C2 CONCEPTUAL REFERENCE MODEL
VERSION 2.0

WITH SUGGESTIONS FOR ITS APPLICATION
IN CONJUNCTION WITH THE NATO NEC C2 MATURITY MODEL
(N2C2M2)

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INTRODUCTION

This appendix discusses how the NATO NEC C2 Maturity Model (N2C2M2) can be used in conjunction with C2 Conceptual Reference Model (C2CRM)[1] to assess the C2 maturity of entities, collections of entities, and their C2 architecture and approaches. Also, the C2CRM can be used in conjunction with the N2C2M2 to establish a roadmap for actions to be taken to improve C2 maturity. By using the links between the variables described in the C2CRM, the changes necessary to achieve a more mature state can be identified.

The variables characterising C2 maturity in the N2C2M2 represent composite or high-level variables that may not be measured directly. However, including these high-level variables, the C2CRM provides a hierarchically structured collection of more than 300 variables and their relationships for describing C2 processes and measuring their added value, from which the intermediate and lower-level variables underlying the high-level variables may be identified that influence C2 maturity in a given context. The C2 maturity of a given force or entity, or a collective of entities, may thus be determined by analyzing the architecture of its C2 approach and the embedded processes. To this end, the underlying variables are extracted from the C2CRM and assessed with a view to threshold values characterizing the corresponding C2 maturity levels.

The established C2 maturity level serves as a baseline from which operational designers would start in defining required improvements to satisfy the C2-relevant requirements of an upcoming mission, or strategic planners to establish a road map for evolving the long-term capabilities required to cope with the uncertainties of the security environment.

Figure 1 shows an excerpt from the C2CRM outlining in the centre the overall cyclic process of C2 (OODA[2] loop) and emphasising the categories of variables that influence the quality of the sensemaking process including decision-making that, in turn, affects the quality of decisions, actions, and the subsequent processes in the loop. Some of the high-level variables affecting these processes are arranged around the loop in the form of boxes containing the underlying intermediate[3] level variables that influence the quality of each of the processes. Not shown in figure 1 are the low-level variables that influence the intermediate level variables. The low-level variables are observable and measurable.

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[1] The C2CRM was originally developed by SAS-050 (see Final Report of SAS-050, prepared for NATO, January 2006 and the particular chapter on the C2CRM in this report). The efforts of the SAS-065 research task group in developing a NATO NEC C2 Maturity Model have resulted in recommended updates to the C2CRM; which led to the development of *the C2 Conceptual Reference Model Version 2.0.*

[2] There are also more current approaches to model the C2-related cycle of goal-directed behaviour, such as the Perceptual Control Theory (PCT) by William Powers (1973, 1998). A modification of the model for operations has been offered by P. Farrell (see Farrell, P.S.E. (2007). Control Theory Perspective of Effects-Based Thinking and Operations: Modelling "Operations" as a Feedback Control System. Ottawa, Canada, Defence Research and Development Canada: 76.).

[3] The terms "intermediate level variable" and "composite variable" both refer to the second-order variables of the C2CRM and are used interchangeably here.
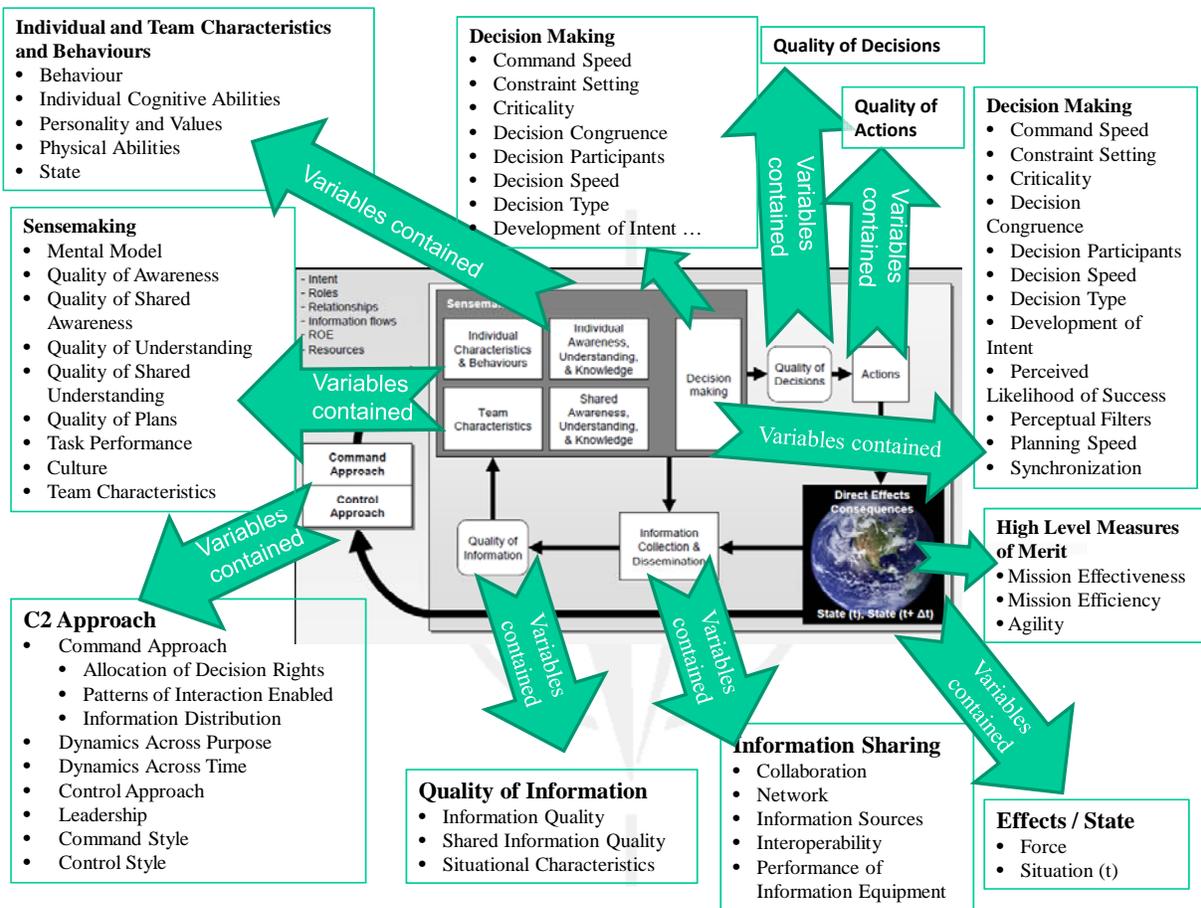
Figure 1. Value View of the NATO C2 Conceptual Reference Model and Underlying Variables

Visualisations of C2CRM relationships can also provide additional insights with regard to the inter-relationships of variables. As in the example of the variable "Training," controllable variables that may represent personnel-related leverage points can be identified on the basis of the relations between variables specified in the C2CRM.

As shown in Figure 2, the C2CRM includes about 50 low-level variables influenced directly by the variable "Training." These dependent low-level variables represent attributes of various intermediate and high-level variables. For example, the low-level variables "Experience of Personnel" and "Personnel Resources" are part of the intermediate level variable "Personnel" and the high-level concept "Effects/State." Others, such as "Situational Familiarity," are part of the high-level variable "Quality of Information." This example of the variable "Training" as a potential leverage point illustrates well that changing the value of a leverage variable (through appropriate actions) may generate effects throughout the entire C2 system.

Figure 2: Variables influenced by the variable "Training"

The two examples discussed below further illustrate how the C2CRM may be used within the N2C2M2 to help finding leverage options for improving C2 maturity.

EXAMPLE 1: TRANSITION REQUIREMENTS BETWEEN C2 APPROACHES

Table 1 presents a description of twelve high-level C2CRM variables characterising, as described in the N2C2M2, the De-Conflicted and Coordinated C2 approaches. The De-Conflicted C2 Approach serves as the baseline and the Coordinated C2 Approach as the planning goal. For example, at the De-Conflicted level information sharing between entities would be sharply focused on the establishment of timely, functional, procedural, or geographical constraints that the entities must adhere to in order to avoid effects of adverse interactions between entities (e.g., fratricide). At the Coordinated level information sharing between entities would be broader, but still limited to information required to coordinate plans and actions between participating entities in order to bring about, beyond avoiding mutual interference that might impair the effectiveness of their actions, limited synergies that would enhance actions taken by the entities.

C2CRM Variables	Variable Value for De-Conflicted C2	Variable Value for Coordinated C2
Allocation of Decision Rights	Establish constraints	Coordination process, linked plans
Distribution of Information	Additional information about constraints and seams	Additional information about coordinated areas/ functions
Patterns of Interaction	Episodic	Periodic
Information Sharing	Very limited and sharply focused information sharing	Limited and focused information sharing
Shared Awareness	Focused on boundaries	Limited
Shared Understanding	None	Limited
Decision Making	Accept constraints, avoid negative cross-impacts between intents	Seeking mutual support for intent
Plans	Unlinked plans	Linked plans
Actions	Unlinked actions	Linked actions to reinforce each other
Mission Effectiveness	No adverse cross-impacts	Limited synergies
Efficiency	Sub-optimised use of resources	Limited efficiency
Agility of the collective C2 process	Vulnerable at the seams, rigid form of specialisation	Limited to coordinating functions/actions: slow; reactive

Table 1. C2 Conceptual Reference Model Variable Values in De-Conflicted and Coordinated C2

When selecting low-level variables from the C2CRM that influence those higher-level variables characterising the C2 Approaches as listed in Table 1, analysts supporting operational designers or strategic planners need to:

1. establish some evidence, based on experience or from case studies or limited objective experiments, as to which of the low-level variables support the desired changes in the higher-level variables described in Table 1. In doing so they must be aware that these variables may be interdependent and thus may not be changed directly without risking potentially undesirable side effects;

2. think about other non-C2 related consequences that may be associated with changing the values of any of the low-level variables.

EXAMPLE 2: IDENTIFYING CURRENT/REQUISITE C2 MATURITY

By reviewing the values of all high-level C2CRM-variables associated with the C2 approach categories, the model can be used to determine (1) in which maturity category the currently used C2 Approach falls and/or (2) which C2 Approach would be required to cope with a specific situation. This is illustrated for one high-level variable, "Quality of Information." The C2CRM describes this

variable in terms of three composite variables (Information Quality, Shared Information Quality, and Situational Characteristics) each broken down into individual low-level variables as shown in Tables 2-4. The tables represent a decision matrix for assessing the Quality of Information at hand and map it onto a particular C2 Approach that is currently in place (see tables on Information Quality and Shared Information Quality) or that is required for the situation at hand (see table on Situational Characteristics). The low level variables forming the composite variables "Information Quality" and "Shared Information Quality" describe an entity's characteristics in terms of the current C2 Approach used (1), whereas the low-level variables forming the composite variable "Situational Characteristics" describe implications as to what C2 approach an entity *needs* to use in order to handle these situational characteristics (effectively).

Note that in tables 2, 3, and 4 the corresponding evaluations are blank as values would have to be established for each N2C2M2 application. A more detailed illustration of how this is done is shown later. The reasons the entries are blank is that for each C2CRM variable, additional research needs to be conducted in order to determine the appropriate value in relation to the C2 Approach (Conflicted, De-Conflicted, Coordinated, Collaborative, Edge). If a particular C2CRM variable is not applicable for a particular N2C2M2 application, then the corresponding blocks would be labelled N/A. The variable would not be considered in further analysis. For example, figure 3 illustrates some simplistic relationships across the five C2 Approaches (NOTE: In reality, these relationships will not be simple, but rather complicated to complex).
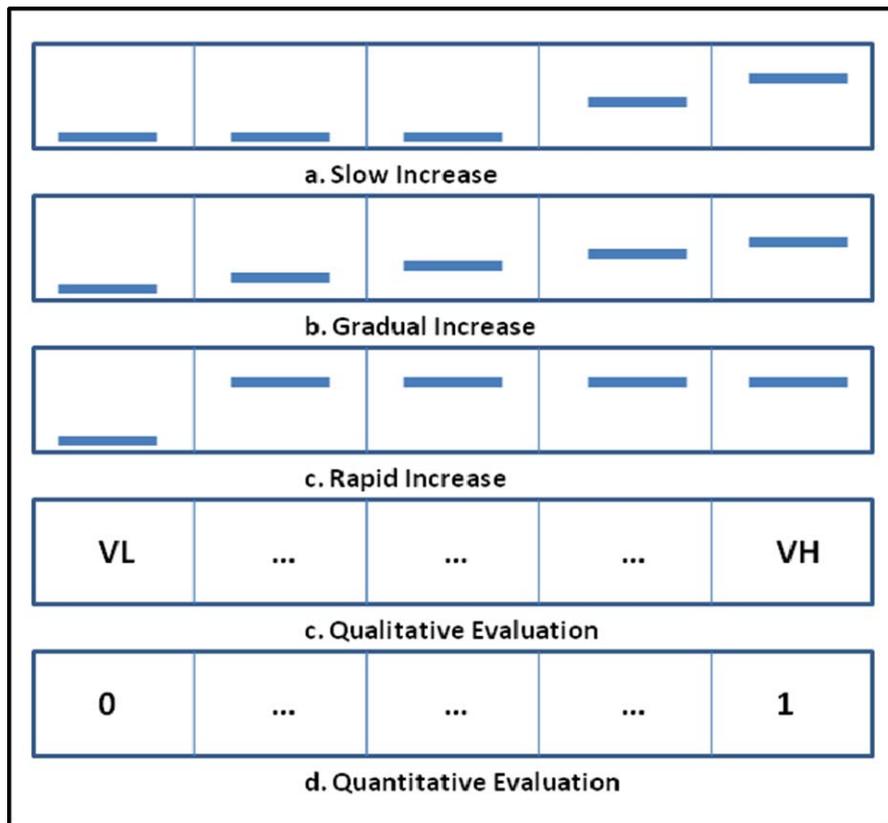
Figure 3. Examples of Simplistic Relationships

CASE 1: C2 MATURITY/APPROACH ASSESSMENT

When using the high-level variable Quality of Information, tables 2 (composite variable *Information Quality*) and 3 (composite variable *Shared Information Quality*) can be used to assess an entity's current C2 Approach. For each of the low-level variables, there is a statement offered that contains a blank with respect to the degree to which the variable is in place. Each C2 Approach would be described by a corresponding answer (attribute/degree that fills out the blank in the statement).[4] In selecting the answer that describes the organization/collective under assessment most appropriately, the current C2 Approach in regard to the variable can be readily determined from the corresponding column.

Composite Variable	Low-level Variable	Corresponding statement	C2 Approach				
			Conflicted C2	De-Conflicted C2	Collaborative C2	Coordinated C2	Edge C2
Information Quality	Information Accuracy	The quality of information exhibits ___ information accuracy.	( )	( )	( )	( )	( )
	Information Completeness	The quality of information exhibits ___ information completeness.	( )	( )	( )	( )	( )
	Information Consistency	The quality of information exhibits ___ information consistency.	( )	( )	( )	( )	( )
	Information Currency	The quality of information exhibits ___ information currency.	( )	( )	( )	( )	( )
	Information Precision	The quality of information exhibits ___ information precision.	( )	( )	( )	( )	( )
	Information Relevance	The quality of information exhibits ___ information relevance.	( )	( )	( )	( )	( )
	Information Timeliness	The quality of information exhibits ___ information timeliness.	( )	( )	( )	( )	( )
	Information Uncertainty	The quality of information exhibits ___ information uncertainty.	( )	( )	( )	( )	( )
	Information Service Characteristics	The information service characteristics exhibit ___ quality.	( )	( )	( )	( )	( )
	Information Sharability	The quality of information exhibits ___ information sharability.	( )	( )	( )	( )	( )
	Information Source Characteristics	The information source characteristics exhibit ___ quality.	( )	( )	( )	( )	( )

Table 2. C2CRM – Information Quality mapped to the N2C2M2 C2 Approaches

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[4] The answers are left out for the reasons also explained above: For each C2CRM variable, additional research needs to be conducted in order to determine the appropriate value in relation to the C2 Approach.

Composite Variable	Low-level Variable	Corresponding statement	C2 Approach				
			Conflicted C2	De-Conflicted C2	Collaborative C2	Coordinated C2	Edge C2
Shared Information Quality	Shared Information Accuracy	The quality of information exhibits ___ shared information accuracy.	( )	( )	( )	( )	( )
	Shared Information Completeness	The quality of information exhibits ___ shared information completeness.	( )	( )	( )	( )	( )
	Shared Information Consistency	The quality of information exhibits ___ shared information consistency?	( )	( )	( )	( )	( )
	Shared Information Correctness	The quality of information exhibits ___ shared information correctness.	( )	( )	( )	( )	( )
	Shared Information Currency	The quality of information exhibits ___ shared information currency.	( )	( )	( )	( )	( )
	Shared Information Extent	The quality of information exhibits a ___ extent of shared information.	( )	( )	( )	( )	( )
	Shared Information Precision	The quality of information exhibits ___ shared information precision.	( )	( )	( )	( )	( )
	Shared Information Relevance	The quality of information exhibits ___ shared information relevance.	( )	( )	( )	( )	( )
	Shared Information Timeliness	The quality of information exhibits ___ shared information timeliness.	( )	( )	( )	( )	( )
	Shared Information Uncertainty	The quality of information exhibits ___ shared information uncertainty.	( )	( )	( )	( )	( )

Table 3. C2CRM – Shared Information Quality mapped to the N2C2M2 C2 Approaches

CASE 2: IDENTIFICATION OF REQUISITE C2 MATURITY/APPROACH

When using the high-level variable *Quality of Information*, table 4 (composite variable *Situational Characteristics*) can be used to determine the C2 Approach that is currently required in view of the situational characteristics. The table is based on the assumption that the more difficult and challenging the situational characteristics are, the more advanced will the C2 Approach be that is required to handle the situation effectively.

Again, for each of the low-level variables, there is a statement offered that contains a blank with respect to the degree to which the variable is in place. Each C2 Approach would be described by a corresponding answer (attribute/degree that fills out the blank in the statement).[5] In selecting the answer that describes the situational characteristics most appropriately, the required C2 Approach in regard to the variable can be readily determined from the corresponding column.

Composite Variable	Low-level Variable	Corresponding statement	C2 Approach				
			Conflicted C2	De-Conflicted C2	Collaborative C2	Coordinated C2	Edge C2
Situational Characteristics	Ambiguity of Situation	Are the situational characteristics exhibiting a ___ ambiguity?	( )	( )	( )	( )	( )
	Complexity of Situation	Are the situational characteristics exhibiting a ___ complexity?	( )	( )	( )	( )	( )
	Complication of Situation	Are the situational characteristics exhibiting a ___ level of complication of situation?	( )	( )	( )	( )	( )
	Equivocality of Situation	Are the situational characteristics exhibiting a ___ equivocality?	( )	( )	( )	( )	( )
	Uncertainty of Situation	Are the situational characteristics exhibiting a ___ uncertainty?	( )	( )	( )	( )	( )
	Situation Familiarity	Are the situational characteristics exhibiting a ___ familiarity?	( )	( )	( )	( )	( )
	Temporal Focus	Are the situational characteristics exhibiting a ___ temporal focus?	( )	( )	( )	( )	( )

Table 4. C2CRM – Situational Characteristics mapped to the N2C2M2 C2 Approaches

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[5] The answers are left out for the reasons already explained above.

CONCLUSION

This section introduces the updated version of the C2 Conceptual Reference Model (Version 2.0) and shows how the C2CRM can be used in conjunction with the N2C2M2 to assess an entity's current C2 maturity level and to identify capabilities required for the transition from one C2 maturity level to the next-higher level. As such, the two models complement each other, and in conjunction provide a valuable basis for C2 assessment, strategic planning, and operational design.

THE NATO C2 CONCEPTUAL REFERENCE MODEL: VERSION 2.0

As part of the research in the development of the N2C2M2, SAS-065 has recommended some updates to the C2CRM. These updates were found by first describing the N2C2M2 with variables that already existed in the C2CRM. The following sections include the updated hierarchy of C2CRM variables, definitions of the lower-level variables as well as links (assumed inputs and outputs) among them. The updated hierarchy of C2CRM variables includes: (1) variables SAS-065 has suggested to add to the model, highlighted in green; (2) variables that have been renamed, highlighted in yellow; and (3) variables that have been moved within the hierarchy, highlighted in blue. All variable additions, changes, deletions, and movements within the hierarchy are listed in the version table following the hierarchy.

C2 CONCEPTUAL REFERENCE MODEL VERSION 2.0:
DEFINITIONS OF VARIABLES

Variable Name	Variable Description
Achievement (Value)	Motivational value type characterized by an individual's striving for personal success through demonstrating competence according to social standards. Schwartz 1994.
Action Accuracy	Extent to which actions executed are directed to the intended purpose.
Action Appropriateness	Extent to which actions executed are the appropriate ones to achieve the intended purpose.
Action Completeness	Extent to which actions executed encompass the full scope of the plan or order.
Action Consistency	Extent to which actions executed are consistent with actions in an earlier timeframe.
Action Correctness	Extent to which actions are executed without error.
Action Efficiency	Extent to which actions executed are efficient in the use of resources.
Action Precision	Extent to which actions executed are precisely related to the intended purpose.
Action Synchronization	Purposeful arrangement of actions in time, space and purpose. JCS Dictionary of Military and Associated Terms.
Action Timeliness	Extent to which actions are executed at the time required by the plan or order (in the case of self-synchronizing forces the plan could be an ad hoc arrangement between peers).
Adaptive Behaviour	Any process whereby behaviour or subjective experience alters to fit in with a changed environment or circumstances or in response to social pressure. Colman 2003.
Adaptiveness	The ability to change work processes and the ability to change the organization. Alberts and Hayes 2003.
Agreeableness	Personality trait characterized by being pleasant, characterized by kindness, generosity, warmth, unselfishness and trust. Colman 2003.
Alertness	State characterized by the preparedness to recognize and to react to stimuli. Alertness has two sub-concepts: "Continuous Alertness" is the selective recognition of and reaction to continuously or frequently occurring stimuli; "Vigilance" is the recognition of and reaction to irregularly and infrequently occurring events.
Allocation of Decision Rights	The distribution of choices related to a particular topic under a set of circumstances or conditions disseminated to the international community, a society, an enterprise, or an organisation.
Ambiguity of Situation	Extent to which information does not lend itself to interpretation.
Ambiguity Tolerance	Degree to which one is able to tolerate lack of clarity in a situation or stimulus.
Analytical Decision Style	An individual's typical way of making decisions characterized by logical and abstract thinking; performance is achieved by analysis, planning, and forecasting.
Anxiety	Affective state characterized by apprehension, dread, distress, uneasiness. Reber and Reber 1995.

Authentication	A security measure designed to protect a communications system against acceptance of a fraudulent transmission or simulation by establishing the validity of a transmission, message, or originator. JCS Dictionary of Military and Associated Terms.
Awareness Accuracy	Appropriateness of precision of awareness for a particular use. NCO CF.
Awareness Completeness	Extent to which awareness necessary from understanding is obtained. NCO CF. Awareness completeness includes awareness about capabilities, environment, forces, intentions, and mission.
Awareness Consistency	Extent to which awareness is consistent with relevant awareness at an earlier time period. NCO CF.
Awareness Correctness	Extent to which awareness is consistent with ground truth. NCO CF.
Awareness Currency	Time lag of awareness. NCO CF.
Awareness Precision	Level of granularity of awareness. NCO CF.
Awareness Relevance	Extent to which awareness obtained is related to task at hand. NCO CF.
Awareness Timeliness	Extent to which currency of awareness is suitable to its use. NCO CF.
Awareness Uncertainty	Subjective assessment of awareness uncertainty. NCO CF.
Behavioural Decision Style	An individual's typical way of making decisions characterised by supporting behaviour and empathy; performance comes from focusing on people and their needs. Connor and Becker 2003.
Benevolence (Value)	Motivational value type characterized by an individual's striving for preservation and enhancement of the welfare of people with whom one is in frequent personal contact. Schwartz 1994.
Blood Sugar Level	Level of blood glucose. High blood sugar leads to hyperglycaemia, low blood sugar leads to hypoglycaemia. cancerweb.ncl.ac.uk
Boundary Management	The process of socialising informally, developing and maintaining contact/communication through periodic interaction with a widening range of stakeholders as a means of building alliances, engaging in cross-functional activities, conducting promotional activities, and collaborating across boundaries to establish, maintain, build, and strengthen internal support basis, promote relations and the image of the team/ organisation/ collective, convince others of the team's/ organisation's/ collective's point of view, and keeping current with developments in the environment.
C2 Doctrine	Fundamental principles by which the military forces or elements thereof guide their actions in the command and control arena in support of national objectives. Based on US JCS Pub 1 definition of *doctrine*.
C2 Effectiveness	The degree to which the responsible C2 organization accomplishes the necessary C2 tasks.
C2 Efficiency	The amount of C2 resources expended relative to a specified outcome (completion of the assigned military mission in a specified quality). Provided that the output is the same, fewer resources lead to higher efficiency.
Centralization	Degree to which decision making is concentrated at a single point in the team.
Co-Evolution	The process of mutual change of systems and their environment. Mitleton-Kelly 2003.
Cognitive Capacity	The amount of information the human brain can hold and process within a given time. Oxford Dictionary of Economics; H. A. Simon, Models of Bounded Rationality, Vol. 2, Cambridge, MA: MIT Press.

