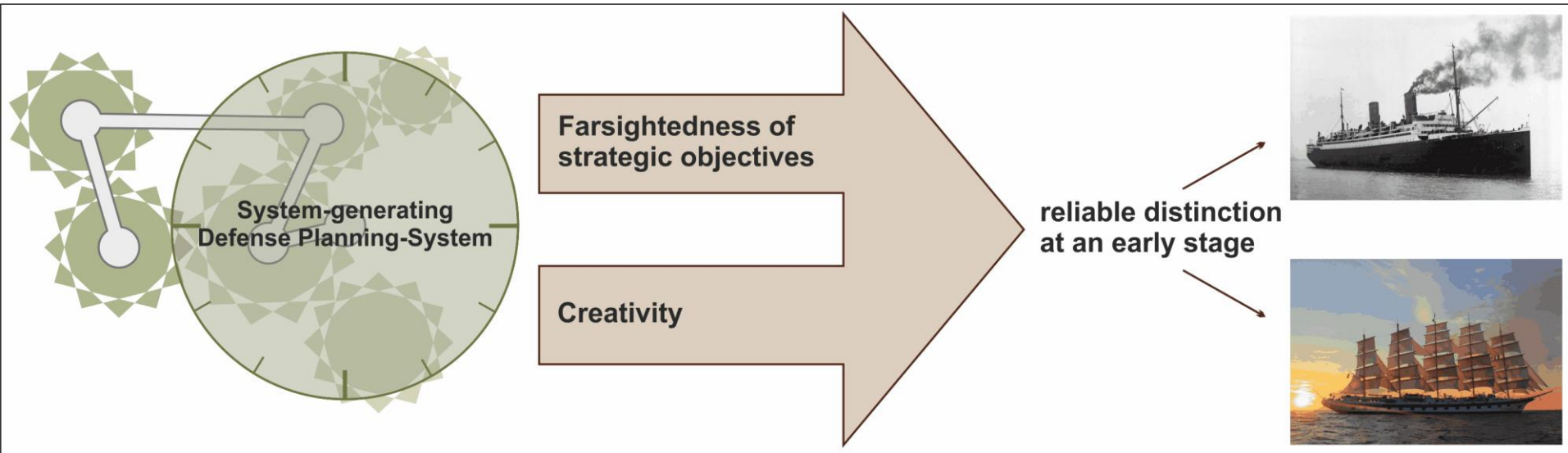
- the delimitation / functional coupling between concept planning, force-planning and procurement-planning and their representation in MoD-structures,
- the function of interfaces to overarching international planning processes (EDA/EU, NATO),
- the interlocking function of overarching and subordinate 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 procurement/industry;

