

MANAGEMENT OF THE REACTION TO NON-CONVENTIONAL ACTIONS

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Abstract

The non-conventional, although existing from the first moments of the human struggle for existence and used even without knowing what they are, just begin to receive the attention they deserve. Increasingly more researchers, at the beginning of the 21st century focus on the subject, hoping to decipher the mechanism and the possibilities of the non-conventional, and more than ever before, the military domain is becoming increasingly interested in it.

Non-convenționalul îmbracă multe forme și se regăsește în multe domenii: politic, diplomatic, economic, cultural și multe altele, chiar militar. Întrucât prin natura sa, acțiunea non-convențională este foarte discretă, contracararea sa este deseori foarte dificilă, iar uneori chiar imposibilă. În același timp, dacă o ripostă este posibilă, atunci aceasta trebuie coordonată, ceea ce înseamnă că trebuie să existe un mecanism care să se ocupe de managementul acesteia.

Managementul se bazează pe cinci funcții, fiecare din ele foarte importantă: prevederea, organizarea, coordonarea, antrenamentul și controlul.

Prevederea, ca funcție a managementului, este suma proceselor prin care sunt stabilite obiectivele pe termen scurt, mediu și lung, sunt formulate căi de acțiune și este determinat necesarul de resurse.

Prevederea se bazează pe studii de diagnoză și prognoză, prima referindu-se la identificarea punctelor slabe și tari din acțiunile trecute, ca și la identificarea cauzelor acestora, pe când a doua se referă la tendințe.

Pentru prevederea acțiunilor non-convenționale este esențială o minte deschisă, capabilă să se pună în locul unui agresor, astfel identificând posibilitățile pe care acesta le-ar avea să provoace daune. Trebuie notat că, în această fază, este posibil să se descopere că deja au fost executate unele acțiuni non-convenționale, caz în care se continuă cu reacția stabilită, dar cu particularitățile date de acțiunile desfășurate.

Organizarea, ca funcție a managementului, constă în ansamblul acțiunilor pentru folosirea eficientă a resurselor umane, materiale, financiare și informaționale existente.

În esență, organizarea este un proces de diviziune a muncii, stabilind responsabilități și autorități.

Deși, uneori, nu există posibilitatea de a reacționa la o acțiune non-convențională, este obligatoriu să fie fundamentată o reacție coerentă a tuturor forțelor naționale, pe domeniile lor de activitate, pentru acele acțiuni care pot fi prevăzute și contracarate, astfel încât acțiunea lor concertată să se manifeste într-o apărare națională împotriva agresiunii.

Coordonarea implică un ansamblu de activități de natură informațională, luare de decizii și comandă și control, prin care managerul intervine pentru a asigura unitatea procesului și corectarea discrepanțelor.

Pentru o reacție națională unitară, toate forțele responsabile trebuie să acționeze în tandem, ceea ce înseamnă că trebuie să existe un coordonator al acestei reacții. Pentru România, acesta ar trebui să fie Consiliul Suprem de Apărare a Țării (CSAT).

Antrenarea, spre deosebire de modul de acțiune în situații convenționale, are un efect diferit în cazul acțiunilor neconvenționale. Paradoxal, se poate spune că odată cu creșterea gradului de antrenare a forțelor, crește și vulnerabilitatea lor la acțiunile non-convenționale, prin faptul că modul lor de reacție devine previzibil, condiționat.

Soluția, totuși, nu este renunțarea la antrenare, ci antrenarea în mod diferit. Este necesară continuarea antrenării executanților în modul clasic, demonstrat ca potrivit, în timp ce liderii trebuie antrenați să gândească liber, fără constrângeri, flexibil, putând să ofere soluții non-convenționale la acțiuni non-convenționale.

Controlul se referă la monitorizarea activităților, proceselor, relațiilor, pentru ca acestea să se desfășoare conform planului. Controlul și coordonarea sunt legate inextricabil, succedându-se permanent.

Reacția la acțiunile non-convenționale este un teritoriu încă insuficient explorat. Se fac tentative în unele țări de a pune bazele unei doctrine a reacției naționale. Cert este însă că atâta timp cât nu se face nimic în această direcție, riscurile pentru securitatea țării sunt mai mari decât ne putem imagina.

Although they existed from the first time one human fought another, non-conventional actions are just beginning to receive the attention they should have had a long time ago. People used non-conventional even without knowing it, and there was no attempt for a very long time to study the mechanics of these types of actions.

Now, in the beginning of the twenty-first century, more and more researchers lean onto the non-conventional action, hoping to unlock the possibilities offered by this unexplored resource, and, more than anything, research in the field of military applications is starting to be one of the top priorities.

Non-conventional embraces numerous forms: diplomatic, political, economical, cultural, and many others, even military. Since the non-conventional way of action has a very discreet manifestation, countering it proves to be very difficult, and many times impossible. At the same time, if there is a possible response to a non-conventional action, the countermeasures have to be coordinated, meaning there has to be in place a mechanism of management of that reaction.

Management is based on five functions, all of them very important: foreseeing, organizing, coordination, training and control.

Foreseeing

As a function of the management process, foreseeing is the sum of the processes through which the objectives are established, on a short, medium and long term, ways of action are formulated and the necessary of resources is determined.

Practically, foreseeing consists of policy, strategy, tactics, plan and program. Although they refer to the same elements, as objectives, ways of action and resources, have a different time frame, detail and fundament.

