The Comprehensive Approach as a Strategic Design to Run the Military-Industrial Complex in Operations -
“Private Military and Security Contractors (PMSCs)”

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First Contractors, then CA?

- the basic principle of the western politico-strategic level military planning model *the Comprehensive Approach (CA)*
- a Wikileaks type of open door policy: everyone operating in the same real space can participate in the shared virtual planning space in order to fill in the comprehensive picture of the parallax and the narrative gap
- usability in a new military atmosphere in which private contractors operate alongside public soldiers
- the Q: Did the CA bring about contractors or has the CA been developed further due to the contractor involvement in conflicts?
- challenges that the open planning creates to the military organisation highlighted
• **Military-Industrial Complex**
  
  – inc. private military and security contractors
  – transformation and enlargement after the CW; in all domains
  – examples of the functions that contractors take care of: training and consultation; interpretation and translation; development, maintenance and operation of weapons systems; security; intelligence and surveillance; logistics and maintenance
  – the function of the contract: establishes the service and the provider—customer relationship
  – confusion, confrontations and scandals vs. dependence
  – How to run the Complex in operations?
• Comprehensive Approach
  – networks; hybrid problems and challenges
  – security — economy
  – open planning/execution space; free flow of information
  – systems approach; effects
  – inc. of contractors in military/political planning; in cooperative policy execution with multiple parties
  – shared effort, shared responsibility; mutual support and commitment; less friction; the same goal; effectiveness and efficiency; centralisation; multilevel approach; trust
  – both control and legitimisation of contractors
Wittmann: Auftragstaktik

- Understood as a comprehensive leadership and management concept. Includes all levels of command and conflict.

- RMA: technological change, systems development, operational innovations and institutional adaptation (non-gov org).

- "heterarchical hierarchy is a possible from the coordination in context of the application of Auftragstaktik.

- Subordinate leader can be consider as an expert, because he has the situational awareness and information.
Comprehensive Approach

Possibilities
• Autonomy and self-control
• Curiosity, improvisation, tolerance, honesty, comradeship
• Reduction of transaction cost
• High ability to learn from each other

Risks
• A high number of participants – decisions-making process in long term impossible
• A high and costly level of necessary qualifications and capabilities
• A high level of intrinsic motivation of the participants.
## Forms of coordination

<table>
<thead>
<tr>
<th>Hierarchy = rational</th>
<th>Heterarchy = complex</th>
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</thead>
<tbody>
<tr>
<td>• Principle of instruction</td>
<td>• Interaction principle</td>
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<tr>
<td>• Monocentric organisation</td>
<td>• Network</td>
</tr>
<tr>
<td>• Vertical information</td>
<td>• Horizontal information</td>
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<tr>
<td>• Unilateral decision process</td>
<td>• Cooperative decision process</td>
</tr>
<tr>
<td>• Exclusion of participation</td>
<td>• Maximizing of participation</td>
</tr>
<tr>
<td>• One-sided dependency</td>
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Heterarchy

Mutual trust … Auftragstaktik or Comprehensive Approach

- Mechanism for reducing social complexity
- Form of coordination, not a form of organization
<table>
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<th>Traditional</th>
<th>Comprehensive Approach</th>
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<tbody>
<tr>
<td>• Intelligence</td>
<td>• Knowledge</td>
</tr>
<tr>
<td>• Battlespace</td>
<td>• Engagement Space</td>
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</tbody>
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**COMPREHENSIVE APPROACH TO CRISIS MANAGEMENT**

Helsinki, 4 March 2010
Case studies

US DoD, DoS and USAID
• in contingency operations
• Iraq and Afghanistan
• in the future?
Dissertation

The image of contractors that dominates (in the public).
• Trends of transformation
  – judicialisation: differences in legislation and regulation → new laws and regulations, judicial bargaining
  – economisation: company interests influence at the “core of the state”, efficiency
  – militarisation ↔ civilianisation
  – bureaucratisation: an increased number of contract officials, monitors, accountants, etc.
  – from ad hoc solutions towards more structural, better established approach; centralisation
  – from threat models towards operational performance requirements
  – multiple channels for C2; enhanced accountability
  – increased self control, invisibility
Conclusion

Which is the Complex more likely to be: a Threat or an Opportunity?

“We Must Guard Against the acquisition of unwarranted influence, whether sought or unsought, by the Military Industrial Complex”

-ChicoTown.com
-Dwight D. Eisenhower 1961