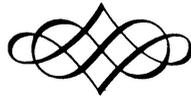


## SECTION THREE



*Network Centric Operations: Leveraging  
Information to Enable Landpower*



## INTRODUCTION

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This section investigates the implications of leveraging information in the operational environment. The Quadrennial Defense Review (QDR), published in 2006, emphasizes the journey toward net-centricity as a centerpiece of defense transformation. The QDR states the vision of net-centricity as, “harnessing the power of information connectivity.... By enabling critical relationships between organizations and people, the Department is able to accelerate the speed of business processes, operational decision making as subsequent actions.” There should be little doubt that the Department of Defense (DoD) will continue to move toward creating a net-centric environment. The Acting Director, DoD Office of Force transformation, Mr. Terry J. Pudas, recently stated, “This whole notion, for example, of network centric operations is no longer a debate. Debate is now focused on how we implement it, what is the best way to resource it, and what is the return on investment.”<sup>1</sup> The student papers in this section examine strategic leadership competencies required in the information age, organizational change requirements, coalition and multinational implications, and the budgetary challenges to achieve net-centricity.

Mr. Rich Totleben’s paper explores the strategic leader environment of 21st century warfare. He examines how an information age organization equipped with advanced information systems and decision support systems can affect strategic leadership communicative skills. The author recommends a communication strategy to mitigate the adverse effects of computer and network-enabled information management systems to interpersonal communication skills. Mr. Totleben makes a strong argument that strategic leaders should develop techniques to deal with the overwhelming amount of information available to make decisions through enhanced information management systems.

The next author, Mr. Thomas W. Donnelly Jr., examines the linkage between knowledge management (KM) and network-centric warfare. He argues that strategic leaders within the DoD should understand the relationship of KM to NCW. He recommends that Army doctrine, training, and education of strategic leaders must change to incorporate new competencies, tasks, and skills required to effectively operate in a knowledge domain characteristic of NCW. Mr. Donnelly develops a pragmatic approach to implement a KM strategy and recommends changes to senior leader education to address skills and competencies required to operate effectively in the 21st century.

The final paper in this section, written by Colonel Reynold F. Palaganas, examines the North Atlantic Treaty Organization's (NATO) plan implementing Network-Enabled Capability (NEC) in the NATO Response Force (NRF). The author states that future expeditionary operations will rely on rotational NRFs in a Collaborative Information Environment (CIE) capable of executing an effects-based approach to operations that strives for decision superiority. The paper describes in detail NATO's Network Enabled Capability (NNEC) vision and conceptual framework. The author investigates the potential obstacles to implementing the NNEC in the context of the NRF. The author looks at the roles and responsibilities of various NATO bodies that must come together to develop a strategic plan to achieve the vision of the NNEC.

These papers provide insights and useful analyses on a number of relevant topics to achieve the benefits of network-enabled organizations and leaders. The United States and its coalition partners are on the front end of understanding the implications of network-centric warfare. These papers make recommendations to people, processes, organizations, and technology to advance the path toward leveraging information through collaboration to achieve enhanced situational awareness and speed of decision making.