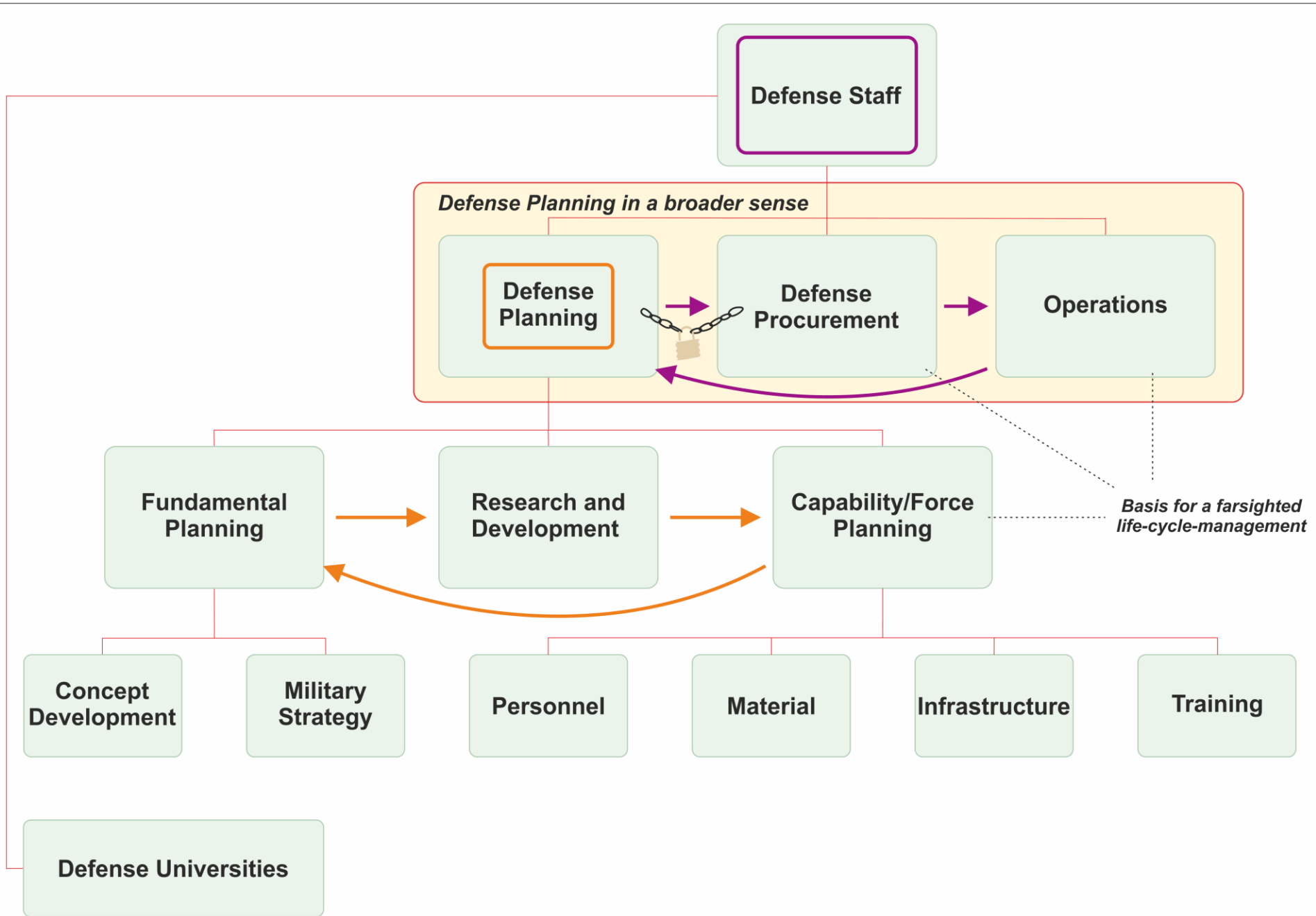
Engineering a parent-system, designed to generate complex sub-systems in the field of defense planning

Preliminary version presented at CSDM, Paris 2014

Good reasons to maintain independent, uniquely “military” development logics