Cognitive Complexity	The degree to which a person is able to differentiate cognitive elements, and the degree to which these elements can be integrated or related to each other (Van Hiel, A. and Mervielde, I., 2003). The Measurement of Cognitive Complexity and its Relationship with Political Extremism. *Political Psychology*, 24 (4), 781-801.
Cognitive Flexibility	An individual's willingness and ability to change in their understanding of a situation when confronted with new or contradictory information.
Collaboration Capacity	Team members' ability to working together towards a common purpose.
Collaboration Completeness	Includes collaboration about capabilities, environment, forces, intentions, and mission.
Collaboration Mechanism	System that enables collaboration.
Collaboration Participants	The number of team members work together towards a common purpose.
Co-Located / Distributed Force	Distributed: Placed or positioned so as to be properly apportioned over or throughout an area. Co-located: placed together; especially: to place (two or more units) close together so as to share common facilities. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc., 1986.
Command Speed	Time lag between an occasion for action and the implementation of action or a decision not to respond. Headquarters Effectiveness Assessment Tool User's Manual. McLean, VA: Defense Systems, Inc., 1984. Note: *Speed of Decision* is a synonym for this variable.
Commander's Analytical Decision Style	A commander's habitual approach to making decisions (affecting a choice and then acting on that choice) characterized by logical and abstract thinking; performance is achieved by analysis, planning, and forecasting.
Commander's Behavioural Decision Style	A commander's habitual approach to making decisions (affecting a choice and then acting on that choice) characterized by supporting behaviour and empathy; performance comes from focusing on people and their needs.
Commander's Conceptual Decision Style	A commander's habitual approach to making decisions (affecting a choice and then acting on that choice) characterized by broad, creative thinking; performance is achieved by exploring new options, forming new strategies, being creative, and taking risks.
Commander's Directive Decision Style	A commander's habitual approach to making decisions (affecting a choice and then acting on that choice) characterized by focused thinking and production of rapid results, implementation of operational objectives in a systematic and efficient way.
Commander's Empowering Behaviour	A commander's way of intentionally influencing their subordinates' behaviours in order to achieve organizational and/or mission-related goals, characterized by providing authority and/or resources to enable team members to perform confidently, for the purposes of performing existing roles and learning new ones.
Commander's Extrinsic Responsibility	The commander's willingness to be held accountable for their actions to another person or to an organization.
Commander's Intrinsic Responsibility	The commander's personal commitment that they feel towards another individual, an organization, or the mission.
Commander's Mentoring and Developing Behaviour	A commander's way of intentionally influencing their subordinates' behaviours in order to achieve organizational and/or mission-related goals, characterized by teaching and providing guidance, motivation, sponsorship, coaching, advice, career planning, and role-modelling, as well as providing opportunities to facilitate a person's skill acquisition, professional development, and career advancement.

Commander's Personality Structure	The sum total of the commander's behavioural and mental characteristics that are distinctive of him/her (based on Colman, 2001). Note that there are various taxonomies for personality traits in use, e.g. the *Big Five* model and the *Myers-Briggs Type Indicator*®. The *Big Five* model comprises the following traits: Agreeableness (kindness, generosity, warmth, unselfishness, being pleasant and trusting); Conscientiousness (organization, thoroughness, reliability, practicality; absence of carelessness, negligence, unreliability); Emotional Stability (being calm, self-confident, and secure); Extraversion (sociability, gregariousness, ease of communication); and Openness to Experience (imagination, curiosity, and creativity). *The Myers-Briggs Type Indicator*® comprises four dimensions: Extraversion vs. Introversion (with Extraversion being defined as awareness and reliance on the environment for stimulation and guidance, action-oriented and sometimes impulsive way of meeting life, frankness, ease of communication and sociability), Sensing-Intuition (focusing on the immediate experiences available to the senses, practicality, details, and being realistic vs. being imaginative, future oriented, and creative and think in an abstract and theoretical way); Thinking-Feeling (analytical inclination, objectivity, criticality, and reliance on principles of cause and effect vs. being attuned to the values and feelings of others and focusing on affiliation, warmth, and harmony); Judging vs. Perceiving (being concerned with making decisions, seeking closure, planning operations, and organizing activities vs. being spontaneous, adaptable and open to new information, and trying to avoid missing anything that might by important).
Commander's Recognizing and Rewarding Behaviour	A commander's way of intentionally influencing their subordinates' behaviours in order to achieve organizational and/or mission-related goals, characterized by positively acknowledging team members' performance by providing tangible/intangible compensation or incentives.
Commander's Risk Propensity	A commander's natural inclination or preference for being exposed to possible harm or loss. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc., 1986.
Commander's Task- vs. Relationship-oriented Behaviour	A commander's way of intentionally influencing their subordinates' behaviours in order to achieve organizational and/or mission-related goals, characterized by either emphasizing technical or task aspects of the mission (Task-oriented), or emphasizing interpersonal relations and taking a personal interest in the needs of subordinates (Relationship-oriented).
Commander's Transactional vs. Transformational Behaviour	A commander's way of intentionally influencing their subordinates' behaviours in order to achieve organizational and/or mission-related goals, characterized by either guiding and motivating their subordinates in the direction of established goals by clarifying role and task requirements (Transactional), or inspiring followers to transcend their own self-interests, providing a vision and sense of mission, giving personal attention, and using inspiration and intellectual stimulation to motivate followers (Transformational). Bass and Avolio, 1990.
Communication Network Complexity	Proportion of accessible interpersonal communication links of the overall number of possible links between two individuals of a team.
Communication System Characteristics	Communication System Characteristics: The distinguishing traits, reach, reliability, robustness, richness of a communication system. Webster's Ninth Collegiate Dictionary; Alberts, Garstka, Hayes, and Signori, 2001.

Communications Interoperability	The condition achieved among communications-electronic systems or items of communications-electronic equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. US JCS Pub 1 Dictionary of Military and Associated Terms.
Complexity of Situation	The degree to which a situation cannot be broken into a number of components and interactions without losing something in the process (the whole is more than the sum of its parts).
Compliance	Yielding to others, e.g. to others' demand to behave in a certain way or execute a specific task.
Complication of Situation	Degree to which a situation can be partitioned into a number of components and interactions without losing anything in the process (The whole is/equals the sum of the parts).
Conceptual Decision Style	An individual's typical way of making decisions characterized by broad, creative thinking; performance is achieved by exploring new options, forming new strategies, being creative, and taking risks.
Confidentiality	Information or material that requires protection from unauthorized disclosure which could reasonably be expected to cause damage to the national security. JCS Dictionary of Military and Associated Terms.
Conformity (Value)	Motivational value type characterized by an individual's restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms. Schwartz 1994.
Connectivity and Interdependence	Connectivity describes the number, nature and degree of connections and interactions between elements of the system. Mitleton-Kelly 2003.
Conscientiousness	Personality trait characterized by organization, thoroughness, reliability, practicality; absence of carelessness, negligence, unreliability.
Consistency of Command Intent	A concise expression of the purpose of the operation and the desired end state that serves as the initial impetus for the planning process. It may also include the commander's assessment of the adversary commander's intent and an assessment of where and how much risk is acceptable during the operation (Joint Publication 5-00.1).
Constraint Enforcement	To force by imposed stricture, restriction, or limitation. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam Webster, Inc., 1986.
Constraint Setting	Establishing constraints. The state of being checked, restricted, or compelled to avoid or perform some action. Merriam-Webster, Inc., 1986.
Continuity of Interactions	An uninterrupted succession or flow mutual or reciprocal actions or influences. Merriam-Webster; The American Heritage Dictionary.
Control Span	Number of subordinates a commander directs.
Convergent Thinking	A problem-solving style characterized by a tendency to home in on a unique solution to a problem, usually involving the synthesis of information, typified by analytical, deductive thinking in which formal rules are followed. It is logical, consciously controlled, reality-oriented, and largely dependent on previously learnt knowledge and skills. Colman 2003.
Cooperability	The ability to engage in co-operative behaviour in a team, e.g. by information sharing and mutual support

Cooperative Behaviour	The practice of people or greater entities working in common with commonly agreed-upon goals and possibly methods, instead of working separately in competition. URL: http://en.wikipedia.org/wiki/Cooperation [10.03.2005]
Criticality	The significance and importance of decisions. NCO CF Version 2.0
Cultural Empathy	Empathy toward people of racial and ethnic backgrounds different from one's own. Wang, Davidson, Yakushko, Savoy, Tan, and Bleier 2003.
Data Interoperability	A level of interoperability in which data from one system can be used directly as data in another system, without translation or transformation.
Databases	Collection of information organized in a structured fashion.
Decision Accuracy	Appropriateness of precision of decision (plan, directives) for a particular use. NCO CF.
Decision Completeness	Extent to which relevant decisions encompass the necessary (1) depth: range of actions and contingencies included; (2) breadth: range of force elements included; and (3) time: range of time horizons included. NCO CF.
Decision Congruence	Extent to which decisions taken at different times or different locations are consistent with one another.
Decision Consistency	Extent to which decisions are internally consistent with prior understanding and decisions. NCO CF.
Decision Correctness	Extent to which a decision is consistent with ground truth. NCO CF.
Decision Currency	Time taken to make a decision (start time - external signal). NCO CF.
Decision Participants	The number of individuals or perspectives taking part in a decision.
Decision Precision	Level of granularity of decisions. NCO CF.
Decision Relevance	Extent to which a decision is significant to the task at hand. NCO CF.
Decision Speed	The time required to make a decision after the need for a decision is recognized.
Decision Timeliness	Extent to which currency of decision making is suitable to its use. NCO CF.
Decision Type	Extent to which a decision is based on rules, algorithms or human judgment.
Decision Uncertainty	Process of generating command intent. NATO Code Of Best Practice for C2 Assessment.
Degree of change	The degree to which a situation changes (in nature).
Delegating	Task-related communications (communication directed at advancing or modifying taskwork (i.e., as opposed to teamwork) behaviours, i.e., behaviours that contribute directly to the technical core of tasks that the team is performing) within a team/ organisation/ collective that distribute and direct members' task-related efforts.
Development of Intent	Process of generating command intent. NATO Code of Best Practice for C2 Assessment.
Direct – Indirect Cultural Dimension	A GlobeSmart® cultural dimension that shapes a preference for open and explicit communication (Direct), or for careful attention paid to context or to implicit meanings in a given message (Indirect). Sutton, Pierce, Burke and Salas, 2006.
Direct Sensing	Direct sensing takes place when humans experience an object or event in the physical domain with one of their senses (such as seeing, hearing, or smelling), and the sensing registers directly in the cognitive domain. Alberts, Garstka, Hayes, and Signori, 2001.

Directive Decision Style	An individual's typical way of making decisions characterized by focused thinking and production of rapid results, implementation of operational objectives in a systematic and efficient way.
Discovery	Intellectual undertakings to support learning new concepts and developing new hypotheses. Alberts and Hayes, 2002
Distance from Equilibrium	Measure of the disturbance of the equilibrium of a system where the ensuing processes lead to a new equilibrium. Mitleton-Kelly 2003.
Distances	The space between adjacent men, animals, vehicles, or units in a formation measured from front to rear. The space between known reference points or a ground observer and a target, measured in meters (artillery), in yards (naval gunfire), or in units specified by the observer. (JCS Pub 1).
Divergent Thinking	A problem-solving style characterized by the fluent production of a variety of novel ideas relevant to the problem in hand. Colman 2003.
Duration	The expected duration of an operation.
Dynamics Across Purpose (Command)	Extent to which the fundamental dimensions of command approach change across purpose.
Dynamics Across Purpose (Control)	Extent to which the fundamental dimensions of control approach change across purpose.
Dynamics Across Time (Command)	Extent to which the fundamental dimensions of command approach change across time.
Dynamics Across Time (Control)	Extent to which the fundamental dimensions of control approach change across time.
Economic Situation	Status with regards to the production and allocation of goods and services and their impact on the material well-being of human beings. William Outhwaite and Tom Bottomore, eds. The Blackwell Dictionary of Twentieth-Century Thought. Cambridge, MA: Blackwell, 1993.
Education	The knowledge or skill obtained or developed by a learning process. Also a program of instruction of a specified kind or level. The American Heritage Dictionary of the English Language, Fourth Edition 2004 .
Emotional Competency	Ability to effectively deal with (recognize, control and react to) one's own and others' feelings.
Emotional Stability	A personality trait that characterizes a person as calm, self-confident, and secure. Robbins and Judge 2007.
Empowering Leadership Culture	A leadership culture characterized by providing authority and/or resources to enable team members to perform confidently, for the purposes of performing existing roles and learning new ones.
Enemy Forces	Personnel, material and supporting capabilities of the adversary.
Equivocality of Situation	Extent to which information can be interpreted in different ways.
Exchanging Information	Task-related communications (communication directed at advancing or modifying taskwork (i.e., as opposed to teamwork) behaviours, i.e., behaviours that contribute directly to the technical core of tasks that the team is performing) within a team/ organization/ collective by which two or more members of the team/ organization/ collective clearly and accurately exchange, clarify, or acknowledge receipt of information in a timely manner using proper terminology and procedures.
Experience of Personnel	Active participation in events or activities, leading to the accumulation of knowledge or skill of individuals whose aim is to accomplish the mission.

Expert Power	An individual's potential to influence others based on special skills or knowledge the individual possesses. Robbins and Judge 2007.
External Synchronization	Synchronization is the meaningful arrangement of things or effects in time and space (Alberts, Garstka, Hayes, and Signori, 2001). External Synchronization refers to the coordination among members of different teams/ organizations/ collectives that allows for necessary communication across teams/ organizations, allows for teams/members to build external alliances, and facilitates cross-team planning for tasks that will require capabilities or resources specific to certain teams.
Extra-role behaviour	Behaviour characterized by activities that are essential for organizational effectiveness but are discretionary in nature (e.g., acting courteously, helping others (Moorman, Niehoff, and Organ, 1993; Organ, 1988).
Extraversion	A personality dimension describing a person as sociable, gregarious, and assertive. Robbins and Judge 2007.
Extraversion vs. Introversion (MBTI®)	An individual's preference for either reliance on the environment for stimulation and guidance, eagerness to interact with the outer world, action-orientation, sociability, and ease of communication. The opposite is Introversion: Enjoyment of solitude and privacy, interest in the clarity of concepts and ideas, thoughtful, contemplative detachment. Myers et al. 2003.
Extrinsic Responsibility	The willingness of an individual to be held accountable for his or her actions to another person or to an organization.
Field Dependence vs. Field Independence	Field Independence is a cognitive style characterized by the propensity to differentiate perceptual and other experiences from their contexts; the extent to which one's perceptions are independent from cues in the environment (the 'field'). The opposite is Field Dependence.
Financial Resources	Pecuniary means, funds, money, or any property that can be converted into supplies; available means or capabilities of any kind.
Flexibility	The ability to employ multiple ways to succeed and the capacity to move seamlessly between them. Alberts and Hayes 2003.
Force Effectiveness	The extent to which military missions are accomplished. NATO Code of Best Practice for C2 Assessment
Force Efficiency	The amount of forces needed and casualties occurring relative to a specified outcome (completion of the assigned military mission in a specified quality). Provided that the output is the same, fewer forces needed and fewer casualties occurred lead to higher efficiency.
Force Will	The disposition or inclination of a force or an element of a force to action. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc., 1986.
Formalization	Degree to which jobs and procedures within the organization are standardized.
Frequency of Interactions	Rate of interactions over time. Note: Time scale depends on level of modelling e.g. tactical seconds/minutes/hours... Enterprise...months/years.
Friendly Forces	Personnel, material and supporting capabilities of the friendly entities.
Fusion	The ability of systems (manual, automated, autonomous) to support the integration of data/information to support intelligence inference. Levels are defined in Antony's Principles of Data Fusion Automation. In intelligence usage, the process of examining all sources of intelligence and information to derive a complete assessment of activity. DoD Dictionary of Military and Associated Terms.

General Intelligence	The ability to learn or understand or to deal with new or trying situations; the ability to apply knowledge to manipulate one's environment or to think abstractly.
Goal Consistency	Consistency among purposes for which resources are expended in order to achieve a desired objective or end-state. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc.: 1986.
Group Pressure	The degree to which team members exercise force on each other to act in a unique way.
Hardness	Team members' familiarity with each other and knowledge of other team members' styles and capabilities, based on their repeated or continued interaction in the team (J. Holzworth, Meta-Analysis of Team Performance Accuracy and Shared Situational Awareness in SCUDHunt Experiments, C4ISR Decision Support Center/ ThoughtLink Inc., Cantata Court, Vienna, VA, 2002; W. Perry, J. Boob and D. Signori, Exploring Information Superiority, RAND 2004).
Hedonism (Value)	Motivational value type characterized by an individual's striving for pleasure and sensuous gratification for oneself. Schwartz 1994.
History	A chronological record of significant events, often including an explanation of their causes Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc., 1986.
Homogeneity	A homogeneous team shows consistency in a number of specified attributes, e.g. attitudes, values and beliefs, among the team members. Handy 1989.
Human Information Processing	Collaboration process that is characterized by how team members identify problems; the level of awareness of problem status; the degree of shared situation awareness (degree to which team members maintain compatible models of the team's internal and external task environment); how team members assess threats and synthesize/reduce threat-related information; the quality of information processing under stressful conditions.
Human Semantic Interoperability	Consistency of meaning across individuals.
Impulsivity vs. Reflectivity	Impulsivity is an individual's tendency to respond spontaneously without deliberation, especially in situations of uncertainty. The opposite of impulsivity is "reflectivity": An individual's tendency to consider and deliberate over alternative solutions to a problem. Colman 2003.
Indirect Sensing	To become aware of; perceive by involving intermediate or intervening parts or pathways. The American Heritage Dictionary of the English Language, Fourth Edition.
Individualism – Collectivism Cultural Dimension	A cultural dimension, with individualism being characterized by the degree to which it is common in a society to perceive oneself independent from others and their attitudes and opinions and to prefer individual initiative and action. Collectivism shapes a preference for a more group-oriented approach that emphasizes the interests of the team as a whole. This dimension is conceptually similar to the GlobeSmart® dimension Independent/ Interdependent.
Information Accuracy	Degree to which information quality matches what is needed.
Information Completeness	Extent to which information relevant to ground truth is collected.
Information Consistency	Extent to which information is consistent with prior information and consistent across sources.
Information Correctness	Extent to which information is consistent with ground truth.

Information Currency	Difference between the current point in time and the time the information was made available.
Information Distribution	The way information flows and is disseminated in the "real world" because of informal relationships, linkages and sources.
Information Networks	Various points on the information spectrum from data to knowledge that are linked in a complex, interconnected group or system. Alberts, Garstka, Hayes, and Signori, 2001; The American Heritage Dictionary.
Information Pedigree	Extent to which you know where information came from.
Information Precision	Level of measurement detail of information item.
Information Relevance	Extent to which information quality is relevant to the task at hand.
Information Richness	Measures that address the quality of the information content used by actors. Alberts, Garstka, Hayes, and Signori, 2001.
Information Service Characteristics	Describes a range of processing services support than might be provided to the force for continuance of operations. Each alternative builds on the previous.
Information Sharability	The extent to which an element of information is in a form or format understandable by all nodes in a network.
Information Source Characteristics	The traits of tools used to develop facts, data, or instructions in any form or medium. All information sources are reporters. They have the following characteristics: False alarm rate; coverage; persistence; spectrum (sensitivity); phenomenology. DoD Dictionary of Military and Associated Terms.
Information Timeliness	Extent to which currency of information is suitable to its use.
Information Transfer Approach	Movement and distribution of information.
Information Uncertainty	A fundamental attribute of war. Uncertainty pervades the battlefield in the form of unknowns about the enemy, the surroundings, and our own forces. Alberts and Hayes 2003.
Innovation	The ability to do new things and the ability to do old things in new ways. Alberts and Hayes 2003.
Integrity	The quality or condition of being whole or undivided; completeness. The American Heritage Dictionary of the English Language, Fourth Edition
Intent Motivation	The forces responsible for the initiation, persistence, direction, and vigour of goal-directed behaviour to reach an objective. Colman, A.M., 2001. A Dictionary of Psychology. Oxford, NY: Oxford University Press.
Interaction Quality	Usefulness of actively sharing information, and developing awareness, understanding and/or making decisions (developing plans) in a collaborative fashion. NCO CF Version 2.0; American Heritage Dictionary.
Intercultural Competence	A complex of abilities needed to perform effectively and appropriately when interacting with others who are linguistically and culturally different from one's self. Holcomb-McCoy and Myers 1999.
Interdependence	Degree to which team members have to rely on each other.

Internal Synchronization	Synchronization is the meaningful arrangement of things or effects in time and space (Alberts, Garstka, Hayes, and Signori, 2001). Internal Synchronization refers to coordinating behaviours of team/ organisations/ collective members within the same team/ organisation/ collective to reduce role conflicts and redundancies and ensure members are able to tap each other's unique resources in order to work efficiently.
Interpersonal Competence	The ability to interact socially with other individuals, including the ability to speak and write well, to show concern for others, and to be perceptive in social situations.
Intrinsic Responsibility	The degree of personal commitment (moral or otherwise) that an individual feels towards another individual, an organization or the mission.
Judging vs. Perceiving (MBTI®)	Preference for either being concerned with making decisions, seeking closure, planning operations, and organizing activities (Judging), or being spontaneous, adaptable and open to new information, and trying to avoid missing anything that might by important (Perceiving). Based on Myers, McCaulley, Quenk, and Hammer, 2003.
Legal Authority	The degree of power formally given to an individual by the military organization. Legal authority includes power over both resources and personnel, as well as the power to act.
Lethal Effectors	Resources which are designed and employed to inflict casualties on an opponent.
Levelling vs. Sharpening	An individual's way of processing incoming information. Levelling is the tendency to smooth over the unusual, irregular or novel aspects of a situation or an event such that details are glossed over and what ends up in memory is a homogeneous, less incongruous version than what was objectively presented. Sharpening is the tendency to (over)emphasize and accentuate details rather than to smooth over unusual, irregular or novel aspects of a situation or an event. Reber and Reber 1995.
Likelihood of Success	Probability of mission accomplishment.
Locus of Control	the perceived source of control over one's behaviour; "internal Locus of Control": the belief to have control over one's own destinies; "external Locus of Control": the belief that control over one's destinies resides outside oneself, e.g. chance, luck, fate, or the actions of powerful others. Colman 2003.
Masculinity – Femininity Cultural Dimension	Cultural dimension that refers to the value placed on traditionally male or female values, as understood in most Western cultures. "Masculine" cultures value competitiveness, assertiveness, ambition, and the accumulation of wealth and material possessions, whereas "feminine" cultures place more value on relationships and quality of life. Also in "masculine" cultures, the differences between gender roles tend to be more dramatic and less fluid than in "feminine" cultures. Hofstede 2001.
Material Resources Usability	Extent to which a system is user-friendly.
Memory Performance	The quality (correctness and extent) of recall of cognitive contents previously encoded. ("Memory" is defined as "the psychological function of preserving information, involving the processes of encoding, storage, and retrieval" and can be differentiated into "long-term memory for information stored for more than a few seconds, short-term memory for temporary storage of information for briefer periods, and sensory memory (including the iconic store) for very brief storage of visual and possibly other sensory information". Colman 2003.

