

activities of a notional planning group formed from six individuals with different experiences and training who have been asked to assess the levels of future violence over the next 1 to 2 years in an notional area of operations. Figure 2 shows the results of this request and displays the superposition of the time traces of the six individual patterns of projected violence formed as a series of colour-coded dots. In this case, the number of dots has been reduced to a minimum in order to prevent over-crowding of the illustration.

Figure 2 shows the perception of the level of violence at different times during a future operation of six notional individuals involved in the operational planning process. The six planning staff members are involved in activities that are trying to sort out the type of end state to which they should aim as well as the critical issues or centres of gravity that can be resolved in order to achieve the desired end state. Most if not all of the planners may have experiences in the planning and execution of similar operations. Such experiences may represent the best knowledge available to support the planning for the subject operation. As a team, it will be necessary to build common ground and exchange experiences and apply their joint knowledge and understanding to the mission operational mission planning through the identification of an event trail through which they define a desired series of events aimed at achieving a specified end state.

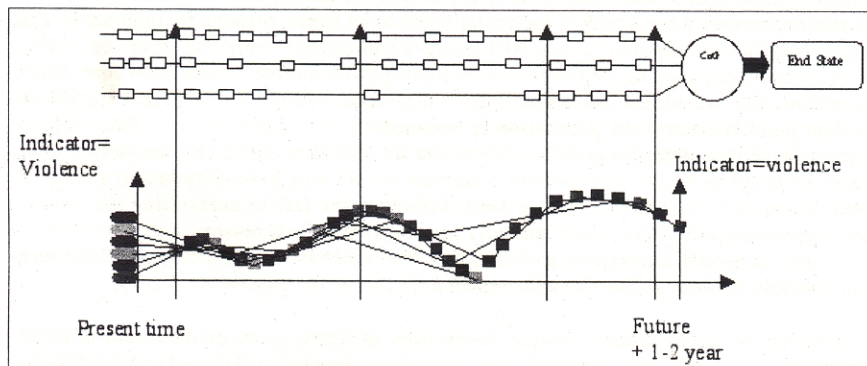


Figure 2: Strategic military group modelling of a plan.

These events are matched to their knowledge, experiences, intelligence and logic. This is illustrated by the trail of dots shown in Figure 2 that are linked to the combined experiences and logic possessed by the team. If the team members were to choose and define indicators that represent violence levels then their resulting consensus might be plotted like the coloured dot-trail of events along the time axis indicating defined events that were needed to happen during the execution of an operational plan. The levels shown by indicators representing the actual level of violence associated with a societal system of interest, for example, could be estimated at specific times and reported to the planning staff in order to provide estimates of the success achieved in plan execution.

Following the patterns created by the coloured dots on the time axis (Figure 2) it is possible to observe that each staff member may be extrapolating from current activities to possible future events without the use of feed-back knowledge that could be used to support plan modification and enhancement. It is possible that the combination of the experiences,