„Organic Leadership” based „Defense Planning System” designed for achieving planning-/C2-superiority

System-Generating Defense Planning System



Generated Systems



Generating Systems Functions

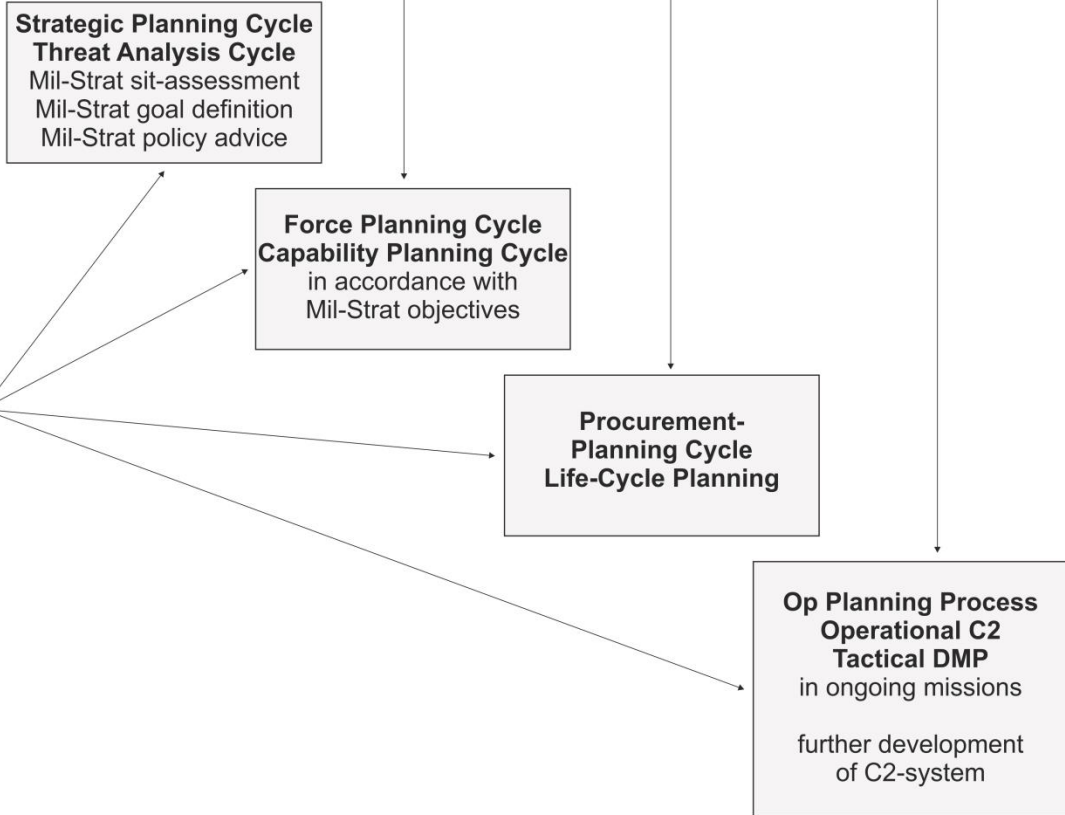
Hum-/mil-science based functional principles