Mental Health	The state of well-being in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community. WHO 2001.
Mental Models Confidence	The degree of subjective confidence that the mental model in use is appropriate to situation and task.
Mental Models Relevance	The extent to which mental model in use is appropriate to the actual situation and task at hand.
Mental Models Richness	The breadth and depth of the range of models that can be brought to bear on the situation.
Mentoring and Developing Leadership Culture	A leadership culture characterized by teaching, providing guidance, motivation, sponsorship, coaching, advice, career planning, and role-modelling, and providing opportunities to facilitate a person's skill acquisition, professional development, and career advancement.
Mission Effectiveness	Mission Effectiveness is the degree to which a force accomplishes its assigned military mission. Examples of specific components are described in Maxwell, 1998.
Mission Efficiency	The amount of resources expended relative to a specified outcome (completion of the assigned military mission in a specified quality). Provided that the output is the same, fewer resources lead to higher efficiency.
Mobility	Extent to which a sensor is able to move from place to place while retaining its ability to fulfil its primary mission.
Mood	Any relatively short-lived, low-intensity emotional state. Reber and Reber 1995.
Motivation	A driving force or forces responsible for the initiation, persistence, direction, and vigour of goal-directed behaviour. It includes biological drives (e.g. hunger, thirst, sex, self-preservation) and social forms of motivation, e.g. need for achievement, need for affiliation. Colman 2003.
Motor Skill	A skill required for proper usage of skeletal muscles. Besides muscles, these depend upon the proper functioning of the brain, skeleton, joints, and nervous system. Most motor skills are learned in early childhood. Disabilities can affect motor skills.
Negotiating	Process of task related communication (communication directed at advancing or modifying taskwork (i.e., as opposed to teamwork) behaviours, i.e., behaviours that contribute directly to the technical core of tasks that the team is performing) by which members of a team/ organisation/ collective arrange for or bring about by discussion a settlement of terms or agreed upon strategies.
Network Assurance	The degree of confidence in the ability of force entities to have good connectivity. This includes the security, privacy, and integrity of the network and its contents. NCO Conceptual Framework v. 1.0
Network Availability	The percentage of time all authorized users have access to the network. This is necessary if current information is to be shared and if the user community is to develop trust and confidence in using the information in the system. Alberts, Garstka, Hayes, and Signori, 2001.
Network Average Path Length	The average of the distances between all pairs of nodes in a network; average of Node Path Lengths, where Node Path Length is the number of nodes in path between two nodes.

Network Clustering Coefficient	The likelihood that two associates of a node are associates themselves.
Network Connectedness	Capability of each node to reach all other nodes in the network.
Network Inclusiveness	Relation between the number of isolated nodes and the total number of nodes.
Network Reach	The number and variety of people, work stations, or organizations. that can share information. Alberts, Garstka, Hayes, and Signori, 2001
Network Redundancy	Multiple ways to get at the same information or to get from point A to point B in a network. This helps in the availability of the system, where if part of the network goes down, then we do not have to stop the information flow because there are other means of accessing or getting to a certain part of the network.
Network Reliability	An attribute of any network that consistently produces the same results, preferably meeting or exceeding its specifications. Howe, 1993.
Network Richness	The quality and breadth of the information found in the network. Alberts, Garstka, Hayes, and Signori, 2001.
Network Structural Cohesion	The minimum number of members who, if removed from a group, would disconnect the group; minimum number of nodes that, if removed, the network collapses.
Network Structural Equivalence	Extent to which nodes have a common set of linkages to other nodes in the system; comparison between nodes in terms of position and relations.
Network Structural Holes	Lack of connections between networks or clusters within a network. Structural holes that can be filled by connecting one or more links to link together other points; network places with high risk of becoming isolated (e.g., due to node failure).
Network Sustainability	The ability to maintain the necessary level and duration of operational activity to achieve military objectives (Joint Publication 1-02). In a network context, sustainability is a function of the ability to manage, maintain, and restore the network and network components.
Neutral Forces	In combat and combat support operations, an identity applied to a track whose characteristics, behaviour, origin, or nationality indicate that it is neither supporting nor opposing friendly forces. (JCS Pub 1).
Node Centrality	Social power of a node based on how well they connect the network. Components of node centrality are (1) "Betweenness" (extent to which a node lies between other nodes in the network; frequency by which the node is located between pairs of other nodes; number of people who a person is connecting indirectly through their direct links), (2) "Closeness" (degree to which an individual (a node) is near all other individuals (nodes) in a network directly or indirectly; the inverse of the sum of the shortest distances between each individual and every other person in the network), and (3) "Degree" (number of ties to other actors in the network; also "geodesic distance") are measures of centrality.
Non-Lethal Effectors	Resources designed and employed for self protection and to control ambiguous situations with inflicting casualties.
Non-Repudiation	The inability to avoid responsibility for inserting data, information, or knowledge into the information domain. One of the elements of information assurance.
Norm Strength	Degree to which teams are expected to comply with a norm.
Number of Personnel	Quantity of personnel available to accomplish the mission.

Open / Closed Commander	Refers to the willingness and ability of an individual to change their understanding of a situation when confronted with new or contradictory information.
Open Sources	Information available from the public domain.
Openness to Experience	A personality trait characterized by imagination, curiosity, and creativity; the opposite of shallowness and imperceptiveness. Colman 2003.
Other Physical Abilities	Physical abilities including body coordination, balance and stamina. Body coordination: Ability to coordinate the simultaneous actions of different parts of the body; Balance: Ability to maintain equilibrium despite forces pulling off balance. Stamina: Ability to continue maximum effort requiring prolonged effort over time.
Patterns of Interaction	Information exchanges between entities. This ranges from sparse to rich (e.g., from a hierarchy of exchanges to peer-to-peer).
Perceived Likelihood of Success	An awareness of the probability if a mission will be accomplished.
Perceptual Filters	Bias in an individual's capacity to identify or focus on relevant Information.
Persistence	The action or fact of existing for a long time or continuously Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc., 1986.
Personnel Resources	Those individuals available in either a military or civilian capacity to accomplish the assigned mission.
Physical Flexibility	Physical flexibility consists of (1) Extent flexibility: Ability to move the trunk and back muscles as far as possible; (2) Dynamic flexibility: Ability to make rapid, repeated flexing movements.
Physical Health	The ability to cope with everyday activities, state of fitness and well-being, absence of illness. Characterised by homeostasis, i.e. a state of balance, with inputs and outputs of energy and matter in equilibrium (allowing for growth). Health also implies good prospects for continued survival.
Physical Strength	Physical strength consists of (1) Dynamic strength: Ability to exert muscular force repeatedly or continuously over time; (2) Trunk strength: Ability to exert muscular strength using the trunk (particularly abdominal muscles); (3) Static strength: Ability to exert force against external objects; (4) Explosive strength: Ability to expend a maximum of energy in one or a series of explosive acts.
Plan Accuracy	Degree that the plan matches the Commander's intent.
Plan Completeness	Degree that the plan does not have missing components.
Plan Consistency	Degree of logical coherence of the plan, including elements that cut across functions or echelons.
Plan Correctness	Degree to which the plan is error free.
Plan Currency	The time lag of issuance of the plan.
Plan Feasibility	Degree to which the plan is practicable.
Plan Precision	Level of granularity of elements of the plan.
Plan Relevance	Degree that the plan is pertinent to the Commander's Intent.
Plan Timeliness	Extent to which the plan currency is suitable for use. A suitable length of time used to develop a plan after recognition of the need for a plan.
Plan Uncertainty	Extent to which is it not able to know or predict ground truth based on the plan.
Planning Speed	Time required to develop a plan after recognition of the need for a plan.

Policy Effectiveness	The degree of success in influencing and determining decisions, actions, and other matters as related to societal and policy outcomes. NATO Code Of Best Practice for C2 Assessment; The American Heritage Dictionary of the English Language, Fourth Edition.
Political Situation	The element of the battlespace environment that has to do with the distribution of authority and power between competing individuals or groups outside the military arena. Merriam-Webster.
Power (Value)	Motivational value type characterized by an individual's striving for social status and prestige, control or dominance over people and resources. Schwartz 1994.
Power Distance Cultural Dimension	A cultural dimension, characterized by the degree to which it is accepted in a society that power is distributed unequally. In cultures low in Power Distance, participative decision-making is more appreciated than in cultures high in Power Distance. Hofstede 2001.. This dimension is conceptually similar to the GlobeSmart® dimension Egalitarianism – Status.
Predictability Type	The characteristic being likely to be foreseen and/or countered effectively. Alberts and Hayes, 2003.
Privacy	A system in which no one except authorized users has access and each user's access is appropriate for their roles and responsibilities. When that cannot be avoided (e.g., long haul communications are required), the system itself must be designed to keep out unauthorized users and to detect, with a high degree of confidence, efforts to penetrate the system.
Quality of Command Intent	Usefulness of aims or purposes. The American Heritage Dictionary 2000.
Quality of Communication Equipment	The subjective assessment of the quality of available tangible forces, material and other assets.
Quality of Communication of Command Intent	The ability and extent to which a commander is able to communicate aims or purposes.
Quality of Computing Equipment	The subjective assessment of the quality of computing hardware and associated equipment.
Quality of Consumable Equipment	The subjective assessment of the quality of expendable assets (ammunition, food, fuel, etc.) available to the force.
Quality of Facilities	The subjective assessment of the quality of real property entities consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.
Quality of Interactions	Usefulness of actively sharing information, and developing awareness, understanding and/or making decisions (developing plans) in a collaborative fashion. NCO CF Version 2.0; The American Heritage Dictionary.
Quality of Non-consumable Equipment	The subjective assessment of the quality of non-expendable assets (tanks, trucks, tents, etc.) available to a force.
Quality of Personnel	The subjective assessment of the quality of those individuals available in either a military or civilian capacity to accomplish the assigned mission.
Quality of Sets of Unit Equipment	The subjective assessment of the quality of tangible elements of a mission capability package available to a unit
Quality of Visualization	The ability to capture the full richness of the insights, particularly risk and uncertainty (e.g., depicts the distribution rather than just the statistical) that are derived in assessments. NATO Code Of Best Practice for C2 Assessment.

Quantity of Communication Equipment	The number of available tangible forces, materiel and other assets.
Quantity of Computing Equipment	The number of computing hardware and associated equipment.
Quantity of Consumable Equipment	The number of expendable assets (ammunition, food, fuel, etc.) available to the force.
Quantity of Facilities	The number of real property entities consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.
Quantity of Non-consumable Equipment	The number of non-expendable assets (tanks, trucks, tents, etc.) available to a force.
Quantity of Sets of Unit Equipment	The number of tangible elements of a mission capability package available to a unit.
Rate of Change	Degree to which the situation changes in time.
Recognition and Reward Leadership Culture	A leadership culture characterized by positively acknowledging team members' performance by providing tangible/intangible compensation or incentives.
Referent Power	An individual's potential to influence others based on possession of desirable resources or personal traits. Robbins and Judge 2007.
Relation to Environment	An individual's style of interacting with their social environment, the ends of the continuum being "desire to control the environment" and "willingness to adapt to the environment."
Relationship Conflict	Disagreement among team members based and focused on interpersonal incompatibilities. Relationship conflicts are affectively loaden and come along with tension, animosity, and annoyance.
Repression vs. Sensitization	An individual's way of reacting to a potentially threatening stimulus. Repression is the disposition to react to threatening stimuli or ideas by blocking and denial. Sensitization is the disposition to react by approaching, facilitating, and increasing vigilance, i.e. by confronting the threatening stimuli directly.
Resilience	The ability to recover from or adjust to misfortune, damage, or a destabilizing perturbation in the environment. Alberts and Hayes, 2003.
Resolution	A measurement of the smallest detail that can be distinguished by a sensor system under specific conditions.
Response Speed	Response speed is measured by a response initiation time and a movement time. Initiation time refers to the speed with which a participant reacts to a cue and may be akin to simple RT [reaction time]; another processing speed measure. Movement time is the speed with which a person completes a response following response initiation, [...] resulting in a combined decision and movement time response." Luciano, M., Wright, M.J., Geffen, G.M., Geffen, L.B., Smith, G.A., Martin, N.G. (2004). Multivariate Genetic Analysis of Cognitive Abilities in an Adolescent Twin Sample. *Australian Journal of Psychology*, 56 (2), 79-88.
Responsiveness	The ability to react to a change in the environment in a timely manner. Alberts and Hayes, 2003.
Restriction of Decision Rights	The restriction of choices related to a particular topic under a set of circumstances or conditions.
Restriction on Information Distribution	To restrict the way information flows and is disseminated in the "real world."

Risk – Restraint Cultural Dimension	A GlobeSmart® cultural dimension that shapes a preference for rapid action and risk-taking (Risk), or for more cautious and calculated actions based on ample information (Restraint). This cultural dimension is conceptually similar to the cultural dimension "Uncertainty Avoidance."
Risk Propensity	An individual's natural inclination or preference for being exposed to possible harm or loss. Merriam-Webster.
Risk Taking	The degree to which an individual willingly undertakes actions that involve a significant degree of risk; the action of undertaking actions that involve a significant degree of risk. Reber and Reber 1995.
Robustness	The ability to maintain effectiveness across a range of tasks, situations, and conditions. Alberts and Hayes, 2003.
Role Clarity	The unambiguous knowledge of what tasks/functions one (and the other team members) has (have) been assigned and is (are) expected to accomplish/fulfil.
Role of Emotion	The role of emotion is assigned in the context of social interaction, ranging from "neutral interactions" to "emotional interactions." "Neutral interactions" refers to the assumption that it is not appropriate to express emotions in social interactions; "emotional interactions" refers to the assumption that it is appropriate to express emotions in social interactions.
Security (Value)	Motivational value type characterized by an individual's striving for safety, harmony and stability of society, of relationships, and of self. Schwartz 1994.
Selectivity	The quality or state of being judicious and restrictive of choice. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam Webster, Inc., 1986.
Self-Direction (Value)	Motivational value type characterized by an individual's striving for independent thought and action, choosing, creating and exploring. Schwartz 1994.
Self-Efficacy	The sense of one's abilities to deal with particular sets of conditions or with a particular task.
Self-Esteem	An individual's evaluation of himself/herself (ranges from "favourable" to "unfavourable").
Self-Monitoring	The behaviour of self-observation and control of one's expressive behaviour and self-presentation.
Self-Organisation	A dynamical and adaptive process where systems acquire and maintain structure themselves, without external control. Mitleton-Kelly 2003.
Sensing vs. Intuition (MBTI®)	An individual's preference for either focusing on the immediate experiences available to the senses, practicality, details, and being realistic (Sensing), or being imaginative, future oriented, and creative and think in an abstract and theoretical way (Intuition). Based on Myers, McCaulley, Quenk, and Hammer, 2003.
Sensor Coverage (Medium)	Origin of the sensor platform supporting indirect sensing e.g. land, UAV, satellite.
Sensor Coverage (Spatial)	Sequence or range of values (e.g., frequency, optical, infrared) to which sensor exhibits in order to observe, analyze and report targets of interest.
Sensor Coverage (Spectrum)	Sequence or range of values (e.g., frequency, optical, infrared) to which sensor exhibits in order to observe, analyze and report targets of interest.
Sensor Persistence	Persistence is a compound attribute that addresses both the percentage of time an area is covered along different dimensions of the spectrum.

Shared Attitudes	Sharing of common beliefs and feelings about the team that influence team work behavioural tendencies.
Shared Awareness Accuracy	Appropriateness of precision of shared awareness for a particular use.
Shared Awareness Completeness	Extent to which awareness necessary forms a complete shared understanding. NCO CF.
Shared Awareness Consistency	Extent to which shared awareness is consistent within and across Communities of Interest.
Shared Awareness Correctness	Extent to which shared awareness is consistent with ground truth.
Shared Awareness Currency	Time lag of shared awareness.
Shared Awareness Degree	Extent to which awareness is shared among members of a team or organization.
Shared Awareness Precision	Level of granularity of shared awareness.
Shared Awareness Relevance	Proportion of shared awareness that is related to the task at hand.
Shared Awareness Timeliness	Extent to which currency of shared awareness is suitable to its use.
Shared Awareness Uncertainty	Subjective assessment of confidence in shared awareness.
Shared Expectations	Sharing of common expectations for taskwork and teamwork that are established through experience among team members and based on team members' functional responsibilities, task contributions, and probably responses to potential task demands.
Shared Information Accuracy	Appropriateness of precision of shared information for a particular use.
Shared Information Completeness	Extent to which relevant shared information is obtained.
Shared Information Consistency	Extent to which shared information is consistent within and across Communities of Interest.
Shared Information Correctness	Extent to which shared information is consistent with ground truth.
Shared Information Currency	Time lag of shared information.
Shared Information Extent	Proportion of force entities which share information item.
Shared Information Precision	Level of granularity of shared information.
Shared Information Relevance	Proportion of shared information that is related to task at hand.
Shared Information Timeliness	Extent to which currency of shared information is suitable to its use.
Shared Information Uncertainty	Subjective assessment of confidence in shared information.
Shared Task Knowledge	Sharing of an accurate common understanding or commonly held knowledge structures about task requirements, procedures, strategies, task changes, and task-specific teammate characteristics with respect to environmental contingencies.

Shared Team Knowledge	Sharing of an accurate common understanding or commonly held knowledge structures regarding collective behaviour patterns associated with the roles, responsibilities, informational needs, interdependencies, and characteristics of the team.
Shared Understanding Accuracy	Appropriateness of precision of shared understanding for a particular use.
Shared Understanding Completeness	Extent to which relevant shared understanding is obtained.
Shared Understanding Consistency	Extent to which shared understanding is consistent within and across Communities of Interest.
Shared Understanding Correctness	Extent to which shared understanding is consistent with ground truth.
Shared Understanding Currency	Time lag of shared understanding.
Shared Understanding Degree	Extent to which understanding is shared among members of a team or organization.
Shared Understanding Precision	Level of granularity of shared understanding.
Shared Understanding Relevance	Proportion of shared understanding that is related to the task at hand.
Shared Understanding Timeliness	Extent to which currency of shared understanding is suitable to its use.
Shared Understanding Uncertainty	Subjective assessment of confidence in shared understanding.
Sharing of Communication Equipment	Extent to which communication equipment is shared between (organic and non-organic) entities.
Sharing of Computing Equipment	Extent to which computing equipment is shared between (organic and non-organic) entities.
Sharing of Financial Resources	Extent to which financial resources (pecuniary means, funds, money, or any property that can be converted into supplies; available means or capabilities of any kind) are shared between (organic and non-organic) entities (to cover costs of mission).
Sharing of Material	Extent to which material is shared between (organic and non-organic) entities.
Sharing of Personnel	Extent to which personnel is shared between (organic and non-organic) entities.
Short-term - Long-term Orientation Cultural Dimension	A cultural dimension that shapes a preference for making choices based upon a narrow time horizon (Short-term Orientation), or for considering the impact that choices will have over a longer span of time (Long-term Orientation).
Situational Familiarity	The characteristic of having encountered or seen, or having knowledge of a situation.
Sleep Deprivation	The condition of being deprived of sleep either under experimental or unusual real life conditions (as distinguished from being unable to sleep). cancerweb.ncl.ac.uk
Social Cohesion	The degree to which team members are attracted to each other and motivated to stay in the team.

Social Situation	The element of the battlespace environment that has to do with human society and its modes of organization outside the military arena. Deals with the distribution of wealth among the members of society. The American Heritage Dictionary of the English Language, Fourth Edition.
Space of Possibilities	Number and variety of ways in which things are done to arrive at a new equilibrium. Mitleton-Kelly 2003.
Stimulation (Value)	Motivational value type characterized by an individual's striving for excitement, novelty, and challenge. Schwartz 1994.
Stress Level	Psychological and physical strain or tension generated by physical, emotional, social, economic, or occupational circumstances, events or experiences that are difficult to manage or endure. Colman 2003.
System Semantic Interoperability	Consistency of meaning across systems. Webster's Third International Dictionary, Unabridged. Springfield, MA: Merriam-Webster, Inc., 1986.
Task – Relationship Cultural Dimension	A GlobeSmart® cultural dimension that shapes a preference for immediate attention to getting the job done (Task), or for establishing strong and trusting personal relationships first (Relationship).
Task- vs. Relationship-oriented Leadership Culture	A leadership culture characterized by either emphasizing technical or task aspects of the mission (Task-oriented), or emphasizing interpersonal relations and taking a personal interest in the needs of subordinates (Relationship-oriented). Sutton, Pierce, Burke, and Salas, 2006.
Task Accuracy	The extent to which Task Completeness and Task Correctness match their desired values.
Task Cohesion	The degree to which team members are willing to cooperate in order to achieve shared goals.
Task Competence	The degree to which the knowledge required to execute a specified task is held.
Task Completeness	The extent to which the task is completed.
Task Conflict	Disagreement among team members based on different viewpoints, ideas and opinions, and/or disagreements about task content.
Task Correctness	The extent to which the task is correct.
Task Currency/ Latency	Time lag of information.
Task Effectiveness	The extent to which Task Accuracy and Task Performance Time match their desired values.
Task Efficiency	The degree to which the performance of a task exhibits a high ratio of output to input. The American Heritage Dictionary, 2000.
Task Performance Time	The time an entity spends performing a task. The American Heritage Dictionary 2000. Task Performance Time is compared to its expected value to contribute to Task Effectiveness. Task Speed is a synonym for this variable.
Task Risk	Potential danger, or hazardous consequences, associated with performing a particular task.
Task Speed	The time an entity spends performing a task. The American Heritage Dictionary 2000.
Task Understanding	The degree to which what is required to execute a specified task is understood.

Team Experience	The amount of time team members have spent working together in the team or have engaged in teamwork with each other outside of the current team. This experience builds team-specific competencies (e.g., understanding individual teammate characteristics, traits, capabilities, etc.). The amount of time spent participating as a team member in multiple teams builds team-generic competencies (e.g., supporting behaviours) that are easily transportable across teams.
Team Maturity	A team's state or quality of being developed to a certain extent based on the individual team members having worked together, having progressed through certain stages along team development continuum, based on the degree of dependence on overt communication to perform effectively. The degree to which a team can improve (in both teamwork and taskwork) in the absence of its trainer (self-correction), and/or the degree to which a team can dynamically adapt its behaviours to changing conditions.
Team Size	The number of individuals being part of a team.
Temporal Focus	Time into the future of an understanding or plan.
Thinking vs. Feeling (MBTI®)	An individual's preference for either analytical inclination, objectivity, criticality, and reliance on principles of cause and effect (Thinking), or being attuned to the values and feelings of others and focusing on affiliation, warmth, and harmony (Feeling). Based on Myers, McCaulley, Quenk, and Hammer, 2003.
Tradition (Value)	Motivational value type characterized by an individual's respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self. Schwartz 1994.
Trafficability	Capability of terrain to bear traffic. It refers to the extent to which the terrain will permit continued movement of any or all types of traffic. JCS Pub 1.
Training	The process by which job-related skills and knowledge are taught. Building skill level. Mintzberg 1979.
Transactional vs. Transformational Leadership Culture	A leadership culture characterized by either guiding and motivating subordinates in the direction of established goals by clarifying role and task requirements (Transactional), or inspiring followers to transcend their own self-interests, providing a vision and sense of mission, giving personal attention, and using inspiration and intellectual stimulation to motivate followers (Transformational).
Trust	The extent to which an individual has decided to rely on specified others (subordinate, superior, peers) and to make himself/herself vulnerable to the consequences of their actions.
Trust Propensity	The extent to which an individual is basically willing to rely on others (subordinate, superior, peers) and to be vulnerable to the consequences of their actions.
Type I Error (False Alarm Rate)	The declaration of a positive identification when no target exists.
Type II Error	The declaration that no target exists when there is a target present.
Type of Operation	Type of the operation at hand based on its primary purpose, such as peacekeeping, combat, stability, counter-terrorism, humanitarian assistance / disaster relief, mixed etc.
Uncertainty Avoidance Cultural Dimension	A cultural dimension, characterized by the degree to which uncertain and ambiguous situations cause feelings of threat and the tendency to avoid them. Hofstede 2001.

