



CONCEPTUAL FRAMEWORK



NATO
C2COE

Generating a Conceptual Framework on Command and Control

Command and Control (C2) is the core business of NATO C2COE and the very reason for its existence. The many aspects of C2 form the essence of the Centre's daily work. However, the actual concept behind the composite term "Command and Control" remains somehow confusing and vague, especially among the international community. Today, we are therefore experiencing a variety of theories/approaches.

A means to structure C2 approaches is to build a model. The Canadian researchers Pigeau and McCann have found that if an infinite number of different ways of spanning spaces exists, the use of a structure immediately reduces the space for describing the problem to a smaller, more manageable size [1]. The American C2 theory pioneers Alberts and Hayes have found that our current state of understanding can be presented in conceptual models [2]. Accordingly, they describe a conceptual model as a structured way to represent a theory that consists of a set of facts or assumptions (variables) and the relationships among them.



As stated, despite past efforts the concept of C2 needs clarification. Building a conceptual model in order to structure our current knowledge, thereby reducing the space around C2 to a smaller, more manageable size, allows the NATO C2COE to better deal with the concept. Consequently, it will provide a greater focus in our support to NATO.



An in-depth study into C2, called the C2 Conceptual Framework, started in 2015. A draft of the study report, available since summer 2016, contains a model which can be used in C2 assessments and identifies prevailing and the most essential C2 components. This version proved to be useful when discussing the work on the Allied Command Transformation (ACT) C2 Capstone Concept in 2016 and the British Development, Concepts and Doctrine Centre's (DCDC) work on the Joint Concept Note 2/17 "Future of Command and Control", as well as when introducing new Centre members. However, it was agreed that this draft required a strong editorial hand to improve readability and access. Bringing the required specialists together to finalize the project appeared to be a challenge. This year will finally see the publication of a first edition of the food for thought study.

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[1] Pigeau, R. & McCann, C. 2002. Re-conceptualizing Command and Control. Canadian Military Journal: Spring 2002; page 54.
[2] Alberts, D., S. & Hayes, R., E. 2006. Understanding command and control. Washington, DC: CCRP Publication Series; pages 16. and 17.