- 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
- Militars Scientific Basis
- Values-order

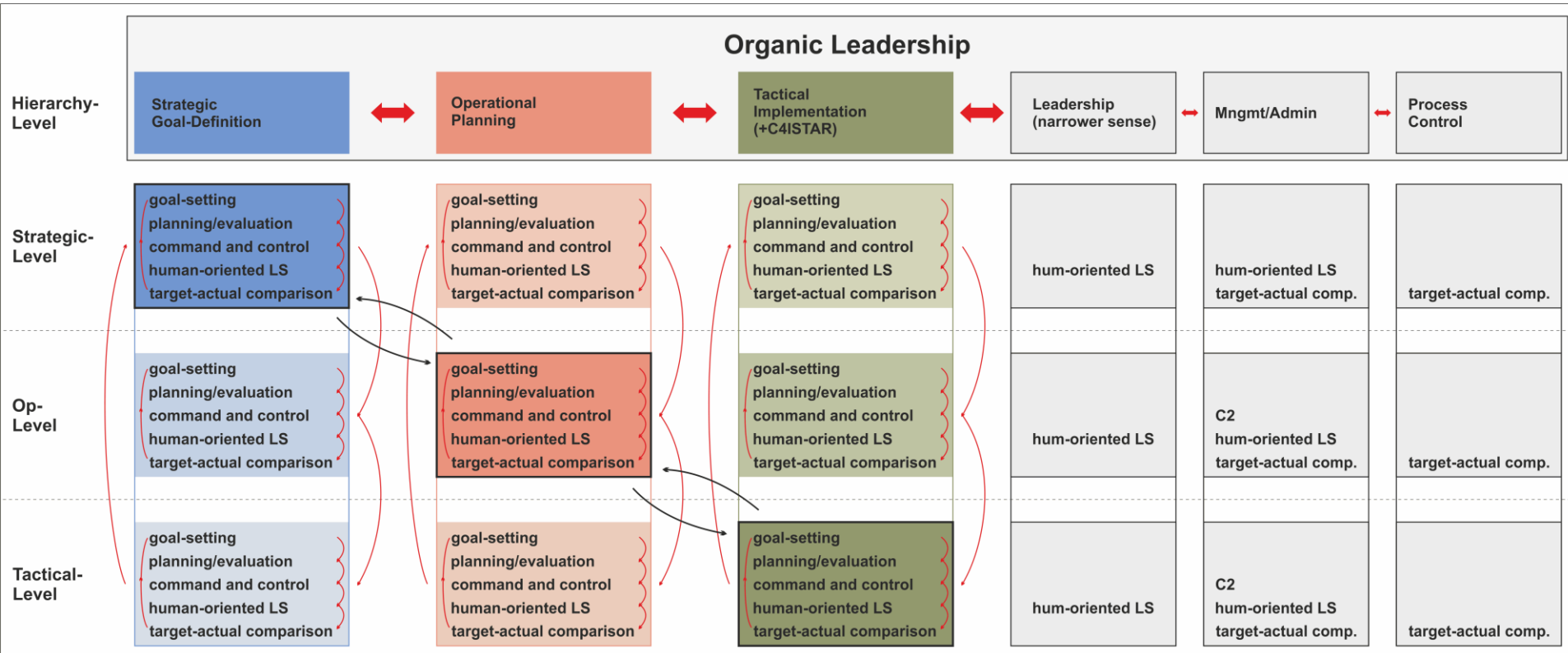
Basis for the structural/procedural alignment of sub-systems