Uncertainty of Situation	Not having sufficient information to describe a current state or to forecast future states, preferred outcomes, or the actions needed to achieve them. Zach 1999.
Understanding Accuracy	Appropriateness of precision of Understanding for a particular use. NCO CF.
Understanding Completeness	Extent to which Understanding necessary from understanding is obtained. NCO CF. A completeness of understanding includes understanding of capabilities, environment, forces, intentions, and mission.
Understanding Consistency	Extent to which Understanding is consistent with relevant awareness at an earlier time period. NCO CF.
Understanding Correctness	Extent to which understanding is consistent with ground truth. NCO CF.
Understanding Currency	Time lag of Understanding. NCO CF.
Understanding Precision	Level of granularity of Understanding. NCO CF.
Understanding Relevance	Extent to which Understanding obtained is related to task at hand. NCO CF.
Understanding Timeliness	Extent to which currency of Understanding is suitable to its use. NCO CF.
Understanding Uncertainty	Subjective assessment of Understanding uncertainty. NCO CF.
Universalism (Value)	Motivational value type characterized by an individual's understanding, appreciation, tolerance and protection for the welfare of all people and for nature. Schwartz 1994.
Universality-Diversity Orientation	Attitude of awareness and acceptance of both the similarities and differences that exist among people. Miville et al., 1999; Fuertes et al., 2000.
Weather (Atmospheric)	The state of the atmosphere with respect to heat or cold, wetness or dryness, calm or storm, clearness or cloudiness.
Weather (Space)	Activity on the surface of the sun, such as solar flares, that cause high levels of radiation in space. This radiation can come as plasma (particles) or electromagnetic radiation (light). NOAA.
Willingness to Interact	The disposed or inclined willingness to act on others. The American Heritage Dictionary of the English Language, Fourth Edition.
Work Specialization	Degree to which tasks in the team or organization are subdivided into separate jobs.
Workload	The amount of work assigned to or expected from an individual or team/ organization/ collective in a specified time period. Stanton, N.A., Salmon, P.M., Walker, G.H., Baber, C., and Jenkins, D.P. (2005). Human Factors Methods: A Practical Guide for Engineering and Design. Ashgate.

C2 CONCEPTUAL REFERENCE MODEL VERSION 2.0: HIERARCHY OF VARIABLES

1st level	2nd level	3rd level	4th level	5th level
C2 Approach				
	Command Approach			
		Allocation of Decision Rights		
		Patterns of Interaction		
			Cluster Attractor	
				Node Centrality
				Network Structural Equivalence
				Network Clustering Coefficient
			Inter-Cluster connectivity	
				Network Average Path Length
				Network Connectedness
				Network Inclusiveness
				Network Structural Cohesion
				Network Structural Holes
			Link Strength	
				Frequency of interactions
				Continuity of interactions
				Intrinsic responsibility
				Extrinsic responsibility
		Information Distribution		
		Dynamics Across Purpose (Command)		
		Dynamics Across Time (Command)		
		Legal Authority		
		Expert Power		
		Referent Power		
	Control Approach			
		Restriction of Decision Rights		
		Patterns of Interaction		
		Restriction on Information Distribution		
		C2 Doctrine		
		Dynamics across purpose (Control)		
		Dynamics across time (Control)		
		Constraint enforcement		
		Selectivity		

1st level	2nd level	3rd level	4th level	5th level
	Leadership			
		Consistency of Command Intent		
		Leadership Culture		
				Empowering Leadership Culture
				Mentoring and Developing Leadership Culture
				Recognition and Reward Leadership Culture
				Task- vs. Relationship-oriented Leadership Culture
				Transactional vs. Transformational Leadership Culture
		Quality of Command Intent		
		Quality of Communication of Command Intent		
		Intent Motivation		
	Command Style			
		Commander's Leadership Behaviour		
				Commander's Empowering Behaviour
				Commander's Mentoring and Developing Behaviour
				Commander's Recognizing and Rewarding Behaviour
				Commander's Task- vs. Relationship-oriented Behaviour
				Commander's Transactional vs. Transformational Behaviour
		Commander's Decision Style		
				Commander's Analytical Decision Style
				Commander's Behavioural Decision Style
				Commander's Conceptual Decision Style
				Commander's Directive Decision Style
		Commander's Personality Structure		
		Commander's Intrinsic responsibility		
		Commander's Extrinsic responsibility		
	Control Style			
		Commander's Risk Propensity		
		Open/closed Commander		

1st level	2nd level	3rd level	4th level	5th level
Quality of Actions				
	Action Accuracy			
	Action Appropriateness			
	Action Completeness			
	Action Consistency			
	Action Correctness			
	Action Efficiency			
	Action Precision			
	Action Timeliness			
	Action Synchronization			
	Likelihood of Success			
Decision Making				
	Command Speed			
	Constraint Setting			
	Criticality			
	Decision Congruence			
	Decision Participants			
	Decision Speed			
	Decision Type			
	Development of Intent			
	Perceived Likelihood of Success			
	Perceptual Filters			
	Planning Speed			
	Synchronization			
			Boundary Management	
			Internal Synchronization	
			External Synchronization	
Quality of Decisions				
	Decision Accuracy			
	Decision Completeness			
	Decision Consistency			
	Decision Correctness			
	Decision Currency			
	Decision Precision			
	Decision Relevance			
	Decision Timeliness			
	Decision Uncertainty			

1st level	2nd level	3rd level	4th level	5th level
Individual	Entity Characteristics and Behaviours			
	Behaviours			
			Adaptive Behaviour	
			Compliance	
			Cooperative Behaviour	
			Extra-Role Behaviour	
			Memory Performance	
			Risk Taking	
			Self-Monitoring	
			Response Speed	
	Cognitive Abilities			
			Cognitive Capacity	
			Cognitive Complexity	
			Cognitive Flexibility	
			General Intelligence	
	Physical Abilities			
			Motor Skill	
			Physical Flexibility	
			Physical Strength	
			Other Physical Abilities	
	Values			
			Achievement (Value)	
			Benevolence (Value)	
			Conformity (Value)	
			Hedonism (Value)	
			Power (Value)	
			Relation to Environment	
			Role of Emotion	
			Security (Value)	
			Self-Direction (Value)	
			Stimulation (Value)	
			Tradition (Value)	
			Universality-Diversity Orientation	
			Universalism (Value)	

1st level	2nd level	3rd level	4th level	5th level
	Personality			
		Agreeableness		
		Ambiguity Tolerance		
		Conscientiousness		
		Cultural Empathy		
		Decision Style		
				Analytical Decision Style
				Behavioural Decision Style
				Conceptual Decision Style
				Directive Decision Style
		Emotional Competency		
		Emotional Stability		
		Extraversion		
		Extraversion vs. Introversion (MBTI®)		
		Field Dependence vs. Field Independence		
		Impulsivity vs. Reflectivity		
		Intercultural Competence		
		Interpersonal Competence		
		Judging vs. Perceiving (MBTI®)		
		Locus of Control		
		Levelling vs. Sharpening		
		Openness to Experience		
		Problem Solving Style		
				Convergent Thinking
				Divergent Thinking
		Repression vs. Sensitization		
		Risk Propensity		
		Self-Esteem		
		Sensing vs. Intuition (MBTI®)		
		Thinking vs. Feeling (MBTI®)		
		Trust Propensity		
		Willingness to Interact		
	Attitudes and State			
		Alertness		
		Anxiety		
		Blood Sugar Level		
		Expert Power		
		Intrinsic Responsibility		
		Mental Health		
		Mood		
		Motivation		
		Physical Health		
		Referent Power		
		Self-Efficacy		
		Sleep Deprivation		
		Stress Level		
		Trust		

1st level	2nd level	3rd level	4th level	5th level
Sensemaking				
	Mental Models			
		Mental Models Confidence		
		Mental Models Relevance		
		Mental Models Richness		
	Quality of Awareness			
		Awareness Accuracy		
		Awareness Completeness		
		Awareness Consistency		
		Awareness Correctness		
		Awareness Currency		
		Awareness Precision		
		Awareness Relevance		
		Awareness Timeliness		
		Awareness Uncertainty		
	Quality of Shared Awareness			
		Shared Awareness Accuracy		
		Shared Awareness Completeness		
		Shared Awareness Consistency		
		Shared Awareness Correctness		
		Shared Awareness Currency		
		Shared Awareness Degree		
		Shared Awareness Precision		
		Shared Awareness Relevance		
		Shared Awareness Timeliness		
		Shared Awareness Uncertainty		
	Quality of Plan			
		Plan Accuracy		
		Plan Completeness		
		Plan Consistency		
		Plan Correctness		
		Plan Currency		
		Plan Feasibility		
		Plan Precision		
		Plan Relevance		
		Plan Timeliness		
		Plan Uncertainty		
	Quality of Understanding			
		Understanding Accuracy		
		Understanding Completeness		
		Understanding Consistency		
		Understanding Correctness		
		Understanding Currency		

		Understanding Precision
		Understanding Relevance
		Understanding Timeliness
		Understanding Uncertainty
	Quality of Shared Understanding	
		Shared Understanding Accuracy
		Shared Understanding Completeness
		Shared Understanding Consistency
		Shared Understanding Correctness
		Shared Understanding Currency
		Shared Understanding Degree
		Shared Understanding Precision
		Shared Understanding Relevance
		Shared Understanding Timeliness
		Shared Understanding Uncertainty
	Task Performance	
		Task Competence
		Task Effectiveness
			Task Accuracy
				Task Completeness
				Task Correctness
			Task Performance Time
		Task Efficiency
		Task Risk
		Task Speed
		Task Understanding
	Culture	
		Direct – Indirect Cultural Dimension
		Individualism – Collectivism Cultural Dimension
		Masculinity – Femininity Cultural Dimension
		Norm Strength
		Power Distance Cultural Dimension
		Risk – Restraint Cultural Dimension
		Short-term – Long-term Cultural Dimension
		Task – Relationship Cultural Dimension
		Uncertainty Avoidance Cultural Dimension

1st level	2nd level	3rd level	4th level	5th level
	Group Entity Characteristics and Behaviours			
		Cohesion		
			Social Cohesion	
			Task Cohesion	
		Group Pressure		
		Intra-group Conflict		
			Relationship Conflict	
			Task Conflict	
		Persistence		
		Role Clarity		
		Cooperability		
		Goal Consistency		
		Hardness		
		Homogeneity		
		Interdependence		
		Task-Related Communication		
			Exchanging Information	
			Negotiating	
			Delegating	
		Team Maturity		
			Team Experience	
			Shared Task Knowledge	
			Shared Team Knowledge	
			Shared Expectations	
			Shared Attitudes	
		Team Size		
		Team Shape		
			Centralization	
			Communication Network Complexity	
			Control Span	
			Formalization	
			Work Specialization	

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1st level	2nd level	3rd level	4th level	5th level
Information				
	Collaboration			
		Collaboration Mechanism		
		Collaboration Capacity		
		Collaboration Participants		
		Collaboration Completeness		
		Continuity of Interactions		
		Frequency of Interactions		
		Human Information Processing		
		Interaction Quality		
	Network			
		Communication System Characteristics		
		Information Richness		
		Information Transfer Approach		
		Network Reach		
		Network Richness		
		Quality of Visualization		
		Information Assurance		
			Authentication	
			Confidentiality	
			Non-Repudiation	
			Network Assurance	
			Network Availability	
			Network Reliability	
			Network Redundancy	
			Network Sustainability	
			Information Pedigree	
			Privacy	
			Integrity	
	Information Sources			
		Direct Sensing		
		Indirect Sensing		
		Databases		
		Information Source Characteristics		
		Open Sources		
		Task Currency/ Latency		
		Sensors		
			Mobility	
			Resolution	
			Sensor Coverage (Medium)	
			Sensor Coverage (Spatial)	
			Sensor Coverage (Spectrum)	
			Sensor Persistence	

1st level	2nd level	3rd level	4th level	5th level
		Interoperability		
			Communications Interoperability	
			Data Interoperability	
			Human Semantic Interoperability	
			Quality of Interactions	
			System Semantic Interoperability	
			<mark>Sharing of Communication Equipment</mark>	
			<mark>Sharing of Computing Equipment</mark>	
		Performance of Information Equipment		
			Quality of Communication Equipment	
			Quality of Computing Equipment	
			Quantity of Communication Equipment	
			Quantity of Computing Equipment	
Quality of Information				
		Information Quality		
			Information Accuracy	
			Information Completeness	
			Information Consistency	
			Information Correctness	
			Information Currency	
			Information Precision	
			Information Relevance	
			Information Timeliness	
			Information Uncertainty	
			Information Service Characteristics	
			Information Sharability	
			Information Source Characteristics	
		Shared Information Quality		
			Shared Information Accuracy	
			Shared Information Completeness	
			Shared Information Consistency	
			Shared Information Correctness	
			Shared Information Currency	
			Shared Information Extent	
			Shared Information Precision	
			Shared Information Relevance	
			Shared Information Timeliness	
			Shared Information Uncertainty	

1st level	2nd level	3rd level	4th level	5th level
High Level Measures of Merit				
	Effectiveness			
		C2 Effectiveness (MOCE)		
		Force Effectiveness (MOFE)		
		Mission Effectiveness		
		Policy Effectiveness (MOPE)		
	Measures of Agility			
		Adaptiveness		
		Flexibility		
		Innovation		
		Resilience		
		Responsiveness		
		Robustness		
	Efficiency			
		Mission Efficiency		
		Force Efficiency		
		C2 Efficiency		

1st level	2nd level	3rd level	4th level	5th level
State				
	Force			
		Force Will		
		Error Rate		
			Type I Error (False Alarm Rate)	
			Type II Error	
		Material Resources		
			Material Resources Usability	
			Quality of Consumable Equipment	
			Quality of Facilities	
			Quality of Non-Consumable Equipment	
			Quality of Sets of Unit Equipment	
			Quantity of Consumable Equipment	
			Quantity of Facilities	
			Quantity of Non-Consumable Equipment	
			Quantity of Sets of Unit Equipment	
			Sharing of Material	
		Non-Material Resources		
			Financial Resources	
			Sharing of Financial Resources	
			Personnel	
				Education
				Experience of Personnel
				Number of Personnel
				Personnel Resources
				Quality of Personnel
				Sharing of Personnel
				Training
		Information Resources		
			Information Networks	
			Information Value Added Services	
				Discovery
				Fusion
		Types of Effectors		
			Lethal Effectors	
			Non-Lethal Effectors	

1st level	2nd level	3rd level	4th level	5th level
	Situation			
		Situational Characteristics		
			Ambiguity of Situation	
			Complexity of Situation	
			Complication of Situation	
			Degree of Change	
			Equivocality of Situation	
			Predictability Type	
			Rate of Change	
			Situational Familiarity	
			Temporal Focus	
			Uncertainty of Situation	
		Situational Context		
			Economic Situation	
			History	
			Political Situation	
			Social Situation	
		Operational Situation		
			Co-Located/ Distributed Force	
			Co-Evolution	
			Connectivity and Interdependence	
			Duration	
			Enemy Forces	
			Distance from Equilibrium	
			Friendly Forces	
			Neutral Forces	
			Self-Organisation	
			Space of Possibilities	
			Type of Operation	
			Workload	
		Physical Situation		
			Terrain	
				Distances
				Trafficability
			Weather	
				Weather (Atmospheric)
				Weather (Space)

NATO C2 CONCEPTUAL REFERENCE MODEL – VERSION TABLE

Variable Deletions (D), Changes (C), Additions (A), and Movements within Hierarchy (M)

Version 1.0		Version 2.0
Leadership Behaviour	D	
Conformity	D	
Myers-Briggs-Style	D	
Achievement Orientation: Personal Values	D	
Temporal Orientation: Personal Values	D	
Needs	D	
Nurturing: Personal Values	D	
Power Distance: Personal Values	D	
Individualism: Personal Values	D	
Uncertainty Avoidance: Personal Values	D	
Commitment/ Loyalty	D	
Position-based Power	D	
Individual Task Efficiency	D	
Individual Task Quality	D	
Achievement Orientation: Culture	D	
Source of Status	D	
Nurturing: Culture	D	
Patterns of Interaction Enabled	C	Patterns of Interaction
Patterns of Interaction Not Allowed	C	Patterns of Interaction
Entity Characteristics and Behaviours	C	**Individual Entity Characteristics and Behaviours**
Levelling	C	Levelling vs. Sharpening
Repression	C	Repression vs. Sensitization
State	C	**Attitudes and State**
State of Mental Health	C	Mental Health
State of Physical Health	C	Physical Health
Team Characteristics	C	**Group Entity Characteristics and Behaviours**
Individualism: Culture	C	Individualism – Collectivism Cultural Dimension
Power Distance: Culture	C	Power Distance Cultural Dimension
Temporal Orientation: Culture	C	Short-term – Long-term Cultural Dimension
Uncertainty Avoidance: Culture	C	Uncertainty Avoidance Cultural Dimension
Team Scale	C	Team Size
Measures of Effectiveness	C	**Effectiveness**
Measures of C2 Effectiveness	C	C2 Effectiveness
Complicatedness	C	Complication of Situation
Co-Located/ Distributed	C	Co-Located/ Distributed Force

	A	Cluster Attractor
	A	Node Centrality
	A	Network Structural Equivalence
	A	Network Clustering Coefficient
	A	Inter-Cluster connectivity
	A	Network Average Path Length
	A	Network Connectedness
	A	Network Inclusiveness
	A	Network Structural Cohesion
	A	Network Structural Holes
	A	Link Strength
	A	Intrinsic responsibility
	A	Extrinsic responsibility
	A	Legal Authority
	A	Expert Power
	A	Referent Power
	A	Empowering Leadership Culture
	A	Mentoring and Developing Leadership Culture
	A	Recognition and Reward Leadership Culture
	A	Task- vs. Relationship-oriented Leadership Culture
	A	Transactional vs. Transformational Leadership Culture
	A	Commander's Empowering Behaviour
	A	Commander's Mentoring and Developing Behaviour
	A	Commander's Recognizing and Rewarding Behaviour
	A	Commander's Task- vs. Relationship-oriented Behaviour
	A	Commander's Transactional vs. Transformational Behaviour
	A	Commander's Decision Style
	A	Commander's Analytical Decision Style
	A	Commander's Behavioural Decision Style
	A	Commander's Conceptual Decision Style
	A	Commander's Directive Decision Style
	A	Commander's Personality Structure
	A	Commander's Intrinsic responsibility
	A	Commander's Extrinsic responsibility
	A	Boundary Management
	A	Internal Synchronization
	A	External Synchronization
	A	Compliance
	A	Cultural Empathy
	A	Analytical Decision Style
	A	Behavioural Decision Style
	A	Conceptual Decision Style
	A	Directive Decision Style

	A	Emotional Competency
	A	Extraversion vs. Introversion (MBTI®)
	A	Intercultural Competence
	A	Interpersonal Competence
	A	Judging vs. Perceiving (MBTI®)
	A	Convergent Thinking
	A	Divergent Thinking
	A	Sensing vs. Intuition (MBTI®)
	A	Thinking vs. Feeling (MBTI®)
	A	Achievement (Value)
	A	Benevolence (Value)
	A	Conformity (Value)
	A	Hedonism (Value)
	A	Power (Value)
	A	Security (Value)
	A	Self-Direction (Value)
	A	Stimulation (Value)
	A	Tradition (Value)
	A	Universality-Diversity Orientation
	A	Universalism (Value)
	A	Expert Power
	A	Intrinsic Responsibility
	A	Referent Power
	A	Shared Awareness Degree
	A	Shared Understanding Degree
	A	Task Effectiveness
	A	Task Accuracy
	A	Task Completeness
	A	Task Correctness
	A	Task Performance Time
	A	Task Risk
	A	Direct – Indirect Cultural Dimension
	A	Masculinity – Femininity Cultural Dimension
	A	Task – Relationship Cultural Dimension
	A	Risk – Restraint Cultural Dimension
	A	Social Cohesion
	A	Task Cohesion
	A	Relationship Conflict
	A	Task Conflict
	A	Task-Related Communication
	A	Exchanging Information
	A	Negotiating
	A	Delegating
	A	Team Maturity

	A	Team Experience
	A	Shared Task Knowledge
	A	Shared Team Knowledge
	A	Shared Expectations
	A	Shared Attitudes
	A	Centralization
	A	Communication Network Complexity
	A	Control Span
	A	Formalization
	A	Work Specialization
	A	Human Information Processing
	A	Sharing of Communication Equipment
	A	Sharing of Computing Equipment
	A	**Efficiency**
	A	Mission Efficiency
	A	Force Efficiency
	A	C2 Efficiency
	A	Material Resources Usability
	A	Sharing of Material
	A	Sharing of Financial Resources
	A	Sharing of Personnel
	A	Degree of change
	A	Rate of change
	A	**Situational Context**
	A	Co-Evolution
	A	Connectivity and Interdependence
	A	Duration
	A	Distance from Equilibrium
	A	Self-Organisation
	A	Space of Possibilities
	A	Type of Operation
	A	Workload

Personality and Values	M	Personality
Personality and Values	M	Values
Personality and Values: Self-efficacy	M	Attitudes and State: Self-Efficacy
Quality of Information: Situational Characteristics	M	State: Situation: Situational Characteristics
High Level Measures of Merit: Measures of C2 Effectiveness	M	High Level Measures of Merit: Effectiveness: C2 Effectiveness
High Level Measures of Merit: Force Effectiveness	M	High Level Measures of Merit: Effectiveness: Force Effectiveness
High Level Measures of Merit: Mission Effectiveness	M	High Level Measures of Merit: Effectiveness: Mission Effectiveness
High Level Measures of Merit: Policy Effectiveness	M	High Level Measures of Merit: Effectiveness: Policy Effectiveness
Quality of Information: Situational Characteristics: Ambiguity of Situation	M	State: Situation: Situational Characteristics: Ambiguity of Situation
Quality of Information: Situational Characteristics: Complexity of Situation	M	State: Situation: Situational Characteristics: Complexity of Situation
Quality of Information: Situational Characteristics: Equivocality of Situation	M	State: Situation: Situational Characteristics: Equivocality of Situation
Quality of Information: Situational Characteristics: Predictability of Situation	M	State: Situation: Situational Characteristics: Predictability of Situation
Quality of Information: Situational Characteristics: Situational Familiarity	M	State: Situation: Situational Characteristics: Situational Familiarity
Quality of Information: Situational Characteristics: Temporal Focus	M	State: Situation: Situational Characteristics: Temporal Focus
Quality of Information: Situational Characteristics: Uncertainty of Situation	M	State: Situation: Situational Characteristics: Uncertainty of Situation
State: Situation: Operational Situation: Economic Situation	M	State: Situation: Situational Context: Economic Situation
State: Situation: Operational Situation: History	M	State: Situation: Situational Context: History
State: Situation: Operational Situation: Political Situation	M	State: Situation: Situational Context: Political Situation
State: Situation: Operational Situation: Social Situation	M	State: Situation: Situational Context: Social Situation