Policy establishes the general lines of action and the unitary principles of action.

Strategy relates to a medium to long time frame and has a lower fundamentation degree, while tactics refer to a short time frame, while at the same time having a deeper degree of fundamentation.

The plan is based on the objectives established through policy, strategy and tactics, and the program goes into details in time – decades, weeks, days, hours – and space for the planned objectives.

Foreseeing is based on the studies of diagnosis and prognosis, the first one referring to identification of the weaknesses and strong points in the past actions, as well as of the causes for those points, while prognosis refers to the tendencies.

Foreseeing a non-conventional action is one of the most difficult tasks. Due to its nature, non-conventional requires an out of the box thinking, giving way to practically any possibility of action, and therefore requiring as well an out of the box thinking for the countermeasures.

In order to be able to foresee possible non-conventional actions one must keep an open mind and put himself in the place of a potential attacker: what are the possibilities to inflict damages to someone's country, using all means available, regardless they are considered as legal or not, conventional or not, classic or not. On the other hand, all aspects have to be considered, as non-conventional actions can have any domain of manifestation, as mentioned before: from diplomatic to military, economic to cultural and so on.

After defining the profile of the potential attacker and the possible means of attack, it becomes possible to find out the potential threats and also an estimation of the time they can be launched.

It is worth noting that at this point of the analysis one may have the surprise to find out that an action of this kind is actually in progress, therefore foreseeing becoming outdated. That leaves only the option to proceed with the

response as planned, but taking into consideration the actions already discovered, while at the same time limiting the consequences or eliminating them.

Organizing

Organizing, as a function of management, is the ensemble of the actions taken in order to efficiently use the human, financial, material and informational resources that are available.

As a function of management, organizing must be seen as a specific form of human practice. It is not a purpose in itself, it always has an object, according to which it has a certain content.

Essentially, organizing is a process of work division, establishing responsibilities and authority.

Having a clear image of the threats and the possible way of using them leads to the beginning of the response process, i.e. organizing the countermeasures.

Sometimes there are no possible countermeasures to non-conventional actions, even if they are known; the only thing possible is to lessen the effects.

However, for the identified non-conventional actions that can be foreseen and countered, it is mandatory to organize a coherent response involving all the forces in their field of activity, so that their concurrent action leads to a national, full-scale defense against the non-conventional aggression.

Coordination

As a process, coordination implies an ensemble of activities of informational, decision-making and command-control nature, by which the managers intervene to ensure the unity of the process, preventing the appearance of discrepancies in the common action, of the components participating in the accomplishment of the objectives.

Coordination is a dynamic organizing, meaning that the processes established through organizing are not exhaustive, small discrepancies can appear all the time so there has to be a factor that brings back on line the main processes.

When dealing with non-conventional actions all national forces have to be involved in the response, each of them having a specific part in the bigger picture of countering the non-conventional actions, limiting the effects and eliminating the consequences. More forces mean there has to be one leader that will coordinate all the efforts; most likely, in Romania this leader will be the Country's Supreme Defense Council (CSAT), which will have the attribute of administrating the tasks, gathering the data, drawing the conclusions and using the feedback to keep all the countermeasures on track.

Training

When dealing with non-conventional actions, it becomes clear that there can not be a conventional training for the reaction. Actually, the success of non-conventional is based exactly on the fact that the response is, usually, conventional, and therefore inefficient. Reacting in a conventional way guarantees that the aggressor already knows what the reaction will be, so he can adapt his means in order to obtain the best effect. Paradoxically, we can say that the better trained the forces are, the more they will go into patterns and become more predictable, that is to say, more vulnerable.

The solution, however, is not to train less, but to train different.

Training is specific for each of the forces involved in the response to non-conventional actions. While it is easy and productive to use a proven model for the training of the low-level members, that is, the people who execute, it proves to be far more efficient to train leaders to think out of the box, find alternate solutions to everyday problems and avoid patterns. This way, they will have a

more flexible thinking, open to identifying new threats and to finding new approaches for dealing with those new threats.

Control

Control refers to monitoring the activities, processes, relationships, in order to ensure they develop according to the plan and to correct differences from the plan.

As we can see, control and coordination are interrelated, as the results of control are used to coordinate the actions, and after coordination the way they are applied and the result have to be controlled, and so on, in a perpetual cycle.

The reaction to non-conventional actions requires a non-conventional approach in all the aspects; that includes also control, as there is no linear development of the actions, opposed to conventional aggressions. As a result, control is supposed to be more active and pro-active, with a heightened presence in all stages of the reaction. Opposed to a classic approach, in the reaction to non-conventional actions control starts from the phase when the non-conventional actions have not even yet started, checking the signs of possible actions, as well as the readiness of the own forces for the response to those actions.

Once a threat or potential threat is identified, control is required to keep track of the development of the situation, as well as the reaction and the effect of the reaction to the threat.

Reaction to non-conventional actions is an uncharted, yet, territory. Even though there are attempts to establish a doctrine of the reaction in the United States of America and Israel, for the moment there is not any unitary system to link all the forces into a coherent response to a non-conventional action. Of course, there are the special forces in most of the countries, there are the secret services also, non-conventional actions have been studied and there were

attempts to integrate them into conventional warfare as well as into other domains. But in the end, the main fact remains: for the moment, it is still a great mystery to most of the people, in and outside the structures responsible for a nation's security, and as long as there is nothing done, the risks for the security of a country are greater than we can imagine.

REFERENCES

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