- Process-oriented vs. divisional organizational struct.
- Generalist-oriented role profile of military leaders
- General standards for sub-systems processes

Generated Systems Functions



Organic Leadership



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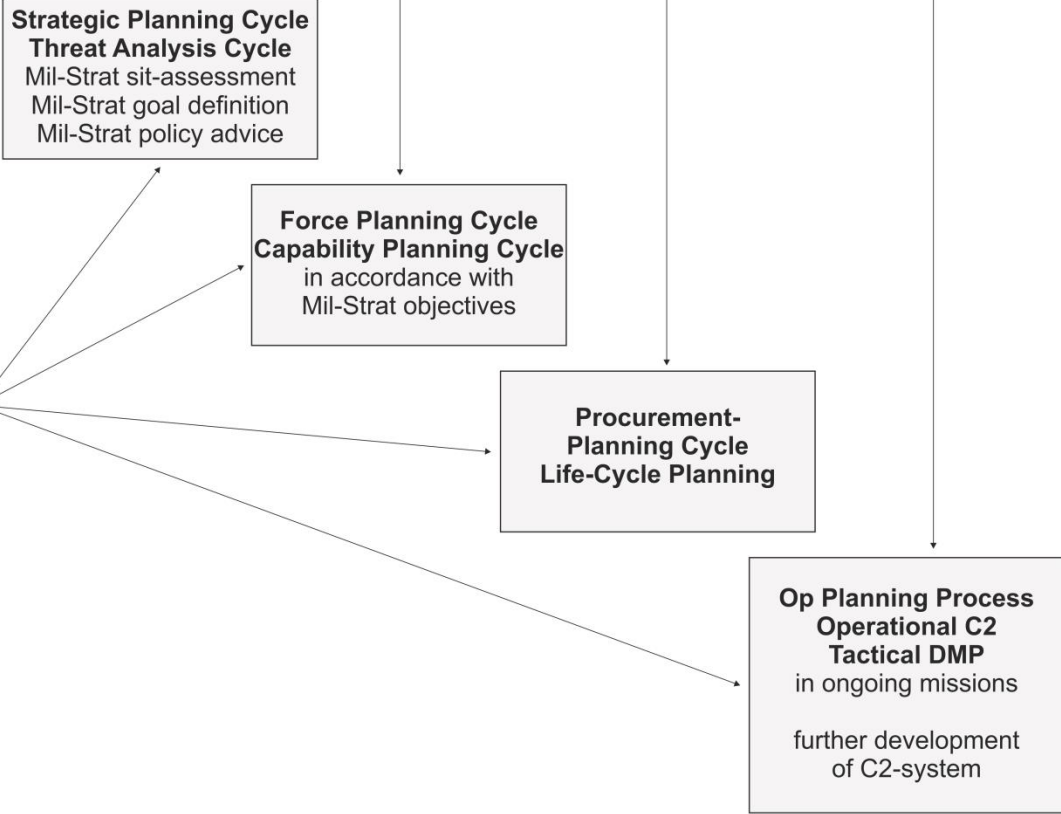
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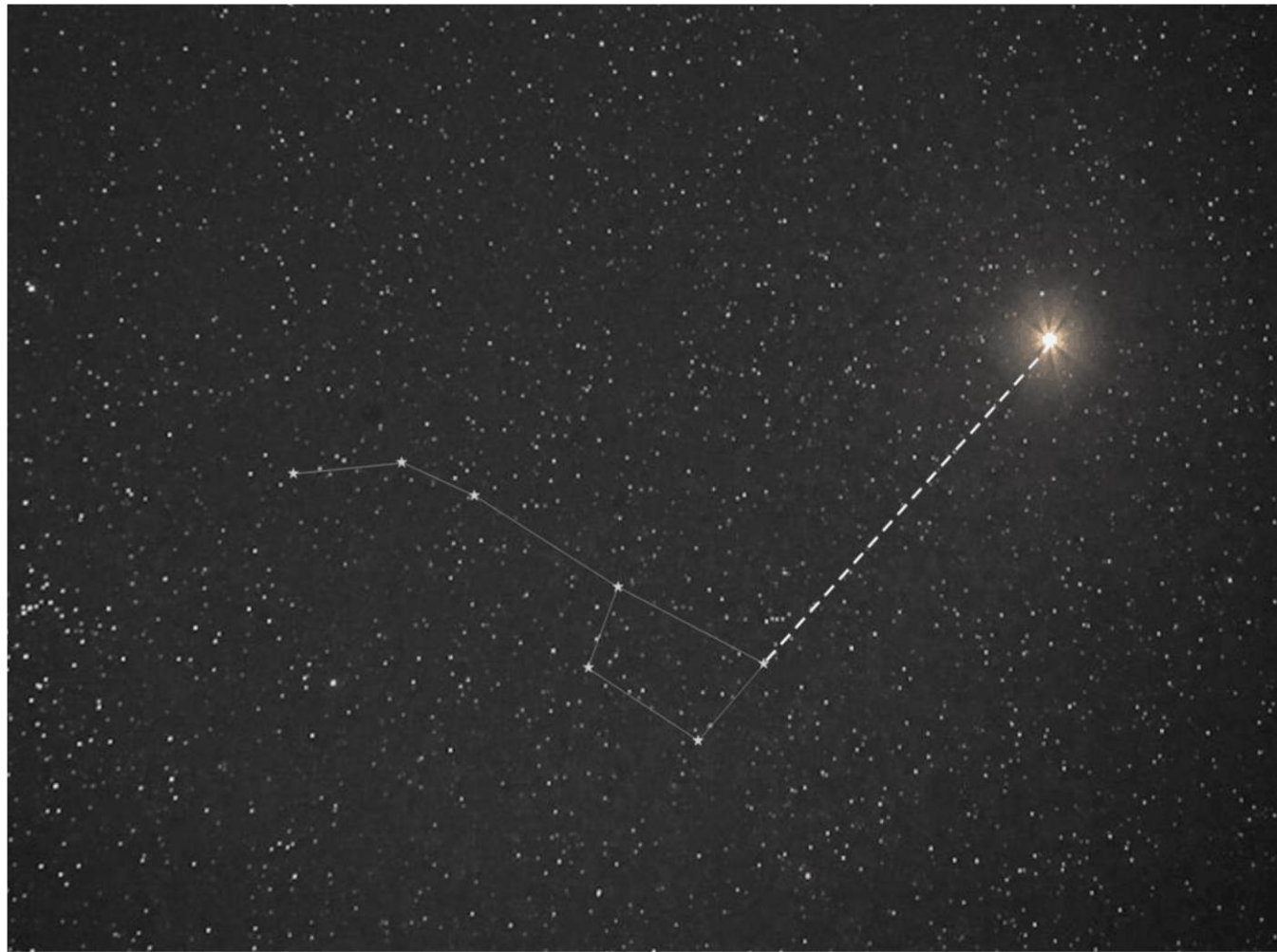
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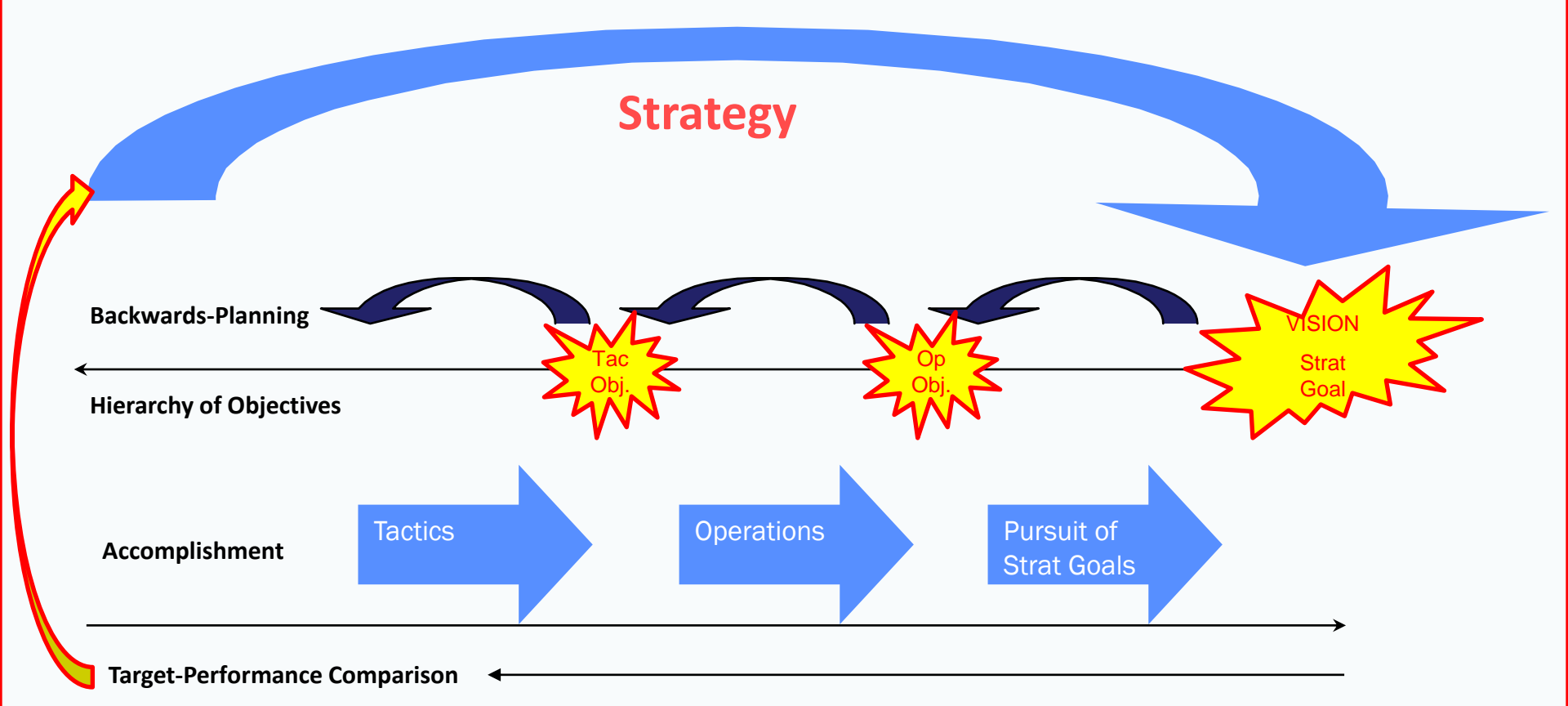