NATO C2 CONCEPTUAL REFERENCE MODEL VERSION 2.0: RELATIONSHIPS BETWEEN VARIABLES

Input	Variable	Output
Masculinity – Femininity Cultural Dimension	Achievement (Value)	
	Achievement (Value)	Alertness
	Achievement (Value)	Exchanging Information
	Achievement (Value)	Group Pressure
	Achievement (Value)	Motivation
	Achievement (Value)	Risk Propensity
	Achievement (Value)	Stress Level
	Achievement (Value)	Task Cohesion
	Achievement (Value)	Task Conflict
Decision Accuracy	Action Accuracy	
Motivation	Action Accuracy	
Plan Accuracy	Action Accuracy	
	Action Accuracy	Action Efficiency
	Action Accuracy	Likelihood of Success
Analytical Decision Style	Action Appropriateness	
Behavioural Decision Style	Action Appropriateness	
Consistency of Command Intent	Action Appropriateness	
Consistency of Command Intent	Action Appropriateness	
Decision Correctness	Action Appropriateness	
Decision Relevance	Action Appropriateness	
Impulsivity vs. Reflectivity	Action Appropriateness	
Innovation	Action Appropriateness	
Plan Feasibility	Action Appropriateness	
Plan Relevance	Action Appropriateness	
Quality of Command Intent	Action Appropriateness	
Risk Taking	Action Appropriateness	
Role Clarity	Action Appropriateness	
	Action Appropriateness	Likelihood of Success
	Action Appropriateness	Mission Effectiveness
Decision Completeness	Action Completeness	
Decision Participants	Action Completeness	
Information Distribution	Action Completeness	
Motivation	Action Completeness	
Number of Personnel	Action Completeness	
Plan Completeness	Action Completeness	
Quantity of Sets of Unit Equipment	Action Completeness	
Role Clarity	Action Completeness	
Task Completeness	Action Completeness	
	Action Completeness	Likelihood of Success
	Action Completeness	Mission Effectiveness
Adaptive Behaviour	Action Consistency	
Decision Congruence	Action Consistency	
Decision Consistency	Action Consistency	
Plan Completeness	Action Consistency	
Plan Consistency	Action Consistency	
Plan Uncertainty	Action Consistency	
Task Conflict	Action Consistency	
	Action Consistency	Likelihood of Success
Consistency of Command Intent	Action Correctness	
Information Distribution	Action Correctness	
Motivation	Action Correctness	
Plan Correctness	Action Correctness	
Plan Feasibility	Action Correctness	
Quality of Communication of Command Intent	Action Correctness	
Task Competence	Action Correctness	
Task Correctness	Action Correctness	
	Action Correctness	Likelihood of Success
	Action Correctness	Mission Effectiveness
Action Accuracy	Action Efficiency	
Action Precision	Action Efficiency	
Decision Congruence	Action Efficiency	
Decision Consistency	Action Efficiency	
Decision Speed	Action Efficiency	
Distances	Action Efficiency	
Formalisation	Action Efficiency	
Motivation	Action Efficiency	
Plan Uncertainty	Action Efficiency	
Response Speed	Action Efficiency	
Sharing of Financial Resources	Action Efficiency	
Sharing of Material	Action Efficiency	
Task Competence	Action Efficiency	
Task Conflict	Action Efficiency	
	Action Efficiency	Likelihood of Success
	Action Efficiency	Mission Efficiency
Decision Precision	Action Precision	
Perceived Likelihood of Success	Action Precision	
Plan Precision	Action Precision	
	Action Precision	Action Efficiency
	Action Precision	Likelihood of Success
Allocation of Decision Rights	Action Synchronisation	
Constraint Enforcement	Action Synchronisation	
Cooperability	Action Synchronisation	
Decision Congruence	Action Synchronisation	
Decision Correctness	Action Synchronisation	
Exchanging Information	Action Synchronisation	
External Synchronisation	Action Synchronisation	
Information Distribution	Action Synchronisation	
Internal Synchronisation	Action Synchronisation	
Role Clarity	Action Synchronisation	
	Action Synchronisation	Command Speed
	Action Synchronisation	Force Effectiveness
	Action Synchronisation	Mission Effectiveness
	Action Synchronisation	Mission Efficiency
	Action Synchronisation	Task Efficiency
	Action Synchronisation	Task Speed
Commander's Risk Propensity	Action Timeliness	
Decision Currency	Action Timeliness	
Decision Timeliness	Action Timeliness	
Distances	Action Timeliness	
Exchanging Information	Action Timeliness	
Plan Currency	Action Timeliness	
Plan Timeliness	Action Timeliness	
Planning Speed	Action Timeliness	

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Input	Variable	Output
Quality of Communication of Command Intent	Action Timeliness	
Task Performance Time	Action Timeliness	
	Action Timeliness	Force Efficiency
	Action Timeliness	Likelihood of Success
	Action Timeliness	Mission Effectiveness
Ambiguity Tolerance	Adaptive Behaviour	
Benevolence (Value)	Adaptive Behaviour	
Centralisation	Adaptive Behaviour	
Cognitive Complexity	Adaptive Behaviour	
Cognitive Flexibility	Adaptive Behaviour	
Compliance	Adaptive Behaviour	
Conformity (Value)	Adaptive Behaviour	
Conscientiousness	Adaptive Behaviour	
Divergent Thinking	Adaptive Behaviour	
Formalisation	Adaptive Behaviour	
General Intelligence	Adaptive Behaviour	
Group Pressure	Adaptive Behaviour	
Impulsivity vs. Reflectivity	Adaptive Behaviour	
Interdependence	Adaptive Behaviour	
Judging vs. Perceiving	Adaptive Behaviour	
Locus of Control	Adaptive Behaviour	
Mental Health	Adaptive Behaviour	
Motivation	Adaptive Behaviour	
Relation to Environment	Adaptive Behaviour	
Risk Propensity	Adaptive Behaviour	
Self-Monitoring	Adaptive Behaviour	
Training	Adaptive Behaviour	
Work Specialisation	Adaptive Behaviour	
	Adaptive Behaviour	Action Consistency
	Adaptive Behaviour	Adaptiveness
	Adaptive Behaviour	Cooperability
	Adaptive Behaviour	Flexibility
	Adaptive Behaviour	Innovation
	Adaptive Behaviour	Resilience
	Adaptive Behaviour	Responsiveness
	Adaptive Behaviour	Robustness
Adaptive Behaviour	Adaptiveness	
	Adaptiveness	C2 Effectiveness
	Adaptiveness	C2 Efficiency
	Adaptiveness	Force Effectiveness
	Adaptiveness	Force Efficiency
Masculinity – Femininity Cultural Dimension	Agreeableness	
	Agreeableness	Behavioural Decision Style
	Agreeableness	Benevolence (Value)
	Agreeableness	Commander's Behavioural Decision Style
	Agreeableness	Commander's Empowering Behaviour
	Agreeableness	Commander's Intrinsic Responsibility
	Agreeableness	Commander's Mentoring and Developing Behaviour
	Agreeableness	Commander's Recognising and Rewarding Behaviour
	Agreeableness	Commander's Task- vs. Relationship-oriented Behaviour
	Agreeableness	Compliance
	Agreeableness	Cooperability
	Agreeableness	Cooperative Behaviour
	Agreeableness	Cultural Empathy
	Agreeableness	Behavioural Decision Style
	Agreeableness	Emotional Competency
	Agreeableness	Extra-Role Behaviour
	Agreeableness	Hedonism (Value)
	Agreeableness	Intercultural Competence
	Agreeableness	Interpersonal Competence
	Agreeableness	Intrinsic Responsibility
	Agreeableness	Negotiating
	Agreeableness	Power (Value)
	Agreeableness	Relationship Conflict
	Agreeableness	Role of Emotion
	Agreeableness	Social Cohesion
	Agreeableness	Trust
	Agreeableness	Trust Propensity
	Agreeableness	Willingness to Interact
Achievement (Value)	Alertness	
Anxiety	Alertness	
Blood Sugar Level	Alertness	
Commander's Risk Propensity	Alertness	
Conscientiousness	Alertness	
Mental Health	Alertness	
Motivation	Alertness	
Openness to Experience	Alertness	
Repression vs. Sensitisation	Alertness	
Risk Propensity	Alertness	
Sleep Deprivation	Alertness	
Stress Level	Alertness	
	Alertness	Awareness Accuracy
	Alertness	Awareness Completeness
	Alertness	Awareness Correctness
	Alertness	Awareness Currency
	Alertness	Awareness Precision
	Alertness	Awareness Relevance
	Alertness	Awareness Uncertainty
	Alertness	Cognitive Capacity
	Alertness	Cognitive Flexibility
	Alertness	Decision Speed
	Alertness	Human Information Processing
	Alertness	Perceptual Filters
	Alertness	Response Speed
Complexity of Situation	Allocation of Decision Rights	
Criticality	Allocation of Decision Rights	
Degree of Change	Allocation of Decision Rights	
Duration	Allocation of Decision Rights	
Power Distance Cultural Dimension	Allocation of Decision Rights	
Rate of Change	Allocation of Decision Rights	
Type of Operation	Allocation of Decision Rights	
	Allocation of Decision Rights	Action Synchronisation
	Allocation of Decision Rights	C2 Doctrine

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Input	Variable	Output
	Allocation of Decision Rights	Centralisation
	Allocation of Decision Rights	Co-Located / Distributed
	Allocation of Decision Rights	Consistency of Command Intent
	Allocation of Decision Rights	Continuity of Interactions
	Allocation of Decision Rights	Delegating
	Allocation of Decision Rights	External Synchronisation
	Allocation of Decision Rights	Formalisation
	Allocation of Decision Rights	Frequency of Interactions
	Allocation of Decision Rights	Interdependence
	Allocation of Decision Rights	Internal Synchronisation
	Allocation of Decision Rights	Legal Authority
	Allocation of Decision Rights	Locus of Control
	Allocation of Decision Rights	Negotiating
	Allocation of Decision Rights	Patterns of Interaction
	Allocation of Decision Rights	Role Clarity
	Allocation of Decision Rights	Work Specialisation
Co-Evolution	Ambiguity of Situation	
Complexity of Situation	Ambiguity of Situation	
Complication of Situation	Ambiguity of Situation	
Connectivity and Interdependence	Ambiguity of Situation	
Distance from Equilibrium	Ambiguity of Situation	
Fusion	Ambiguity of Situation	
Self-Organisation	Ambiguity of Situation	
	Ambiguity of Situation	Awareness Correctness
	Ambiguity of Situation	Collaboration Completeness
	Ambiguity of Situation	Equivocality of Situation
	Ambiguity of Situation	Information Consistency
	Ambiguity of Situation	Information Correctness
	Ambiguity of Situation	Information Precision
Cognitive Complexity	Ambiguity Tolerance	
Direct – Indirect Cultural Dimension	Ambiguity Tolerance	
General Intelligence	Ambiguity Tolerance	
Mental Models Confidence	Ambiguity Tolerance	
Mental Models Relevance	Ambiguity Tolerance	
Mental Models Richness	Ambiguity Tolerance	
Risk – Restraint Cultural Dimension	Ambiguity Tolerance	
Uncertainty Avoidance Cultural Dimension	Ambiguity Tolerance	
Understanding Consistency	Ambiguity Tolerance	
Understanding Uncertainty	Ambiguity Tolerance	
	Ambiguity Tolerance	Adaptive Behaviour
	Ambiguity Tolerance	Analytical Decision Style
	Ambiguity Tolerance	Awareness Completeness
	Ambiguity Tolerance	Conceptual Decision Style
	Ambiguity Tolerance	Awareness Consistency
	Ambiguity Tolerance	Awareness Correctness
	Ambiguity Tolerance	Awareness Precision
	Ambiguity Tolerance	Awareness Uncertainty
	Ambiguity Tolerance	Cognitive Flexibility
	Ambiguity Tolerance	Commander's Analytical Decision Style
	Ambiguity Tolerance	Commander's Conceptual Decision Style
	Ambiguity Tolerance	Commander's Directive Decision Style
	Ambiguity Tolerance	Commander's Risk Propensity
	Ambiguity Tolerance	Conformity (Value)
	Ambiguity Tolerance	Convergent Thinking
	Ambiguity Tolerance	Cooperability
	Ambiguity Tolerance	Cultural Empathy
	Ambiguity Tolerance	Directive Decision Style
	Ambiguity Tolerance	Divergent Thinking
	Ambiguity Tolerance	Emotional Competency
	Ambiguity Tolerance	Field Dependence vs. Field Independence
	Ambiguity Tolerance	Human Information Processing
	Ambiguity Tolerance	Impulsivity vs. Reflectivity
	Ambiguity Tolerance	Innovation
	Ambiguity Tolerance	Intercultural Competence
	Ambiguity Tolerance	Interpersonal Competence
	Ambiguity Tolerance	Levelling vs. Sharpening
	Ambiguity Tolerance	Memory Performance
	Ambiguity Tolerance	Mental Models Richness
	Ambiguity Tolerance	Repression vs. Sensitisation
	Ambiguity Tolerance	Risk Propensity
	Ambiguity Tolerance	Mental Health
	Ambiguity Tolerance	Security (Value)
	Ambiguity Tolerance	Stress Level
	Ambiguity Tolerance	Task Conflict
	Ambiguity Tolerance	Understanding Completeness
	Ambiguity Tolerance	Understanding Consistency
	Ambiguity Tolerance	Understanding Correctness
	Ambiguity Tolerance	Understanding Precision
	Ambiguity Tolerance	Universalism (Value)
	Ambiguity Tolerance	Universality-Diversity Orientation
Ambiguity Tolerance	Analytical Decision Style	
Cognitive Capacity	Analytical Decision Style	
Cognitive Complexity	Analytical Decision Style	
Conscientiousness	Analytical Decision Style	
Convergent Thinking	Analytical Decision Style	
Masculinity – Femininity Cultural Dimension	Analytical Decision Style	
Mental Models Confidence	Analytical Decision Style	
Task – Relationship Cultural Dimension	Analytical Decision Style	
Thinking vs. Feeling	Analytical Decision Style	
	Analytical Decision Style	Action Appropriateness
	Analytical Decision Style	Decision Accuracy
	Analytical Decision Style	Decision Completeness
	Analytical Decision Style	Decision Congruence
	Analytical Decision Style	Decision Consistency
	Analytical Decision Style	Decision Precision
	Analytical Decision Style	Decision Relevance
	Analytical Decision Style	Decision Uncertainty
	Analytical Decision Style	Human Information Processing
	Analytical Decision Style	Task Conflict
Awareness Uncertainty	Anxiety	
Commander's Risk Propensity	Anxiety	
Emotional Stability	Anxiety	
Intent Motivation	Anxiety	

Input	Variable	Output
Mental Health	Anxiety	
Motivation	Anxiety	
Repression vs. Sensitisation	Anxiety	
Risk – Restraint Cultural Dimension	Anxiety	
Risk Propensity	Anxiety	
Security (Value)	Anxiety	
Self-Efficacy	Anxiety	
Self-Esteem	Anxiety	
Trust	Anxiety	
Uncertainty Avoidance Cultural Dimension	Anxiety	
Uncertainty of Situation	Anxiety	
Universality-Diversity Orientation	Anxiety	
	Anxiety	Alertness
	Anxiety	Awareness Accuracy
	Anxiety	Awareness Completeness
	Anxiety	Awareness Correctness
	Anxiety	Awareness Precision
	Anxiety	Cognitive Complexity
	Anxiety	Cognitive Flexibility
	Anxiety	Flexibility
	Anxiety	Human Information Processing
	Anxiety	Mental Health
	Anxiety	Mood
	Anxiety	Perceptual Filters
	Anxiety	Response Speed
	Anxiety	Risk Taking
	Anxiety	Self-Efficacy
	Anxiety	Stress Level
	Anxiety	Trust
Quality of Computing Equipment	Authentication	
Quantity of Communication Equipment	Authentication	
Quantity of Computing Equipment	Authentication	
	Authentication	Confidentiality
	Authentication	Integrity
	Authentication	Non-Repudiation
	Authentication	Privacy
Alertness	Awareness Accuracy	
Anxiety	Awareness Accuracy	
Awareness Precision	Awareness Accuracy	
Experience of Personnel	Awareness Accuracy	
Information Accuracy	Awareness Accuracy	
Memory Performance	Awareness Accuracy	
Mental Models Richness	Awareness Accuracy	
Perceptual Filters	Awareness Accuracy	
Shared Information Accuracy	Awareness Accuracy	
Situational Familiarity	Awareness Accuracy	
Stress Level	Awareness Accuracy	
Training	Awareness Accuracy	
	Awareness Accuracy	Human Information Processing
	Awareness Accuracy	Shared Awareness Accuracy
	Awareness Accuracy	Understanding Accuracy
Alertness	Awareness Completeness	
Ambiguity Tolerance	Awareness Completeness	
Anxiety	Awareness Completeness	
Cognitive Capacity	Awareness Completeness	
Cognitive Complexity	Awareness Completeness	
Collaboration Completeness	Awareness Completeness	
Complexity of Situation	Awareness Completeness	
Exchanging Information	Awareness Completeness	
Information Completeness	Awareness Completeness	
Levelling vs. Sharpening	Awareness Completeness	
Memory Performance	Awareness Completeness	
Mental Models Richness	Awareness Completeness	
Motivation	Awareness Completeness	
Openness to Experience	Awareness Completeness	
Perceptual Filters	Awareness Completeness	
Repression vs. Sensitisation	Awareness Completeness	
Shared Information Completeness	Awareness Completeness	
Situational Familiarity	Awareness Completeness	
Sleep Deprivation	Awareness Completeness	
Stress Level	Awareness Completeness	
Workload	Awareness Completeness	
	Awareness Completeness	Awareness Correctness
	Awareness Completeness	Human Information Processing
	Awareness Completeness	Shared Awareness Completeness
	Awareness Completeness	Shared Awareness Degree
	Awareness Completeness	Understanding Completeness
Ambiguity Tolerance	Awareness Consistency	
Awareness Relevance	Awareness Consistency	
Exchanging Information	Awareness Consistency	
Information Consistency	Awareness Consistency	
Mental Models Relevance	Awareness Consistency	
Mental Models Richness	Awareness Consistency	
Perceptual Filters	Awareness Consistency	
Shared Information Consistency	Awareness Consistency	
	Awareness Consistency	Awareness Uncertainty
	Awareness Consistency	Human Information Processing
	Awareness Consistency	Shared Awareness Consistency
	Awareness Consistency	Shared Awareness Degree
	Awareness Consistency	Understanding Consistency
	Awareness Consistency	Understanding Correctness
	Awareness Consistency	Understanding Uncertainty
Alertness	Awareness Correctness	
Ambiguity of Situation	Awareness Correctness	
Ambiguity Tolerance	Awareness Correctness	
Anxiety	Awareness Correctness	
Awareness Completeness	Awareness Correctness	
Awareness Precision	Awareness Correctness	
Cognitive Complexity	Awareness Correctness	
Cognitive Flexibility	Awareness Correctness	
Complexity of Situation	Awareness Correctness	
Complication of Situation	Awareness Correctness	
Field Dependence vs. Field Independence	Awareness Correctness	

Input	Variable	Output
General Intelligence	Awareness Correctness	
Information Correctness	Awareness Correctness	
Levelling vs. Sharpening	Awareness Correctness	
Mental Models Relevance	Awareness Correctness	
Mental Models Richness	Awareness Correctness	
Mood	Awareness Correctness	
Motivation	Awareness Correctness	
Openness to Experience	Awareness Correctness	
Perceptual Filters	Awareness Correctness	
Repression vs. Sensitisation	Awareness Correctness	
Sensing vs. Intuition	Awareness Correctness	
Shared Information Correctness	Awareness Correctness	
Situational Familiarity	Awareness Correctness	
Sleep Deprivation	Awareness Correctness	
Stress Level	Awareness Correctness	
	Awareness Correctness	Awareness Uncertainty
	Awareness Correctness	Shared Awareness Correctness
	Awareness Correctness	Understanding Correctness
Alertness	Awareness Currency	
Centralisation	Awareness Currency	
Cognitive Flexibility	Awareness Currency	
Communication Network Complexity	Awareness Currency	
Continuity of Interactions	Awareness Currency	
Exchanging Information	Awareness Currency	
Frequency of Interactions	Awareness Currency	
Information Currency	Awareness Currency	
Mental Models Relevance	Awareness Currency	
Motivation	Awareness Currency	
Repression vs. Sensitisation	Awareness Currency	
Shared Information Currency	Awareness Currency	
Sleep Deprivation	Awareness Currency	
	Awareness Currency	Awareness Timeliness
	Awareness Currency	Shared Awareness Currency
	Awareness Currency	Understanding Currency
Alertness	Awareness Precision	
Ambiguity Tolerance	Awareness Precision	
Anxiety	Awareness Precision	
Cognitive Complexity	Awareness Precision	
Cognitive Flexibility	Awareness Precision	
Field Dependence vs. Field Independence	Awareness Precision	
Information Precision	Awareness Precision	
Levelling vs. Sharpening	Awareness Precision	
Memory Performance	Awareness Precision	
Mental Models Richness	Awareness Precision	
Mood	Awareness Precision	
Motivation	Awareness Precision	
Openness to Experience	Awareness Precision	
Perceptual Filters	Awareness Precision	
Repression vs. Sensitisation	Awareness Precision	
Sensing vs. Intuition	Awareness Precision	
Shared Information Precision	Awareness Precision	
Situational Familiarity	Awareness Precision	
Sleep Deprivation	Awareness Precision	
Stress Level	Awareness Precision	
	Awareness Precision	Awareness Accuracy
	Awareness Precision	Awareness Correctness
	Awareness Precision	Awareness Uncertainty
	Awareness Precision	Human Information Processing
	Awareness Precision	Shared Awareness Precision
	Awareness Precision	Understanding Precision
Alertness	Awareness Relevance	
Experience of Personnel	Awareness Relevance	
Field Dependence vs. Field Independence	Awareness Relevance	
Information Relevance	Awareness Relevance	
Memory Performance	Awareness Relevance	
Mental Models Relevance	Awareness Relevance	
Shared Information Relevance	Awareness Relevance	
Situational Familiarity	Awareness Relevance	
	Awareness Relevance	Awareness Consistency
	Awareness Relevance	Shared Awareness Relevance
	Awareness Relevance	Understanding Relevance
Awareness Currency	Awareness Timeliness	
Commander's Risk Propensity	Awareness Timeliness	
Exchanging Information	Awareness Timeliness	
Information Currency	Awareness Timeliness	
Information Timeliness	Awareness Timeliness	
Shared Information Timeliness	Awareness Timeliness	
Workload	Awareness Timeliness	
	Awareness Timeliness	Shared Awareness Timeliness
	Awareness Timeliness	Understanding Timeliness
Alertness	Awareness Uncertainty	
Ambiguity Tolerance	Awareness Uncertainty	
Awareness Consistency	Awareness Uncertainty	
Awareness Correctness	Awareness Uncertainty	
Awareness Precision	Awareness Uncertainty	
Cognitive Flexibility	Awareness Uncertainty	
Experience of Personnel	Awareness Uncertainty	
Information Uncertainty	Awareness Uncertainty	
Levelling vs. Sharpening	Awareness Uncertainty	
Mental Models Confidence	Awareness Uncertainty	
Mental Models Relevance	Awareness Uncertainty	
Mental Models Richness	Awareness Uncertainty	
Mood	Awareness Uncertainty	
Motivation	Awareness Uncertainty	
Shared Information Uncertainty	Awareness Uncertainty	
Situational Familiarity	Awareness Uncertainty	
Sleep Deprivation	Awareness Uncertainty	
Stress Level	Awareness Uncertainty	
Uncertainty of Situation	Awareness Uncertainty	
	Awareness Uncertainty	Anxiety
	Awareness Uncertainty	Human Information Processing
	Awareness Uncertainty	Shared Awareness Uncertainty
	Awareness Uncertainty	Understanding Uncertainty

