

Technical Activity Description (TAD)

Activity reference number	HFM-232	Activity Title Improving Organisational Effectiveness of Operational Coalition HQs	Approval 2012
Type and serial number	RLS		Start September 2012
Location(s) and Dates		1st Mtg Sofia, Bulgaria TBD 2nd Mtg Brussels, Belgium TBD 3rd Mtg USA TBD	End September 2014
Coordination with other bodies		ACT, NATO-School	
NATO Classification of activity		UU	Non NATO Invited Yes
Publication Data		EN	UU
Keywords		Multinational coalition operations, organisational effectiveness, operational effectiveness, cultural awareness, cross-cultural competencies	

I. Background and Justification (Relevance to NATO):

Recent studies show that the main turbulences that could diminish the effectiveness of multinational coalitions are different goals, differences in logistics, education and training of troops, different doctrines, intelligence sharing and language barriers as well as leadership skills (Stewart. K., et al., 2004; Soeters & Szvircsev Tresch, 2010). In addition, different national and organisational cultures, concepts of tactics and mission planning, different disciplinary codes, different command and control systems, equipment and armament, and payment differences can be viewed as challenges to the coalitions' effectiveness (Klein & Haltiner, 2005). Sutton and Pierce (2003) identified national cultural behaviours associated with high power distance and high uncertainty avoidance to clearly impact team performance in the areas of situation assessment, coordination, assigning roles and responsibilities, and support behaviour. For a detailed discussion of national cultural behavioural differences that can impact effectiveness of multinational coalitions, see Sutton, Pierce, Burke, and Salas (2006) and see also the Occasional Paper 23 from the NATO Defence College (Cops & Szvircsev Tresch, 2007). The factors described above operate as organisational and cultural barriers to effective collaboration in multinational settings, and are related, to a large extent, to the preparation of military leaders and teams to work in a coalition environment.

To respond to all challenges NATO Research and Technology Board (RTB) approved HFM RTG – 163 titled Improving the Organisational Effectiveness of Coalition Operations. The HFM 163 - RTG was established to identify organisational and cultural factors critical to effective cooperation in coalition operations with particular focus on organisational effectiveness of NATO operational level Headquarters (HQs). The HFM RTG – 163 built upon the existing platforms of HFM RTG -138 (Key factors identified in a Cultural Adaptability Model developed from extensive field research at multinational HQs) and HFM RTG - 127 (Command Team Effectiveness - CTEF model and tool) as a basis for examining factors that enable or hinder organizational effectiveness in coalition operations. In addition, the research team reviewed the GLOBESMART® Commander multimedia training tool (a product of HFM RTG - 138) then organized a demonstration of the training at the NATO School, Oberammergau, Germany and in Rakovski Defence College, Bulgaria. As part of its regular meetings in 2008 and 2009, the research team organised two focus group discussions, and subsequent interviews, with participation of Subject Matter Experts (SMEs) in coalition operations from the NATO School in Oberammergau, Germany and from the NATO Allied Command Transformation (ACT) in Norfolk, Virginia, USA, respectively. The goals of these discussions were to (1) identify barriers to organisational effectiveness within NATO HQs at the operational level; 2) help define the term organisational effectiveness of NATO coalition operations; and 3) get suggestions for improving organisational effectiveness within NATO HQs. Finally, the researchers developed a theoretical model to study organisational effectiveness of coalition HQs and validated the model on the basis of empirical data collected in KFOR HQ in 2010.

The focus of the research was put on the correlation among factors of organizational effectiveness such as structure and processes, people, and organizational culture on the one side, and the operative goal of a HQ such as effective and timely decision making, information sharing, and shared awareness of task and responsibilities, on the other. The team suggests recommendations regarding processes improvement strategies within an operational NATO HQ as well as building trust in coalition setting.

II. Objective(s):

The research findings can help military leaders and nations identify training gaps that can be addressed in future pre-deployment training and improved ways of working in a multicultural environment. Therefore, it is important to organize and carry out RTO Lecture series (RLS) to disseminate the results among operational community in NATO and Partner nations.

- o To present and discuss findings, concerning critical factors (barriers and enablers) of effective cooperation in coalition operations, based on the analysis of SMEs interviews and survey's results of HFM RTG - 163;
- o To present and discuss models and tools for measuring different aspects of organizational effectiveness of operational HQs in multinational coalitions (RTG 163 model and tool, CTEF model and tool, etc.);
- o To demonstrate GLOBESMART® COMMANDER multimedia training tool and other existing tools for cross-cultural competencies building (see: www.defenseculture.org) in order to improve cultural awareness of the military leaders, participating in coalition operations;
- o To get feed-back regarding the demands of the operational community in NATO and Partner countries for additional research advice in the field of organizational effectiveness improvement of coalition operations.

III. Topic To Be Covered:

The RLS will cover the following topics/dimensions of an effective organization:

- o Processes improvement strategies within an operational NATO HQ focused on the main operative goals (Effective and Timely Sharing of Information; Effective and Timely Decision Making; Shared Awareness of Tasks and Responsibilities);
- o Alignment of structure and processes with the operative goals of a NATO HQ (Effective and Timely Sharing of Information; Effective and Timely Decision Making; Shared Awareness of Tasks and Responsibilities)?
- o The role of the people in the organisation (Dimensions of Leadership; Training; Rotation Practices);
- o The role of the organizational and national culture (Dimensions of Improvement orientation; Openness to diversity; Trust in coalition setting);
- o How to reduce the challenges of a multinational context?
- o How to diagnose what are the specific needs of a HQ for processes improvement?

IV. Deliverable (e.g. S/W Engage Model, Database,...) and/or end product (e.g. Final Report):

Educational Notes, other deliverable(s) : none

V. Technical Team Leader And Lead Nation:

Chair : Capt(N) Prof. Yantsislav YANAKIEV Bulgaria

Lead Nation: Bulgaria

VI. Nations Willing/Invited to Participate:

NATO Nations and Bodies : Belgium, Bulgaria, Canada, Norway, United States

PfP Nations : all PfP invited

MD Nations : all MD invited

ICI Nations : none

Global Partners : Australia, Japan, New Zealand, Republic of Korea

Contact / Other Nations : Singapore

VII. Nations and Bodies Really Participating:

Bulgaria

VIII. National And/Or NATO Resources Needed (Physical and non-physical Assets):

Participants in the RLS will be funded by their nations

IX. RTA Resources Needed:

Administrative Support and financial support for some presenters are needed.

Additional Information

Panel Mentor:

Capt(N) Prof. Yantsislav YANAKIEV, Bulgaria

Limited Participation Technical Team:

No

Comments:

Follow-on to the HFM-RTG 163

Approved at the 28 HFM-PBM, Fall 2011 in Halifax.

Approved by the Spring 2012 RTB on 28 March 2012.



UNCLASSIFIED / UNLIMITED



Terms Of Reference (TOR)

HFM-232, RLS on Improving Organisational Effectiveness of Operational Coalition HQs

I. Origin

A. Background

B. Justification (Relevance for NATO)

II. Objectives

III. Resources

A. Membership

Chair : Capt(N) Prof. Yantsislav YANAKIEV Bulgaria

Lead Nation: Bulgaria

Nations and Bodies Really Participating: Bulgaria

B. National And/Or NATO Resources Needed :

Participants in the RLS will be funded by their nations

C. RTA resources needed

Administrative Support and financial support for some presenters are needed.

IV. Security Classification Level

The security level will be Unclassified/Unlimited

V. Participation By Partner Nations

see Membership

VI. Liaison