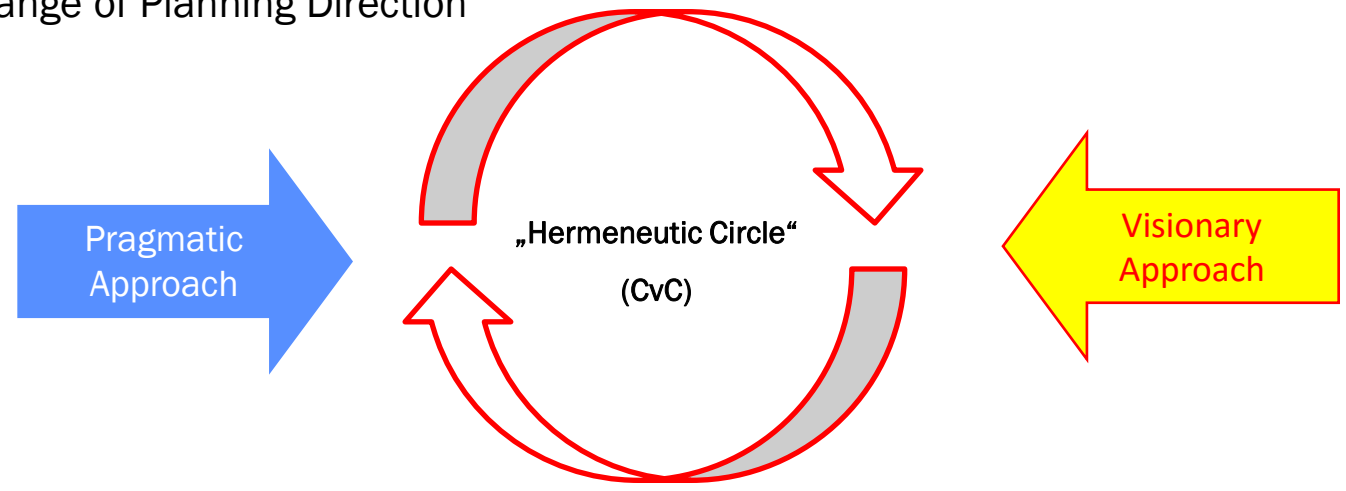








Iterative Change of Planning Direction



„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

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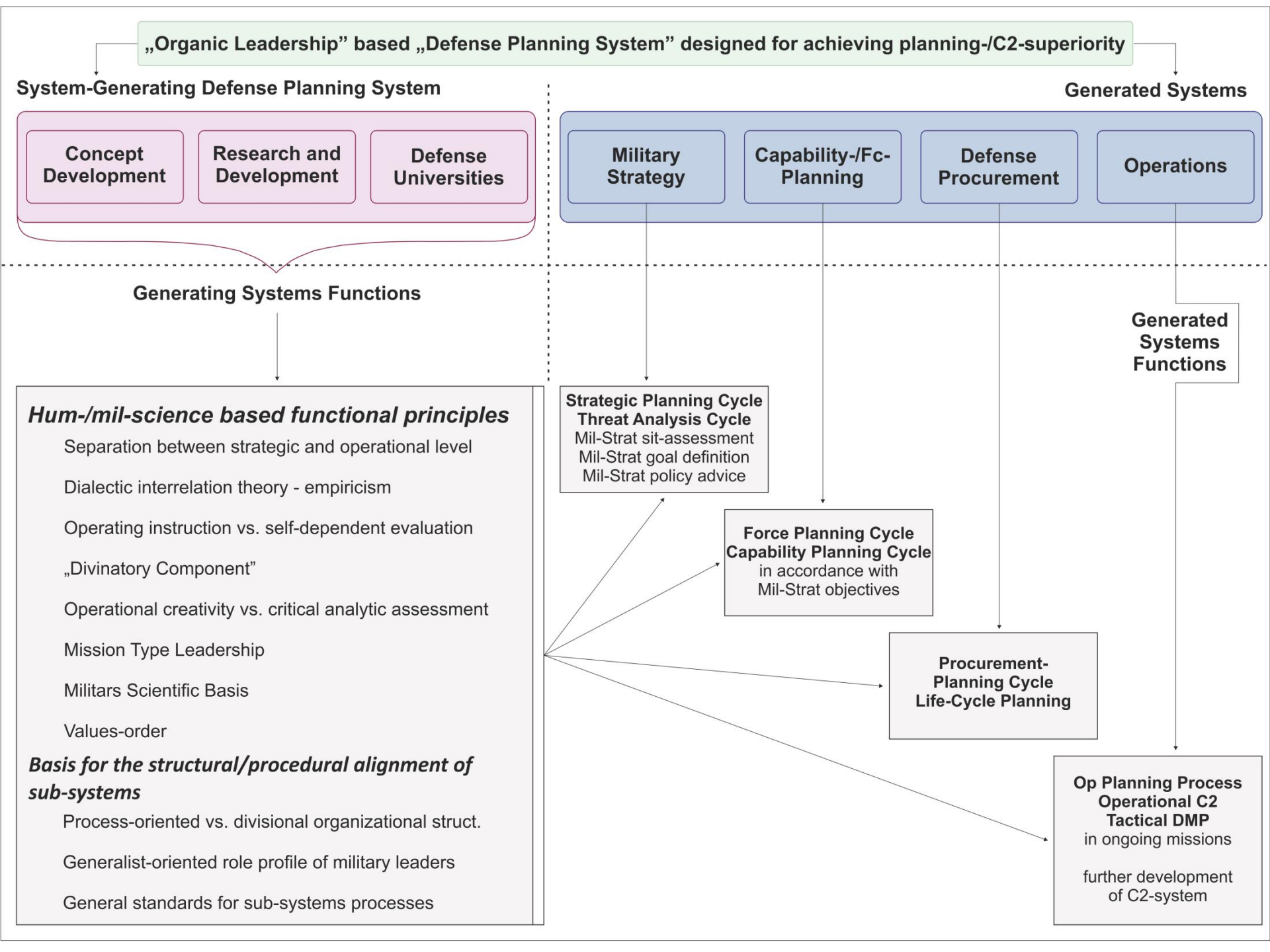
Generated Systems Functions

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



„inventive” phantasy
-
operational creativity

critical-analytic
intellectual power

INVENTOR
invention-problem

ENTREPRENEUR/LEADER
leadership-problem

MANAGER
decision-problem

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

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System-Generating Defense Planning System



Generated Systems



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