Input	Variable	Output
Agreeableness	Behavioural Decision Style	
Benevolence (Value)	Behavioural Decision Style	
Masculinity – Femininity Cultural Dimension	Behavioural Decision Style	
Task – Relationship Cultural Dimension	Behavioural Decision Style	
Thinking vs. Feeling	Behavioural Decision Style	
	Behavioural Decision Style	Action Appropriateness
	Behavioural Decision Style	Decision Completeness
	Behavioural Decision Style	Decision Relevance
	Behavioural Decision Style	Interpersonal Competence
	Behavioural Decision Style	Relationship Conflict
	Behavioural Decision Style	Social Cohesion
	Behavioural Decision Style	Task Conflict
Agreeableness	Benevolence (Value)	
Individualism – Collectivism Cultural Dimension	Benevolence (Value)	
Masculinity – Femininity Cultural Dimension	Benevolence (Value)	
Task – Relationship Cultural Dimension	Benevolence (Value)	
Thinking vs. Feeling	Benevolence (Value)	
	Benevolence (Value)	Adaptive Behaviour
	Benevolence (Value)	Behavioural Decision Style
	Benevolence (Value)	Commander's Behavioural Decision Style
	Benevolence (Value)	Compliance
	Benevolence (Value)	Cooperative Behaviour
	Benevolence (Value)	Cultural Empathy
	Benevolence (Value)	Extra-Role Behaviour
	Benevolence (Value)	Intercultural Competence
	Benevolence (Value)	Interpersonal Competence
	Benevolence (Value)	Intrinsic Responsibility
	Benevolence (Value)	Relationship Conflict
	Benevolence (Value)	Role of Emotion
	Benevolence (Value)	Trust Propensity
	Benevolence (Value)	Willingness to Interact
	Blood Sugar Level	Alertness
Centralisation	Boundary Management	
Commander's Task- vs. Relationship-oriented Behaviour	Boundary Management	
Education	Boundary Management	
Extraversion	Boundary Management	
Internal Synchronisation	Boundary Management	
Interpersonal Competence	Boundary Management	
Locus of Control	Boundary Management	
Motivation	Boundary Management	
Openness to Experience	Boundary Management	
Task – Relationship Cultural Dimension	Boundary Management	
Willingness to Interact	Boundary Management	
	Boundary Management	Exchanging Information
	Boundary Management	External Synchronisation
	Boundary Management	Referent Power
	Boundary Management	Shared Awareness Degree
	Boundary Management	Shared Information Extent
	Boundary Management	Social Cohesion
Allocation of Decision Rights	C2 Doctrine	
Constraint Enforcement	C2 Doctrine	
Dynamics Across Purpose (Command)	C2 Doctrine	
Dynamics Across Purpose (Control)	C2 Doctrine	
Dynamics Across Time (Command)	C2 Doctrine	
Dynamics Across Time (Control)	C2 Doctrine	
Information Distribution	C2 Doctrine	
Patterns of Interaction	C2 Doctrine	
Power Distance Cultural Dimension	C2 Doctrine	
Restriction of Decision Rights	C2 Doctrine	
Restriction on Information Distribution	C2 Doctrine	
Risk – Restraint Cultural Dimension	C2 Doctrine	
Selectivity	C2 Doctrine	
Uncertainty Avoidance Cultural Dimension	C2 Doctrine	
	C2 Doctrine	Control Span
	C2 Doctrine	Decision Relevance
	C2 Doctrine	Empowering Leadership Culture
	C2 Doctrine	Formalisation
	C2 Doctrine	Likelihood of Success
	C2 Doctrine	Sharing of Communication Equipment
	C2 Doctrine	Sharing of Computing Equipment
	C2 Doctrine	Sharing of Financial Resources
	C2 Doctrine	Task- vs. Relationship-oriented Leadership Culture
	C2 Doctrine	Transactional vs. Transformational Leadership Culture
Adaptiveness	C2 Effectiveness	
Flexibility	C2 Effectiveness	
Plan Accuracy	C2 Effectiveness	
Plan Completeness	C2 Effectiveness	
Plan Correctness	C2 Effectiveness	
Plan Feasibility	C2 Effectiveness	
	C2 Effectiveness	C2 Efficiency
Adaptiveness	C2 Efficiency	
C2 Effectiveness	C2 Efficiency	
Number of Personnel	C2 Efficiency	
Personnel Resources	C2 Efficiency	
Quality of Personnel	C2 Efficiency	
Allocation of Decision Rights	Centralisation	
Commander's Empowering Behaviour	Centralisation	
Dynamics Across Purpose (Command)	Centralisation	
Dynamics Across Time (Command)	Centralisation	
Empowering Leadership Culture	Centralisation	
Legal Authority	Centralisation	
Power Distance Cultural Dimension	Centralisation	
Team Size	Centralisation	
	Centralisation	Adaptive Behaviour
	Centralisation	Awareness Currency
	Centralisation	Boundary Management
	Centralisation	Collaboration Capacity
	Centralisation	Communication Network Complexity
	Centralisation	Cooperability
	Centralisation	Exchanging Information
	Centralisation	External Synchronisation
	Centralisation	Goal Consistency
	Centralisation	Human Semantic Interoperability

Input	Variable	Output
	Centralisation	Interdependence
	Centralisation	Internal Synchronisation
	Centralisation	Motivation
	Centralisation	Negotiating
	Centralisation	Network Average Path Length
	Centralisation	Network Clustering Coefficient
	Centralisation	Network Connectedness
	Centralisation	Network Inclusiveness
	Centralisation	Network Structural Cohesion
	Centralisation	Network Structural Equivalence
	Centralisation	Network Structural Holes
	Centralisation	Node Centrality
	Centralisation	Response Speed
	Centralisation	Social Cohesion
	Centralisation	Task Cohesion
	Centralisation	Task Conflict
	Centralisation	Workload
Alertness	Cognitive Capacity	
Mental Models Richness	Cognitive Capacity	
Mental Health	Cognitive Capacity	
Stress Level	Cognitive Capacity	
	Cognitive Capacity	Analytical Decision Style
	Cognitive Capacity	Awareness Completeness
	Cognitive Capacity	Cognitive Complexity
	Cognitive Capacity	Commander's Analytical Decision Style
	Cognitive Capacity	Commander's Conceptual Decision Style
	Cognitive Capacity	Commander's Directive Decision Style
	Cognitive Capacity	Conceptual Decision Style
	Cognitive Capacity	Convergent Thinking
	Cognitive Capacity	Decision Accuracy
	Cognitive Capacity	Decision Completeness
	Cognitive Capacity	Decision Correctness
	Cognitive Capacity	Decision Uncertainty
	Cognitive Capacity	Directive Decision Style
	Cognitive Capacity	Divergent Thinking
	Cognitive Capacity	General Intelligence
	Cognitive Capacity	Human Information Processing
	Cognitive Capacity	Internal Synchronisation
	Cognitive Capacity	Levelling vs. Sharpening
	Cognitive Capacity	Memory Performance
	Cognitive Capacity	Perceptual Filters
Anxiety	Cognitive Complexity	
Cognitive Capacity	Cognitive Complexity	
General Intelligence	Cognitive Complexity	
Levelling vs. Sharpening	Cognitive Complexity	
Mental Health	Cognitive Complexity	
Mental Models Richness	Cognitive Complexity	
Stress Level	Cognitive Complexity	
	Cognitive Complexity	Adaptive Behaviour
	Cognitive Complexity	Ambiguity Tolerance
	Cognitive Complexity	Analytical Decision Style
	Cognitive Complexity	Awareness Completeness
	Cognitive Complexity	Awareness Correctness
	Cognitive Complexity	Awareness Precision
	Cognitive Complexity	Cognitive Flexibility
	Cognitive Complexity	Commander's Analytical Decision Style
	Cognitive Complexity	Commander's Conceptual Decision Style
	Cognitive Complexity	Commander's Directive Decision Style
	Cognitive Complexity	Conceptual Decision Style
	Cognitive Complexity	Convergent Thinking
	Cognitive Complexity	Directive Decision Style
	Cognitive Complexity	Divergent Thinking
	Cognitive Complexity	Human Information Processing
	Cognitive Complexity	Internal Synchronisation
	Cognitive Complexity	Memory Performance
	Cognitive Complexity	Mental Models Richness
Alertness	Cognitive Flexibility	
Ambiguity Tolerance	Cognitive Flexibility	
Anxiety	Cognitive Flexibility	
Cognitive Complexity	Cognitive Flexibility	
General Intelligence	Cognitive Flexibility	
Mental Models Richness	Cognitive Flexibility	
Mental Health	Cognitive Flexibility	
Stress Level	Cognitive Flexibility	
	Cognitive Flexibility	Adaptive Behaviour
	Cognitive Flexibility	Awareness Correctness
	Cognitive Flexibility	Awareness Currency
	Cognitive Flexibility	Awareness Precision
	Cognitive Flexibility	Awareness Uncertainty
	Cognitive Flexibility	Convergent Thinking
	Cognitive Flexibility	Cooperability
	Cognitive Flexibility	Divergent Thinking
	Cognitive Flexibility	Flexibility
	Cognitive Flexibility	Human Information Processing
	Cognitive Flexibility	Innovation
	Cognitive Flexibility	Internal Synchronisation
	Cognitive Flexibility	Mental Models Richness
	Cognitive Flexibility	Tradition (Value)
Centralisation	Collaboration Capacity	
Communication Network Complexity	Collaboration Capacity	
Cooperative Behaviour	Collaboration Capacity	
Information Accuracy	Collaboration Capacity	
Information Completeness	Collaboration Capacity	
Information Consistency	Collaboration Capacity	
Information Correctness	Collaboration Capacity	
Information Currency	Collaboration Capacity	
Information Networks	Collaboration Capacity	
Information Precision	Collaboration Capacity	
Information Relevance	Collaboration Capacity	
Information Timeliness	Collaboration Capacity	
Information Uncertainty	Collaboration Capacity	
Interaction Quality	Collaboration Capacity	
Role Clarity	Collaboration Capacity	

Input	Variable	Output
Shared Attitudes	Collaboration Capacity	
Shared Expectations	Collaboration Capacity	
Shared Task Knowledge	Collaboration Capacity	
Shared Team Knowledge	Collaboration Capacity	
Shared Understanding Accuracy	Collaboration Capacity	
Shared Understanding Completeness	Collaboration Capacity	
Shared Understanding Consistency	Collaboration Capacity	
Shared Understanding Correctness	Collaboration Capacity	
Shared Understanding Currency	Collaboration Capacity	
Shared Understanding Degree	Collaboration Capacity	
Shared Understanding Precision	Collaboration Capacity	
Shared Understanding Relevance	Collaboration Capacity	
Shared Understanding Timeliness	Collaboration Capacity	
Shared Understanding Uncertainty	Collaboration Capacity	
Task – Relationship Cultural Dimension	Collaboration Capacity	
Task- vs. Relationship-oriented Leadership Culture	Collaboration Capacity	
Team Experience	Collaboration Capacity	
Trust	Collaboration Capacity	
Uncertainty of Situation	Collaboration Capacity	
Willingness to Interact	Collaboration Capacity	
Work Specialisation	Collaboration Capacity	
	Collaboration Capacity	Communications Interoperability
	Collaboration Capacity	Decision Accuracy
	Collaboration Capacity	Decision Completeness
	Collaboration Capacity	Decision Consistency
	Collaboration Capacity	Decision Correctness
	Collaboration Capacity	Decision Currency
	Collaboration Capacity	Decision Precision
	Collaboration Capacity	Decision Relevance
	Collaboration Capacity	Decision Timeliness
	Collaboration Capacity	Decision Uncertainty
	Collaboration Capacity	Exchanging Information
	Collaboration Capacity	Internal Synchronisation
	Collaboration Capacity	Shared Awareness Accuracy
	Collaboration Capacity	Shared Awareness Completeness
	Collaboration Capacity	Shared Awareness Consistency
	Collaboration Capacity	Shared Awareness Correctness
	Collaboration Capacity	Shared Awareness Currency
	Collaboration Capacity	Shared Awareness Degree
	Collaboration Capacity	Shared Awareness Precision
	Collaboration Capacity	Shared Awareness Relevance
	Collaboration Capacity	Shared Awareness Timeliness
	Collaboration Capacity	Shared Awareness Uncertainty
Ambiguity of Situation	Collaboration Completeness	
Cooperability	Collaboration Completeness	
Decision Participants	Collaboration Completeness	
Equivocality of Situation	Collaboration Completeness	
Shared Attitudes	Collaboration Completeness	
Shared Expectations	Collaboration Completeness	
Shared Task Knowledge	Collaboration Completeness	
Shared Team Knowledge	Collaboration Completeness	
Sharing of Communication Equipment	Collaboration Completeness	
Situational Familiarity	Collaboration Completeness	
Uncertainty of Situation	Collaboration Completeness	
	Collaboration Completeness	Awareness Completeness
	Collaboration Completeness	Information Completeness
	Collaboration Completeness	Plan Completeness
	Collaboration Completeness	Understanding Completeness
Information Networks	Collaboration Mechanism	
Patterns of Interaction	Collaboration Mechanism	
Quality of Communication Equipment	Collaboration Mechanism	
Quantity of Communication Equipment	Collaboration Mechanism	
	Collaboration Mechanism	Communications Interoperability
	Collaboration Mechanism	Patterns of Interaction
	Collaboration Mechanism	Sharing of Communication Equipment
	Collaboration Mechanism	Sharing of Computing Equipment
	Collaboration Mechanism	Sharing of Financial Resources
	Collaboration Mechanism	Sharing of Material
Cooperability	Collaboration Participants	
Patterns of Interaction	Collaboration Participants	
	Collaboration Participants	Communications Interoperability
	Collaboration Participants	Human Information Processing
	Collaboration Participants	Internal Synchronisation
Degree of Change	Co-Evolution	
Economic Situation	Co-Evolution	
Enemy Forces	Co-Evolution	
Friendly Forces	Co-Evolution	
Neutral Forces	Co-Evolution	
Political Situation	Co-Evolution	
Rate of Change	Co-Evolution	
Social Situation	Co-Evolution	
	Co-Evolution	Ambiguity of Situation
	Co-Evolution	Complexity of Situation
	Co-Evolution	Consistency of Command Intent
	Co-Evolution	Equivocality of Situation
	Co-Evolution	Predictability Type
	Co-Evolution	Information Completeness
	Co-Evolution	Information Consistency
	Co-Evolution	Uncertainty of Situation
Allocation of Decision Rights	Co-Located / Distributed	
Patterns of Interaction	Co-Located / Distributed	
	Co-Located / Distributed	Communications Interoperability
	Co-Located / Distributed	Data Interoperability
	Co-Located / Distributed	Decision Participants
	Co-Located / Distributed	Goal Consistency
	Co-Located / Distributed	Information Richness
	Co-Located / Distributed	Network Availability
	Co-Located / Distributed	Network Reach
	Co-Located / Distributed	Network Reliability
	Co-Located / Distributed	Network Richness
	Co-Located / Distributed	Selectivity
	Co-Located / Distributed	System Semantic Interoperability
	Co-Located / Distributed	Task Efficiency

Input	Variable	Output
	Co-Located / Distributed	Task Speed
Action Synchronisation	Command Speed	
Decision Type	Command Speed	
Dynamics Across Time (Command)	Command Speed	
Dynamics Across Time (Control)	Command Speed	
Hardness	Command Speed	
Homogeneity	Command Speed	
Planning Speed	Command Speed	
Task Efficiency	Command Speed	
Task Speed	Command Speed	
	Command Speed	Likelihood of Success
	Command Speed	Perceived Likelihood of Success
	Command Speed	Task Speed
Ambiguity Tolerance	Commander's Analytical Decision Style	
Cognitive Capacity	Commander's Analytical Decision Style	
Cognitive Complexity	Commander's Analytical Decision Style	
Commander's Personality Structure	Commander's Analytical Decision Style	
Levelling vs. Sharpening	Commander's Analytical Decision Style	
Mental Models Confidence	Commander's Analytical Decision Style	
Thinking vs. Feeling	Commander's Analytical Decision Style	
	Commander's Analytical Decision Style	Decision Accuracy
	Commander's Analytical Decision Style	Decision Completeness
	Commander's Analytical Decision Style	Decision Congruence
	Commander's Analytical Decision Style	Decision Consistency
	Commander's Analytical Decision Style	Decision Precision
	Commander's Analytical Decision Style	Decision Relevance
	Commander's Analytical Decision Style	Decision Uncertainty
Agreeableness	Commander's Behavioural Decision Style	
Benevolence (Value)	Commander's Behavioural Decision Style	
Commander's Personality Structure	Commander's Behavioural Decision Style	
Task- vs. Relationship-oriented Leadership Culture	Commander's Behavioural Decision Style	
Thinking vs. Feeling	Commander's Behavioural Decision Style	
	Commander's Behavioural Decision Style	Decision Completeness
	Commander's Behavioural Decision Style	Decision Relevance
	Commander's Behavioural Decision Style	Mood
	Commander's Behavioural Decision Style	Motivation
	Commander's Behavioural Decision Style	Intrinsic Responsibility
	Commander's Behavioural Decision Style	Referent Power
	Commander's Behavioural Decision Style	Trust
Ambiguity Tolerance	Commander's Conceptual Decision Style	
Cognitive Capacity	Commander's Conceptual Decision Style	
Cognitive Complexity	Commander's Conceptual Decision Style	
Commander's Personality Structure	Commander's Conceptual Decision Style	
Conformity (Value)	Commander's Conceptual Decision Style	
Convergent Thinking	Commander's Conceptual Decision Style	
Divergent Thinking	Commander's Conceptual Decision Style	
Open / Closed Commander	Commander's Conceptual Decision Style	
Task Understanding	Commander's Conceptual Decision Style	
Tradition (Value)	Commander's Conceptual Decision Style	
	Commander's Conceptual Decision Style	Decision Completeness
	Commander's Conceptual Decision Style	Decision Congruence
	Commander's Conceptual Decision Style	Decision Relevance
	Commander's Conceptual Decision Style	Innovation
	Commander's Conceptual Decision Style	Risk Propensity
Ambiguity Tolerance	Commander's Directive Decision Style	
Cognitive Capacity	Commander's Directive Decision Style	
Cognitive Complexity	Commander's Directive Decision Style	
Commander's Personality Structure	Commander's Directive Decision Style	
Convergent Thinking	Commander's Directive Decision Style	
Divergent Thinking	Commander's Directive Decision Style	
Impulsivity vs. Reflectivity	Commander's Directive Decision Style	
Judging vs. Perceiving	Commander's Directive Decision Style	
Open / Closed Commander	Commander's Directive Decision Style	
	Commander's Directive Decision Style	Decision Completeness
	Commander's Directive Decision Style	Decision Congruence
	Commander's Directive Decision Style	Decision Relevance
	Commander's Directive Decision Style	Decision Speed
	Commander's Directive Decision Style	Response Speed
Agreeableness	Commander's Empowering Behaviour	
Commander's Personality Structure	Commander's Empowering Behaviour	
Empowering Leadership Culture	Commander's Empowering Behaviour	
Power (Value)	Commander's Empowering Behaviour	
Relation to Environment	Commander's Empowering Behaviour	
Task Competence	Commander's Empowering Behaviour	
Training	Commander's Empowering Behaviour	
Trust	Commander's Empowering Behaviour	
Willingness to Interact	Commander's Empowering Behaviour	
	Commander's Empowering Behaviour	Centralisation
	Commander's Empowering Behaviour	Cooperability
	Commander's Empowering Behaviour	Cooperative Behaviour
	Commander's Empowering Behaviour	Delegating
	Commander's Empowering Behaviour	Extrinsic Responsibility
	Commander's Empowering Behaviour	Flexibility
	Commander's Empowering Behaviour	Innovation
	Commander's Empowering Behaviour	Internal Synchronisation
	Commander's Empowering Behaviour	Intrinsic Responsibility
	Commander's Empowering Behaviour	Motivation
	Commander's Empowering Behaviour	Referent Power
	Commander's Empowering Behaviour	Self-Esteem
	Commander's Empowering Behaviour	Trust
Commander's Personality Structure	Commander's Extrinsic Responsibility	
	Commander's Extrinsic Responsibility	Commander's Task- vs. Relationship-oriented Behaviour
	Commander's Extrinsic Responsibility	Extrinsic Responsibility
	Commander's Extrinsic Responsibility	Motivation
	Commander's Extrinsic Responsibility	Referent Power
Agreeableness	Commander's Intrinsic Responsibility	
Commander's Personality Structure	Commander's Intrinsic Responsibility	
	Commander's Intrinsic Responsibility	Cooperative Behaviour
	Commander's Intrinsic Responsibility	Commander's Mentoring and Developing Behaviour
	Commander's Intrinsic Responsibility	Commander's Task- vs. Relationship-oriented Behaviour
	Commander's Intrinsic Responsibility	Commander's Transactional vs. Transformational Behaviour
	Commander's Intrinsic Responsibility	Extra-Role Behaviour
	Commander's Intrinsic Responsibility	Intrinsic Responsibility

Input	Variable	Output
	Commander's Intrinsic Responsibility	Motivation
	Commander's Intrinsic Responsibility	Trust
Agreeableness	Commander's Mentoring and Developing Behaviour	
Commander's Intrinsic Responsibility	Commander's Mentoring and Developing Behaviour	
Commander's Personality Structure	Commander's Mentoring and Developing Behaviour	
Emotional Competency	Commander's Mentoring and Developing Behaviour	
Interpersonal Competence	Commander's Mentoring and Developing Behaviour	
Mentoring and Developing Leadership Culture	Commander's Mentoring and Developing Behaviour	
Relation to Environment	Commander's Mentoring and Developing Behaviour	
Role of Emotion	Commander's Mentoring and Developing Behaviour	
Task Competence	Commander's Mentoring and Developing Behaviour	
Thinking vs. Feeling	Commander's Mentoring and Developing Behaviour	
Tradition (Value)	Commander's Mentoring and Developing Behaviour	
Training	Commander's Mentoring and Developing Behaviour	
Trust	Commander's Mentoring and Developing Behaviour	
Willingness to Interact	Commander's Mentoring and Developing Behaviour	
	Commander's Mentoring and Developing Behaviour	Cooperative Behaviour
	Commander's Mentoring and Developing Behaviour	Extra-Role Behaviour
	Commander's Mentoring and Developing Behaviour	Innovation
	Commander's Mentoring and Developing Behaviour	Intrinsic Responsibility
	Commander's Mentoring and Developing Behaviour	Motivation
	Commander's Mentoring and Developing Behaviour	Referent Power
	Commander's Mentoring and Developing Behaviour	Self-Esteem
	Commander's Mentoring and Developing Behaviour	Trust
	Commander's Personality Structure	Commander's Analytical Decision Style
	Commander's Personality Structure	Commander's Behavioural Decision Style
	Commander's Personality Structure	Commander's Conceptual Decision Style
	Commander's Personality Structure	Commander's Directive Decision Style
	Commander's Personality Structure	Commander's Empowering Behaviour
	Commander's Personality Structure	Commander's Extrinsic Responsibility
	Commander's Personality Structure	Commander's Intrinsic Responsibility
	Commander's Personality Structure	Commander's Mentoring and Developing Behaviour
	Commander's Personality Structure	Commander's Recognising and Rewarding Behaviour
	Commander's Personality Structure	Commander's Risk Propensity
	Commander's Personality Structure	Commander's Task- vs. Relationship-oriented Behaviour
	Commander's Personality Structure	Commander's Transactional vs. Transformational Behaviour
	Commander's Personality Structure	Cooperative Behaviour
	Commander's Personality Structure	Field Dependence vs. Field Independence
	Commander's Personality Structure	Open / Closed Commander
	Commander's Personality Structure	Referent Power
	Commander's Personality Structure	Role of Emotion
	Commander's Personality Structure	Willingness to Interact
Agreeableness	Commander's Recognising and Rewarding Behaviour	
Commander's Personality Structure	Commander's Recognising and Rewarding Behaviour	
Recognition and Reward Leadership Culture	Commander's Recognising and Rewarding Behaviour	
Relation to Environment	Commander's Recognising and Rewarding Behaviour	
Role of Emotion	Commander's Recognising and Rewarding Behaviour	
Task Competence	Commander's Recognising and Rewarding Behaviour	
Tradition (Value)	Commander's Recognising and Rewarding Behaviour	
Training	Commander's Recognising and Rewarding Behaviour	
Willingness to Interact	Commander's Recognising and Rewarding Behaviour	
	Commander's Recognising and Rewarding Behaviour	Motivation
	Commander's Recognising and Rewarding Behaviour	Intrinsic Responsibility
	Commander's Recognising and Rewarding Behaviour	Referent Power
	Commander's Recognising and Rewarding Behaviour	Trust
Ambiguity Tolerance	Commander's Risk Propensity	
Commander's Personality Structure	Commander's Risk Propensity	
Conscientiousness	Commander's Risk Propensity	
Risk – Restraint Cultural Dimension	Commander's Risk Propensity	
Task Competence	Commander's Risk Propensity	
Task Understanding	Commander's Risk Propensity	
Tradition (Value)	Commander's Risk Propensity	
	Commander's Risk Propensity	Action Timeliness
	Commander's Risk Propensity	Alertness
	Commander's Risk Propensity	Anxiety
	Commander's Risk Propensity	Awareness Timeliness
	Commander's Risk Propensity	Decision Relevance
	Commander's Risk Propensity	Decision Speed
	Commander's Risk Propensity	Impulsivity vs. Reflectivity
	Commander's Risk Propensity	Innovation
	Commander's Risk Propensity	Repression vs. Sensitisation
	Commander's Risk Propensity	Risk Taking
	Commander's Risk Propensity	Mental Health
	Commander's Risk Propensity	Stress Level
	Commander's Risk Propensity	Trust
	Commander's Risk Propensity	Trust Propensity
Agreeableness	Commander's Task- vs. Relationship-oriented Behaviour	
Commander's Extrinsic Responsibility	Commander's Task- vs. Relationship-oriented Behaviour	
Commander's Intrinsic Responsibility	Commander's Task- vs. Relationship-oriented Behaviour	
Commander's Personality Structure	Commander's Task- vs. Relationship-oriented Behaviour	
Relation to Environment	Commander's Task- vs. Relationship-oriented Behaviour	
Role of Emotion	Commander's Task- vs. Relationship-oriented Behaviour	
Task- vs. Relationship-oriented Leadership Culture	Commander's Task- vs. Relationship-oriented Behaviour	
Task Competence	Commander's Task- vs. Relationship-oriented Behaviour	
Tradition (Value)	Commander's Task- vs. Relationship-oriented Behaviour	
Training	Commander's Task- vs. Relationship-oriented Behaviour	
Willingness to Interact	Commander's Task- vs. Relationship-oriented Behaviour	
	Commander's Task- vs. Relationship-oriented Behaviour	Boundary Management
	Commander's Task- vs. Relationship-oriented Behaviour	Cooperative Behaviour
	Commander's Task- vs. Relationship-oriented Behaviour	Extra-Role Behaviour
	Commander's Task- vs. Relationship-oriented Behaviour	Extrinsic Responsibility
	Commander's Task- vs. Relationship-oriented Behaviour	Goal Consistency
	Commander's Task- vs. Relationship-oriented Behaviour	Hardness
	Commander's Task- vs. Relationship-oriented Behaviour	Internal Synchronisation
	Commander's Task- vs. Relationship-oriented Behaviour	Intrinsic Responsibility
	Commander's Task- vs. Relationship-oriented Behaviour	Motivation
	Commander's Task- vs. Relationship-oriented Behaviour	Quality of Command Intent
	Commander's Task- vs. Relationship-oriented Behaviour	Referent Power
Commander's Intrinsic Responsibility	Commander's Transactional vs. Transformational Behaviour	
Commander's Personality Structure	Commander's Transactional vs. Transformational Behaviour	
Relation to Environment	Commander's Transactional vs. Transformational Behaviour	
Role of Emotion	Commander's Transactional vs. Transformational Behaviour	
Task- vs. Relationship-oriented Leadership Culture	Commander's Transactional vs. Transformational Behaviour	

Input	Variable	Output
Task Competence	Commander's Transactional vs. Transformational Behaviour	
Tradition (Value)	Commander's Transactional vs. Transformational Behaviour	
Training	Commander's Transactional vs. Transformational Behaviour	
Trust	Commander's Transactional vs. Transformational Behaviour	
Willingness to Interact	Commander's Transactional vs. Transformational Behaviour	
	Commander's Transactional vs. Transformational Behaviour	Cooperative Behaviour
	Commander's Transactional vs. Transformational Behaviour	Extra-Role Behaviour
	Commander's Transactional vs. Transformational Behaviour	Extrinsic Responsibility
	Commander's Transactional vs. Transformational Behaviour	Flexibility
	Commander's Transactional vs. Transformational Behaviour	Group Pressure
	Commander's Transactional vs. Transformational Behaviour	Hardness
	Commander's Transactional vs. Transformational Behaviour	Human Semantic Interoperability
	Commander's Transactional vs. Transformational Behaviour	Innovation
	Commander's Transactional vs. Transformational Behaviour	Intrinsic Responsibility
	Commander's Transactional vs. Transformational Behaviour	Motivation
	Commander's Transactional vs. Transformational Behaviour	Quality of Command Intent
	Commander's Transactional vs. Transformational Behaviour	Quality of Communication of Command Intent
	Commander's Transactional vs. Transformational Behaviour	Referent Power
	Commander's Transactional vs. Transformational Behaviour	Self-Esteem
	Commander's Transactional vs. Transformational Behaviour	Trust
Centralisation	Communication Network Complexity	
Dynamics Across Time (Command)	Communication Network Complexity	
Team Size	Communication Network Complexity	
	Communication Network Complexity	Awareness Currency
	Communication Network Complexity	Collaboration Capacity
	Communication Network Complexity	Cooperability
	Communication Network Complexity	Exchanging Information
	Communication Network Complexity	Interdependence
	Communication Network Complexity	Internal Synchronisation
	Communication Network Complexity	Motivation
	Communication Network Complexity	Negotiating
	Communication Network Complexity	Network Average Path Length
	Communication Network Complexity	Network Clustering Coefficient
	Communication Network Complexity	Network Connectedness
	Communication Network Complexity	Network Inclusiveness
	Communication Network Complexity	Network Structural Cohesion
	Communication Network Complexity	Network Structural Equivalence
	Communication Network Complexity	Network Structural Holes
	Communication Network Complexity	Node Centrality
	Communication Network Complexity	Social Cohesion
	Communication Network Complexity	Workload
	Communication System Characteristics	Network Availability
	Communication System Characteristics	Network Reach
	Communication System Characteristics	Network Reliability
	Communication System Characteristics	Network Richness
Collaboration Capacity	Communications Interoperability	
Collaboration Mechanism	Communications Interoperability	
Collaboration Participants	Communications Interoperability	
Co-Located / Distributed	Communications Interoperability	
Quality of Communication of Command Intent	Communications Interoperability	
Quality of Communication Equipment	Communications Interoperability	
Quantity of Communication Equipment	Communications Interoperability	
Sharing of Communication Equipment	Communications Interoperability	
Sharing of Personnel	Communications Interoperability	
	Communications Interoperability	Continuity of Interactions
	Communications Interoperability	Frequency of Interactions
	Communications Interoperability	Network Richness
	Communications Interoperability	System Semantic Interoperability
Co-Evolution	Complexity of Situation	
Complication of Situation	Complexity of Situation	
Connectivity and Interdependence	Complexity of Situation	
Degree of Change	Complexity of Situation	
Distance from Equilibrium	Complexity of Situation	
Fusion	Complexity of Situation	
Rate of Change	Complexity of Situation	
Self-Organisation	Complexity of Situation	
Space of Possibilities	Complexity of Situation	
	Complexity of Situation	Allocation of Decision Rights
	Complexity of Situation	Ambiguity of Situation
	Complexity of Situation	Awareness Completeness
	Complexity of Situation	Awareness Correctness
	Complexity of Situation	Constraint Enforcement
	Complexity of Situation	Dynamics Across Purpose (Command)
	Complexity of Situation	Dynamics Across Purpose (Control)
	Complexity of Situation	Dynamics Across Time (Command)
	Complexity of Situation	Dynamics Across Time (Control)
	Complexity of Situation	Information Completeness
	Complexity of Situation	Information Consistency
	Complexity of Situation	Information Correctness
	Complexity of Situation	Information Distribution
	Complexity of Situation	Information Timeliness
	Complexity of Situation	Patterns of Interaction
	Complexity of Situation	Restriction of Decision Rights
	Complexity of Situation	Restriction on Information Distribution
	Complexity of Situation	Selectivity
Agreeableness	Compliance	
Benevolence (Value)	Compliance	
Conformity (Value)	Compliance	
Emotional Stability	Compliance	
Expert Power	Compliance	
Goal Consistency	Compliance	
Group Pressure	Compliance	
Hardness	Compliance	
Hedonism (Value)	Compliance	
Legal Authority	Compliance	
Norm Strength	Compliance	
Power (Value)	Compliance	
Quality of Communication of Command Intent	Compliance	
Referent Power	Compliance	
Relation to Environment	Compliance	
Self-Direction (Value)	Compliance	
Task- vs. Relationship-oriented Leadership Culture	Compliance	
Trust	Compliance	

Input	Variable	Output
Work Specialisation	Compliance	
	Compliance	Adaptive Behaviour
	Compliance	Cooperative Behaviour
	Compliance	Innovation
	Compliance	Persistence
	Compliance	Relationship Conflict
	Compliance	Social Cohesion
	Compliance	Task Completeness
	Compliance	Task Conflict
Enemy Forces	Complication of Situation	
Friendly Forces	Complication of Situation	
Neutral Forces	Complication of Situation	
	Complication of Situation	Ambiguity of Situation
	Complication of Situation	Awareness Correctness
	Complication of Situation	Complexity of Situation
	Complication of Situation	Consistency of Command Intent
	Complication of Situation	Equivocality of Situation
	Complication of Situation	Information Completeness
	Complication of Situation	Information Consistency
	Complication of Situation	Predictability Type
	Complication of Situation	Type I Error (False Alarm Rate)
	Complication of Situation	Type II Error
	Complication of Situation	Uncertainty of Situation
Ambiguity Tolerance	Conceptual Decision Style	
Cognitive Capacity	Conceptual Decision Style	
Cognitive Complexity	Conceptual Decision Style	
Conformity (Value)	Conceptual Decision Style	
Convergent Thinking	Conceptual Decision Style	
Divergent Thinking	Conceptual Decision Style	
Openness to Experience	Conceptual Decision Style	
	Conceptual Decision Style	Decision Completeness
	Conceptual Decision Style	Decision Congruence
	Conceptual Decision Style	Decision Relevance
	Conceptual Decision Style	Innovation
Authentication	Confidentiality	
Quality of Communication Equipment	Confidentiality	
Quality of Computing Equipment	Confidentiality	
Quantity of Communication Equipment	Confidentiality	
Quantity of Computing Equipment	Confidentiality	
	Confidentiality	Information Uncertainty
Ambiguity Tolerance	Conformity (Value)	
Individualism – Collectivism Cultural Dimension	Conformity (Value)	
Locus of Control	Conformity (Value)	
Risk – Restraint Cultural Dimension	Conformity (Value)	
Uncertainty Avoidance Cultural Dimension	Conformity (Value)	
	Conformity (Value)	Adaptive Behaviour
	Conformity (Value)	Commander's Conceptual Decision Style
	Conformity (Value)	Compliance
	Conformity (Value)	Conceptual Decision Style
	Conformity (Value)	Cooperative Behaviour
	Conformity (Value)	Decision Congruence
	Conformity (Value)	Goal Consistency
	Conformity (Value)	Group Pressure
	Conformity (Value)	Relationship Conflict
	Conformity (Value)	Risk Propensity
Economic Situation	Connectivity and Interdependence	
Enemy Forces	Connectivity and Interdependence	
Friendly Forces	Connectivity and Interdependence	
Neutral Forces	Connectivity and Interdependence	
Number of Personnel	Connectivity and Interdependence	
Personnel Resources	Connectivity and Interdependence	
Quality of Personnel	Connectivity and Interdependence	
Political Situation	Connectivity and Interdependence	
Social Situation	Connectivity and Interdependence	
	Connectivity and Interdependence	Ambiguity of Situation
	Connectivity and Interdependence	Complexity of Situation
	Connectivity and Interdependence	Consistency of Command Intent
	Connectivity and Interdependence	Equivocality of Situation
	Connectivity and Interdependence	Information Completeness
	Connectivity and Interdependence	Information Consistency
	Connectivity and Interdependence	Predictability Type
	Connectivity and Interdependence	Uncertainty of Situation
Locus of Control	Conscientiousness	
	Conscientiousness	Adaptive Behaviour
	Conscientiousness	Alertness
	Conscientiousness	Analytical Decision Style
	Conscientiousness	Commander's Risk Propensity
	Conscientiousness	Cooperability
	Conscientiousness	Cooperative Behaviour
	Conscientiousness	Decision Precision
	Conscientiousness	Directive Decision Style
	Conscientiousness	Human Information Processing
	Conscientiousness	Impulsivity vs. Reflectivity
	Conscientiousness	Internal Synchronisation
	Conscientiousness	Levelling vs. Sharpening
	Conscientiousness	Risk Propensity
	Conscientiousness	Security (Value)
Allocation of Decision Rights	Consistency of Command Intent	
Co-Evolution	Consistency of Command Intent	
Complication of Situation	Consistency of Command Intent	
Connectivity and Interdependence	Consistency of Command Intent	
Cooperability	Consistency of Command Intent	
Development of Intent	Consistency of Command Intent	
Distance from Equilibrium	Consistency of Command Intent	
	Consistency of Command Intent	Action Appropriateness
	Consistency of Command Intent	Action Correctness
	Consistency of Command Intent	Innovation
	Consistency of Command Intent	Internal Synchronisation
Complexity of Situation	Constraint Enforcement	
Degree of Change	Constraint Enforcement	
Duration	Constraint Enforcement	
Rate of Change	Constraint Enforcement	
Restriction of Decision Rights	Constraint Enforcement	

Input	Variable	Output
Type of Operation	Constraint Enforcement	
	Constraint Enforcement	Action Synchronisation
	Constraint Enforcement	C2 Doctrine
Restriction of Decision Rights	Constraint Setting	
	Constraint Setting	Plan Consistency
Allocation of Decision Rights	Continuity of Interactions	
Communications Interoperability	Continuity of Interactions	
Data Interoperability	Continuity of Interactions	
Human Semantic Interoperability	Continuity of Interactions	
Network Average Path Length	Continuity of Interactions	
Network Clustering Coefficient	Continuity of Interactions	
Network Connectedness	Continuity of Interactions	
Network Inclusiveness	Continuity of Interactions	
Network Structural Cohesion	Continuity of Interactions	
Network Structural Equivalence	Continuity of Interactions	
Network Structural Holes	Continuity of Interactions	
Node Centrality	Continuity of Interactions	
Sharing of Communication Equipment	Continuity of Interactions	
System Semantic Interoperability	Continuity of Interactions	
Type of Operation	Continuity of Interactions	
Willingness to Interact	Continuity of Interactions	
	Continuity of Interactions	Awareness Currency
	Continuity of Interactions	Hardness
	Continuity of Interactions	Internal Synchronisation
	Continuity of Interactions	Shared Information Currency
	Continuity of Interactions	Shared Information Timeliness
C2 Doctrine	Control Span	
Dynamics Across Purpose (Command)	Control Span	
Dynamics Across Time (Command)	Control Span	
Power Distance Cultural Dimension	Control Span	
Team Size	Control Span	
	Control Span	Internal Synchronisation
Ambiguity Tolerance	Convergent Thinking	
Cognitive Capacity	Convergent Thinking	
Cognitive Complexity	Convergent Thinking	
Cognitive Flexibility	Convergent Thinking	
Openness to Experience	Convergent Thinking	
Sensing vs. Intuition	Convergent Thinking	
	Convergent Thinking	Analytical Decision Style
	Convergent Thinking	Commander's Conceptual Decision Style
	Convergent Thinking	Commander's Directive Decision Style
	Convergent Thinking	Conceptual Decision Style
	Convergent Thinking	Decision Completeness
	Convergent Thinking	Directive Decision Style
	Convergent Thinking	Flexibility
	Convergent Thinking	Innovation
Adaptive Behaviour	Cooperability	
Agreeableness	Cooperability	
Ambiguity Tolerance	Cooperability	
Centralisation	Cooperability	
Cognitive Flexibility	Cooperability	
Commander's Empowering Behaviour	Cooperability	
Communication Network Complexity	Cooperability	
Conscientiousness	Cooperability	
Cooperative Behaviour	Cooperability	
Emotional Competency	Cooperability	
Emotional Stability	Cooperability	
Exchanging Information	Cooperability	
Extra-Role Behaviour	Cooperability	
Extraversion	Cooperability	
Extrinsic Responsibility	Cooperability	
General Intelligence	Cooperability	
Goal Consistency	Cooperability	
Hardness	Cooperability	
Impulsivity vs. Reflectivity	Cooperability	
Interpersonal Competence	Cooperability	
Intrinsic Responsibility	Cooperability	
Locus of Control	Cooperability	
Norm Strength	Cooperability	
Persistence	Cooperability	
Relation to Environment	Cooperability	
Relationship Conflict	Cooperability	
Role Clarity	Cooperability	
Self-Direction (Value)	Cooperability	
Shared Attitudes	Cooperability	
Shared Expectations	Cooperability	
Shared Task Knowledge	Cooperability	
Shared Team Knowledge	Cooperability	
Social Cohesion	Cooperability	
Task Cohesion	Cooperability	
Task Competence	Cooperability	
Task Conflict	Cooperability	
Team Size	Cooperability	
Trust	Cooperability	
Work Specialisation	Cooperability	
Understanding Relevance	Cooperability	
Understanding Timeliness	Cooperability	
Understanding Uncertainty	Cooperability	
	Cooperability	Action Synchronisation
	Cooperability	Collaboration Completeness
	Cooperability	Collaboration Participants
	Cooperability	Consistency of Command Intent
	Cooperability	Information Sharability
	Cooperability	Interaction Quality
	Cooperability	Internal Synchronisation
Agreeableness	Cooperative Behaviour	
Benevolence (Value)	Cooperative Behaviour	
Commander's Empowering Behaviour	Cooperative Behaviour	
Commander's Intrinsic Responsibility	Cooperative Behaviour	
Commander's Mentoring and Developing Behaviour	Cooperative Behaviour	
Commander's Task- vs. Relationship-oriented Behaviour	Cooperative Behaviour	
Commander's Transactional vs. Transformational Behaviour	Cooperative Behaviour	
Commander's Personality Structure	Cooperative Behaviour	

Input	Variable	Output
Compliance	Cooperative Behaviour	
Conformity (Value)	Cooperative Behaviour	
Conscientiousness	Cooperative Behaviour	
Cultural Empathy	Cooperative Behaviour	
Extraversion	Cooperative Behaviour	
Extrinsic Responsibility	Cooperative Behaviour	
Goal Consistency	Cooperative Behaviour	
Group Pressure	Cooperative Behaviour	
Hedonism (Value)	Cooperative Behaviour	
Homogeneity	Cooperative Behaviour	
Interdependence	Cooperative Behaviour	
Intrinsic Responsibility	Cooperative Behaviour	
Masculinity – Femininity Cultural Dimension	Cooperative Behaviour	
Mentoring and Developing Leadership Culture	Cooperative Behaviour	
Mood	Cooperative Behaviour	
Motivation	Cooperative Behaviour	
Norm Strength	Cooperative Behaviour	
Persistence	Cooperative Behaviour	
Referent Power	Cooperative Behaviour	
Relation to Environment	Cooperative Behaviour	
Relationship Conflict	Cooperative Behaviour	
Self-Direction (Value)	Cooperative Behaviour	
Shared Attitudes	Cooperative Behaviour	
Shared Expectations	Cooperative Behaviour	
Shared Task Knowledge	Cooperative Behaviour	
Shared Team Knowledge	Cooperative Behaviour	
Social Cohesion	Cooperative Behaviour	
Task – Relationship Cultural Dimension	Cooperative Behaviour	
Task- vs. Relationship-oriented Leadership Culture	Cooperative Behaviour	
Task Cohesion	Cooperative Behaviour	
Task Conflict	Cooperative Behaviour	
Team Experience	Cooperative Behaviour	
Team Size	Cooperative Behaviour	
Thinking vs. Feeling	Cooperative Behaviour	
Tradition (Value)	Cooperative Behaviour	
Training	Cooperative Behaviour	
Trust	Cooperative Behaviour	
Trust Propensity	Cooperative Behaviour	
Willingness to Interact	Cooperative Behaviour	
Work Specialisation	Cooperative Behaviour	
	Cooperative Behaviour	Collaboration Capacity
	Cooperative Behaviour	Cooperability
	Cooperative Behaviour	Internal Synchronisation
	Cooperative Behaviour	Persistence
	Cooperative Behaviour	Relationship Conflict
	Cooperative Behaviour	Social Cohesion
	Criticality	Allocation of Decision Rights
	Criticality	Restriction of Decision Rights
Agreeableness	Cultural Empathy	
Ambiguity Tolerance	Cultural Empathy	
Benevolence (Value)	Cultural Empathy	
Openness to Experience	Cultural Empathy	
Relation to Environment	Cultural Empathy	
Thinking vs. Feeling	Cultural Empathy	
Universalism (Value)	Cultural Empathy	
Universality-Diversity Orientation	Cultural Empathy	
	Cultural Empathy	Cooperative Behaviour
	Cultural Empathy	Intercultural Competence
	Cultural Empathy	Relationship Conflict
	Cultural Empathy	Social Cohesion
	Cultural Empathy	Trust
	Cultural Empathy	Willingness to Interact
Co-Located / Distributed	Data Interoperability	
Quality of Communication Equipment	Data Interoperability	
Quality of Computing Equipment	Data Interoperability	
Quantity of Communication Equipment	Data Interoperability	
Quantity of Computing Equipment	Data Interoperability	
Sharing of Computing Equipment	Data Interoperability	
	Data Interoperability	Continuity of Interactions
	Data Interoperability	Frequency of Interactions
	Data Interoperability	Network Richness
	Data Interoperability	System Semantic Interoperability
Information Source Characteristics	Databases	
Open Sources	Databases	
Analytical Decision Style	Decision Accuracy	
Cognitive Capacity	Decision Accuracy	
Collaboration Capacity	Decision Accuracy	
Commander's Analytical Decision Style	Decision Accuracy	
Experience of Personnel	Decision Accuracy	
Mental Models Relevance	Decision Accuracy	
Understanding Accuracy	Decision Accuracy	
	Decision Accuracy	Action Accuracy
	Decision Accuracy	Quality of Command Intent
Analytical Decision Style	Decision Completeness	
Behavioural Decision Style	Decision Completeness	
Cognitive Capacity	Decision Completeness	
Collaboration Capacity	Decision Completeness	
Commander's Analytical Decision Style	Decision Completeness	
Commander's Behavioural Decision Style	Decision Completeness	
Commander's Conceptual Decision Style	Decision Completeness	
Commander's Directive Decision Style	Decision Completeness	
Conceptual Decision Style	Decision Completeness	
Convergent Thinking	Decision Completeness	
Directive Decision Style	Decision Completeness	
Experience of Personnel	Decision Completeness	
Mental Models Relevance	Decision Completeness	
Mental Models Richness	Decision Completeness	
Shared Understanding Degree	Decision Completeness	
Situational Familiarity	Decision Completeness	
Task Competence	Decision Completeness	
Understanding Completeness	Decision Completeness	
	Decision Completeness	Action Completeness
	Decision Completeness	Quality of Command Intent

Input	Variable	Output
Analytical Decision Style	Decision Congruence	
Commander's Analytical Decision Style	Decision Congruence	
Commander's Conceptual Decision Style	Decision Congruence	
Commander's Directive Decision Style	Decision Congruence	
Conceptual Decision Style	Decision Congruence	
Conformity (Value)	Decision Congruence	
Directive Decision Style	Decision Congruence	
Exchanging Information	Decision Congruence	
Goal Consistency	Decision Congruence	
Negotiating	Decision Congruence	
Self-Direction (Value)	Decision Congruence	
Shared Attitudes	Decision Congruence	
Shared Expectations	Decision Congruence	
Shared Task Knowledge	Decision Congruence	
Shared Understanding Degree	Decision Congruence	
	Decision Congruence	Action Consistency
	Decision Congruence	Action Efficiency
	Decision Congruence	Action Synchronisation
	Decision Congruence	Internal Synchronisation
Analytical Decision Style	Decision Consistency	
Collaboration Capacity	Decision Consistency	
Commander's Analytical Decision Style	Decision Consistency	
Decision Participants	Decision Consistency	
Education	Decision Consistency	
Quality of Personnel	Decision Consistency	
Shared Understanding Degree	Decision Consistency	
Training	Decision Consistency	
Understanding Consistency	Decision Consistency	
	Decision Consistency	Action Consistency
	Decision Consistency	Action Efficiency
	Decision Consistency	Quality of Command Intent
Cognitive Capacity	Decision Correctness	
Collaboration Capacity	Decision Correctness	
Decision Uncertainty	Decision Correctness	
Experience of Personnel	Decision Correctness	
Understanding Correctness	Decision Correctness	
	Decision Correctness	Action Appropriateness
	Decision Correctness	Action Synchronisation
	Decision Correctness	Quality of Command Intent
Collaboration Capacity	Decision Currency	
Decision Speed	Decision Currency	
Extraversion vs. Introversion	Decision Currency	
Understanding Currency	Decision Currency	
	Decision Currency	Action Timeliness
	Decision Currency	Quality of Command Intent
Co-Located / Distributed	Decision Participants	
	Decision Participants	Action Completeness
	Decision Participants	Collaboration Completeness
	Decision Participants	Decision Consistency
	Decision Participants	Plan Feasibility
Analytical Decision Style	Decision Precision	
Collaboration Capacity	Decision Precision	
Commander's Analytical Decision Style	Decision Precision	
Conscientiousness	Decision Precision	
Judging vs. Perceiving	Decision Precision	
Mental Models Relevance	Decision Precision	
Mental Models Richness	Decision Precision	
Situational Familiarity	Decision Precision	
Task Competence	Decision Precision	
Understanding Precision	Decision Precision	
	Decision Precision	Action Precision
	Decision Precision	Quality of Command Intent
Analytical Decision Style	Decision Relevance	
Behavioural Decision Style	Decision Relevance	
C2 Doctrine	Decision Relevance	
Collaboration Capacity	Decision Relevance	
Commander's Analytical Decision Style	Decision Relevance	
Commander's Behavioural Decision Style	Decision Relevance	
Commander's Conceptual Decision Style	Decision Relevance	
Commander's Directive Decision Style	Decision Relevance	
Commander's Risk Propensity	Decision Relevance	
Conceptual Decision Style	Decision Relevance	
Directive Decision Style	Decision Relevance	
Mental Models Relevance	Decision Relevance	
Risk Propensity	Decision Relevance	
Situational Familiarity	Decision Relevance	
Stress Level	Decision Relevance	
Understanding Relevance	Decision Relevance	
	Decision Relevance	Action Appropriateness
	Decision Relevance	Quality of Command Intent
Alertness	Decision Speed	
Commander's Risk Propensity	Decision Speed	
Decision Type	Decision Speed	
Decision Uncertainty	Decision Speed	
Commander's Directive Decision Style	Decision Speed	
Directive Decision Style	Decision Speed	
Dynamics Across Time (Command)	Decision Speed	
Dynamics Across Time (Control)	Decision Speed	
Hardness	Decision Speed	
Homogeneity	Decision Speed	
Human Semantic Interoperability	Decision Speed	
Impulsivity vs. Reflectivity	Decision Speed	
Intent Motivation	Decision Speed	
Mental Models Relevance	Decision Speed	
Mental Models Richness	Decision Speed	
Risk Propensity	Decision Speed	
Risk Taking	Decision Speed	
Task Currency/Latency	Decision Speed	
Task Efficiency	Decision Speed	
Task Speed	Decision Speed	
Understanding Accuracy	Decision Speed	
	Decision Speed	Action Efficiency
	Decision Speed	Decision Currency

Input	Variable	Output
Collaboration Capacity	Decision Timeliness	
Mental Health	Decision Timeliness	
Understanding Timeliness	Decision Timeliness	
	Decision Timeliness	Action Timeliness
	Decision Timeliness	Quality of Command Intent
Mental Models Confidence	Decision Type	
	Decision Type	Command Speed
	Decision Type	Decision Speed
	Decision Type	Quality of Communication of Command Intent
Analytical Decision Style	Decision Uncertainty	
Cognitive Capacity	Decision Uncertainty	
Collaboration Capacity	Decision Uncertainty	
Commander's Analytical Decision Style	Decision Uncertainty	
Experience of Personnel	Decision Uncertainty	
Information Uncertainty	Decision Uncertainty	
Understanding Uncertainty	Decision Uncertainty	
	Decision Uncertainty	Decision Correctness
	Decision Uncertainty	Decision Speed
	Decision Uncertainty	Quality of Command Intent
Economic Situation	Degree of Change	
Enemy Forces	Degree of Change	
Friendly Forces	Degree of Change	
Neutral Forces	Degree of Change	
Political Situation	Degree of Change	
Social Situation	Degree of Change	
	Degree of Change	Allocation of Decision Rights
	Degree of Change	Co-Evolution
	Degree of Change	Complexity of Situation
	Degree of Change	Constraint Enforcement
	Degree of Change	Dynamics Across Purpose (Command)
	Degree of Change	Dynamics Across Purpose (Control)
	Degree of Change	Dynamics Across Time (Command)
	Degree of Change	Dynamics Across Time (Control)
	Degree of Change	Information Distribution
	Degree of Change	Patterns of Interaction
	Degree of Change	Restriction of Decision Rights
	Degree of Change	Restriction on Information Distribution
	Degree of Change	Selectivity
Allocation of Decision Rights	Delegating	
Commander's Empowering Behaviour	Delegating	
Empowering Leadership Culture	Delegating	
Formalisation	Delegating	
Power (Value)	Delegating	
Risk Propensity	Delegating	
Self-Direction (Value)	Delegating	
Shared Task Knowledge	Delegating	
Shared Team Knowledge	Delegating	
Team Experience	Delegating	
Trust	Delegating	
Work Specialisation	Delegating	
	Delegating	Motivation
	Delegating	Self-Esteem
	Delegating	Task Competence
	Delegating	Task Completeness
	Delegating	Task Risk
	Delegating	Task Understanding
	Delegating	Workload
Intent Motivation	Development of Intent	
Task- vs. Relationship-oriented Leadership Culture	Development of Intent	
Transactional vs. Transformational Leadership Culture	Development of Intent	
	Development of Intent	Consistency of Command Intent
	Development of Intent	Quality of Command Intent
	Direct – Indirect Cultural Dimension	Ambiguity Tolerance
	Direct – Indirect Cultural Dimension	Relationship Conflict
	Direct – Indirect Cultural Dimension	Role of Emotion
	Direct – Indirect Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture
	Direct – Indirect Cultural Dimension	Transactional vs. Transformational Leadership Culture
Field Dependence vs. Field Independence	Direct Sensing	
	Direct Sensing	Discovery
Ambiguity Tolerance	Directive Decision Style	
Cognitive Capacity	Directive Decision Style	
Cognitive Complexity	Directive Decision Style	
Conscientiousness	Directive Decision Style	
Convergent Thinking	Directive Decision Style	
Divergent Thinking	Directive Decision Style	
Impulsivity vs. Reflectivity	Directive Decision Style	
Judging vs. Perceiving	Directive Decision Style	
Openness to Experience	Directive Decision Style	
	Directive Decision Style	Decision Completeness
	Directive Decision Style	Decision Congruence
	Directive Decision Style	Decision Relevance
	Directive Decision Style	Decision Speed
	Directive Decision Style	Response Speed
Direct Sensing	Discovery	
Experience of Personnel	Discovery	
Indirect Sensing	Discovery	
Information Networks	Discovery	
Information Service Characteristics	Discovery	
Personnel Resources	Discovery	
Quality of Computing Equipment	Discovery	
Quality of Personnel	Discovery	
Quantity of Computing Equipment	Discovery	
Sensor Coverage (Medium)	Discovery	
Sensor Coverage (Spatial)	Discovery	
Sensor Coverage (Spectrum)	Discovery	
Sensor Persistence	Discovery	
	Discovery	Mental Models Richness
	Discovery	Network Richness
Economic Situation	Distance from Equilibrium	
Enemy Forces	Distance from Equilibrium	
Friendly Forces	Distance from Equilibrium	
Social Situation	Distance from Equilibrium	
	Distance from Equilibrium	Ambiguity of Situation

Input	Variable	Output
	Distance from Equilibrium	Complexity of Situation
	Distance from Equilibrium	Consistency of Command Intent
	Distance from Equilibrium	Equivocality of Situation
	Distance from Equilibrium	Information Completeness
	Distance from Equilibrium	Information Consistency
	Distance from Equilibrium	Predictability Type
	Distance from Equilibrium	Uncertainty of Situation
	Distances	Action Efficiency
	Distances	Action Timeliness
	Distances	Duration
	Distances	Enemy Forces
	Distances	Friendly Forces
	Distances	Mobility
	Distances	Neutral Forces
	Distances	Sensor Coverage (Spatial)
Ambiguity Tolerance	Divergent Thinking	
Cognitive Capacity	Divergent Thinking	
Cognitive Complexity	Divergent Thinking	
Cognitive Flexibility	Divergent Thinking	
Openness to Experience	Divergent Thinking	
Sensing vs. Intuition	Divergent Thinking	
	Divergent Thinking	Adaptive Behaviour
	Divergent Thinking	Commander's Conceptual Decision Style
	Divergent Thinking	Commander's Directive Decision Style
	Divergent Thinking	Conceptual Decision Style
	Divergent Thinking	Directive Decision Style
	Divergent Thinking	Flexibility
	Divergent Thinking	Innovation
Distances	Duration	
Economic Situation	Duration	
Education	Duration	
Enemy Forces	Duration	
Experience of Personnel	Duration	
Friendly Forces	Duration	
Neutral Forces	Duration	
Number of Personnel	Duration	
Personnel Resources	Duration	
Political Situation	Duration	
Quality of Personnel	Duration	
Social Situation	Duration	
Trafficability	Duration	
Training	Duration	
Weather (Atmospheric)	Duration	
	Duration	Allocation of Decision Rights
	Duration	Constraint Enforcement
	Duration	Dynamics Across Purpose (Command)
	Duration	Dynamics Across Purpose (Control)
	Duration	Dynamics Across Time (Command)
	Duration	Dynamics Across Time (Control)
	Duration	Information Distribution
	Duration	Patterns of Interaction
	Duration	Restriction of Decision Rights
	Duration	Restriction on Information Distribution
	Duration	Selectivity
Complexity of Situation	Dynamics Across Purpose (Command)	
Degree of Change	Dynamics Across Purpose (Command)	
Duration	Dynamics Across Purpose (Command)	
Rate of Change	Dynamics Across Purpose (Command)	
Type of Operation	Dynamics Across Purpose (Command)	
	Dynamics Across Purpose (Command)	C2 Doctrine
	Dynamics Across Purpose (Command)	Centralisation
	Dynamics Across Purpose (Command)	Control Span
	Dynamics Across Purpose (Command)	Formalisation
	Dynamics Across Purpose (Command)	Task Efficiency
	Dynamics Across Purpose (Command)	Work Specialisation
Complexity of Situation	Dynamics Across Purpose (Control)	
Degree of Change	Dynamics Across Purpose (Control)	
Duration	Dynamics Across Purpose (Control)	
Rate of Change	Dynamics Across Purpose (Control)	
Type of Operation	Dynamics Across Purpose (Control)	
	Dynamics Across Purpose (Control)	C2 Doctrine
	Dynamics Across Purpose (Control)	Task Efficiency
Complexity of Situation	Dynamics Across Time (Command)	
Degree of Change	Dynamics Across Time (Command)	
Duration	Dynamics Across Time (Command)	
Rate of Change	Dynamics Across Time (Command)	
Type of Operation	Dynamics Across Time (Command)	
	Dynamics Across Time (Command)	C2 Doctrine
	Dynamics Across Time (Command)	Centralisation
	Dynamics Across Time (Command)	Command Speed
	Dynamics Across Time (Command)	Communication Network Complexity
	Dynamics Across Time (Command)	Control Span
	Dynamics Across Time (Command)	Decision Speed
	Dynamics Across Time (Command)	Formalisation
	Dynamics Across Time (Command)	Planning Speed
	Dynamics Across Time (Command)	Task Speed
	Dynamics Across Time (Command)	Work Specialisation
Complexity of Situation	Dynamics Across Time (Control)	
Degree of Change	Dynamics Across Time (Control)	
Duration	Dynamics Across Time (Control)	
Rate of Change	Dynamics Across Time (Control)	
Type of Operation	Dynamics Across Time (Control)	
	Dynamics Across Time (Control)	C2 Doctrine
	Dynamics Across Time (Control)	Command Speed
	Dynamics Across Time (Control)	Decision Speed
	Dynamics Across Time (Control)	Planning Speed
	Dynamics Across Time (Control)	Task Speed
History	Economic Situation	
Political Situation	Economic Situation	
	Economic Situation	Co-Evolution
	Economic Situation	Connectivity and Interdependence
	Economic Situation	Degree of Change
	Economic Situation	Duration

Input	Variable	Output
	Economic Situation	Enemy Forces
	Economic Situation	Distance from Equilibrium
	Economic Situation	Financial Resources
	Economic Situation	Friendly Forces
	Economic Situation	Political Situation
	Economic Situation	Rate of Change
	Economic Situation	Self-Organisation
	Economic Situation	Social Situation
	Economic Situation	Space of Possibilities
	Economic Situation	Type of Operation
	Economic Situation	Workload
	Education	Decision Consistency
	Education	Boundary Management
	Education	Duration
	Education	Exchanging Information
	Education	External Synchronisation
	Education	Extrinsic Responsibility
	Education	Human Semantic Interoperability
	Education	Intercultural Competence
	Education	Internal Synchronisation
	Education	Interpersonal Competence
	Education	Mental Models Richness
	Education	Open / Closed Commander
	Education	Perceptual Filters
	Education	Quality of Personnel
	Education	Shared Attitudes
	Education	Shared Expectations
	Education	Shared Task Knowledge
	Education	Sharing of Personnel
	Education	Situational Familiarity
	Education	Task Competence
	Education	Work Specialisation
Agreeableness	Emotional Competency	
Ambiguity Tolerance	Emotional Competency	
Role of Emotion	Emotional Competency	
Thinking vs. Feeling	Emotional Competency	
	Emotional Competency	Commander's Mentoring and Developing Behaviour
	Emotional Competency	Cooperability
	Emotional Competency	Interpersonal Competence
	Emotional Competency	Relationship Conflict
	Emotional Competency	Social Cohesion
	Emotional Stability	Anxiety
	Emotional Stability	Compliance
	Emotional Stability	Cooperability
	Emotional Stability	Impulsivity vs. Reflectivity
	Emotional Stability	Interpersonal Competence
	Emotional Stability	Mood
	Emotional Stability	Repression vs. Sensitisation
	Emotional Stability	Risk Taking
	Emotional Stability	Self-Esteem
	Emotional Stability	Mental Health
	Emotional Stability	Social Cohesion
	Emotional Stability	Stress Level
C2 Doctrine	Empowering Leadership Culture	
Patterns of Interaction	Empowering Leadership Culture	
Power Distance Cultural Dimension	Empowering Leadership Culture	
Restriction of Decision Rights	Empowering Leadership Culture	
Restriction on Information Distribution	Empowering Leadership Culture	
Risk – Restraint Cultural Dimension	Empowering Leadership Culture	
	Empowering Leadership Culture	Centralisation
	Empowering Leadership Culture	Commander's Empowering Behaviour
	Empowering Leadership Culture	Delegating
	Empowering Leadership Culture	Formalisation
	Empowering Leadership Culture	Motivation
	Empowering Leadership Culture	Workload
Distances	Enemy Forces	
Economic Situation	Enemy Forces	
History	Enemy Forces	
Quality of Communication Equipment	Enemy Forces	
Quality of Computing Equipment	Enemy Forces	
Quality of Consumable Equipment	Enemy Forces	
Quality of Non-Consumable Equipment	Enemy Forces	
Quality of Personnel	Enemy Forces	
Quality of Sets of Unit Equipment	Enemy Forces	
Trafficability	Enemy Forces	
	Enemy Forces	Complication of Situation
	Enemy Forces	Co-Evolution
	Enemy Forces	Connectivity and Interdependence
	Enemy Forces	Degree of Change
	Enemy Forces	Duration
	Enemy Forces	Distance from Equilibrium
	Enemy Forces	Rate of Change
	Enemy Forces	Self-Organisation
	Enemy Forces	Space of Possibilities
	Enemy Forces	Type of Operation
	Enemy Forces	Workload
Ambiguity of Situation	Equivocality of Situation	
Co-Evolution	Equivocality of Situation	
Complication of Situation	Equivocality of Situation	
Connectivity and Interdependence	Equivocality of Situation	
Distance from Equilibrium	Equivocality of Situation	
Fusion	Equivocality of Situation	
	Equivocality of Situation	Collaboration Completeness
	Equivocality of Situation	Information Consistency
	Equivocality of Situation	Information Correctness
	Equivocality of Situation	Information Precision
	Equivocality of Situation	Uncertainty of Situation
Achievement (Value)	Exchanging Information	
Boundary Management	Exchanging Information	
Centralisation	Exchanging Information	
Collaboration Capacity	Exchanging Information	
Communication Network Complexity	Exchanging Information	
Education	Exchanging Information	

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Input	Variable	Output
Extraversion	Exchanging Information	
Extraversion vs. Introversion	Exchanging Information	
Memory Performance	Exchanging Information	
Relationship Conflict	Exchanging Information	
Willingness to Interact	Exchanging Information	
Work Specialisation	Exchanging Information	
	Exchanging Information	Action Synchronisation
	Exchanging Information	Action Timeliness
	Exchanging Information	Awareness Completeness
	Exchanging Information	Awareness Consistency
	Exchanging Information	Awareness Currency
	Exchanging Information	Awareness Timeliness
	Exchanging Information	Cooperability
	Exchanging Information	Decision Congruence
	Exchanging Information	External Synchronisation
	Exchanging Information	Human Semantic Interoperability
	Exchanging Information	Shared Information Extent
	Exchanging Information	Internal Synchronisation
	Exchanging Information	Shared Awareness Completeness
	Exchanging Information	Shared Awareness Consistency
	Exchanging Information	Shared Awareness Currency
	Exchanging Information	Shared Awareness Degree
	Exchanging Information	Shared Awareness Timeliness
	Exchanging Information	Shared Expectations
	Exchanging Information	Shared Task Knowledge
	Exchanging Information	Shared Team Knowledge
History	Experience of Personnel	
Training	Experience of Personnel	
	Experience of Personnel	Awareness Accuracy
	Experience of Personnel	Awareness Relevance
	Experience of Personnel	Awareness Uncertainty
	Experience of Personnel	Decision Accuracy
	Experience of Personnel	Decision Completeness
	Experience of Personnel	Decision Correctness
	Experience of Personnel	Decision Uncertainty
	Experience of Personnel	Discovery
	Experience of Personnel	Duration
	Experience of Personnel	Expert Power
	Experience of Personnel	Shared Information Extent
	Experience of Personnel	Fusion
	Experience of Personnel	Human Information Processing
	Experience of Personnel	Human Semantic Interoperability
	Experience of Personnel	Perceptual Filters
	Experience of Personnel	Shared Awareness Accuracy
	Experience of Personnel	Shared Awareness Completeness
	Experience of Personnel	Shared Awareness Consistency
	Experience of Personnel	Shared Awareness Correctness
	Experience of Personnel	Shared Awareness Currency
	Experience of Personnel	Shared Awareness Degree
	Experience of Personnel	Shared Awareness Precision
	Experience of Personnel	Shared Awareness Relevance
	Experience of Personnel	Shared Awareness Timeliness
	Experience of Personnel	Shared Awareness Uncertainty
	Experience of Personnel	Shared Information Accuracy
	Experience of Personnel	Shared Information Completeness
	Experience of Personnel	Shared Information Consistency
	Experience of Personnel	Shared Information Correctness
	Experience of Personnel	Shared Information Currency
	Experience of Personnel	Shared Information Precision
	Experience of Personnel	Shared Information Relevance
	Experience of Personnel	Shared Information Timeliness
	Experience of Personnel	Shared Information Uncertainty
	Experience of Personnel	Shared Understanding Accuracy
	Experience of Personnel	Shared Understanding Completeness
	Experience of Personnel	Shared Understanding Consistency
	Experience of Personnel	Shared Understanding Correctness
	Experience of Personnel	Shared Understanding Currency
	Experience of Personnel	Shared Understanding Degree
	Experience of Personnel	Shared Understanding Precision
	Experience of Personnel	Shared Understanding Relevance
	Experience of Personnel	Shared Understanding Timeliness
	Experience of Personnel	Shared Understanding Uncertainty
	Experience of Personnel	Task Competence
	Experience of Personnel	Work Specialisation
Experience of Personnel	Expert Power	
Mental Models Richness	Expert Power	
Task Competence	Expert Power	
Task Understanding	Expert Power	
	Expert Power	Compliance
	Expert Power	Task Conflict
	Expert Power	Trust
Allocation of Decision Rights	External Synchronisation	
Boundary Management	External Synchronisation	
Centralisation	External Synchronisation	
Education	External Synchronisation	
Exchanging Information	External Synchronisation	
Internal Synchronisation	External Synchronisation	
Locus of Control	External Synchronisation	
	External Synchronisation	Action Synchronisation
Agreeableness	Extra-Role Behaviour	
Benevolence (Value)	Extra-Role Behaviour	
Commander's Intrinsic Responsibility	Extra-Role Behaviour	
Commander's Mentoring and Developing Behaviour	Extra-Role Behaviour	
Commander's Task- vs. Relationship-oriented Behaviour	Extra-Role Behaviour	
Commander's Transactional vs. Transformational Behaviour	Extra-Role Behaviour	
Group Pressure	Extra-Role Behaviour	
Hardness	Extra-Role Behaviour	
Intrinsic Responsibility	Extra-Role Behaviour	
Motivation	Extra-Role Behaviour	
Referent Power	Extra-Role Behaviour	
Relationship Conflict	Extra-Role Behaviour	
Social Cohesion	Extra-Role Behaviour	
Task Cohesion	Extra-Role Behaviour	

Input	Variable	Output
Task Conflict	Extra-Role Behaviour	
Team Size	Extra-Role Behaviour	
Trust	Extra-Role Behaviour	
	Extra-Role Behaviour	Cooperability
	Extra-Role Behaviour	Social Cohesion
	Extraversion	Boundary Management
	Extraversion	Cooperability
	Extraversion	Cooperative Behaviour
	Extraversion	Exchanging Information
	Extraversion	Group Pressure
	Extraversion	Hardness
	Extraversion	Negotiating
	Extraversion	Relation to Environment
	Extraversion	Social Cohesion
	Extraversion	Willingness to Interact
	Extraversion vs. Introversion	Decision Currency
	Extraversion vs. Introversion	Exchanging Information
	Extraversion vs. Introversion	Impulsivity vs. Reflectivity
	Extraversion vs. Introversion	Negotiating
	Extraversion vs. Introversion	Relation to Environment
	Extraversion vs. Introversion	Social Cohesion
	Extraversion vs. Introversion	Willingness to Interact
Commander's Empowering Behaviour	Extrinsic Responsibility	
Commander's Extrinsic Responsibility	Extrinsic Responsibility	
Commander's Task- vs. Relationship-oriented Behaviour	Extrinsic Responsibility	
Commander's Transactional vs. Transformational Behaviour	Extrinsic Responsibility	
Education	Extrinsic Responsibility	
Individualism – Collectivism Cultural Dimension	Extrinsic Responsibility	
Locus of Control	Extrinsic Responsibility	
Task Cohesion	Extrinsic Responsibility	
Task Conflict	Extrinsic Responsibility	
	Extrinsic Responsibility	Cooperability
	Extrinsic Responsibility	Cooperative Behaviour
	Extrinsic Responsibility	Force Will
	Extrinsic Responsibility	Motivation
Ambiguity Tolerance	Field Dependence vs. Field Independence	
Commander's Personality Structure	Field Dependence vs. Field Independence	
Perceptual Filters	Field Dependence vs. Field Independence	
Sensing vs. Intuition	Field Dependence vs. Field Independence	
	Field Dependence vs. Field Independence	Awareness Correctness
	Field Dependence vs. Field Independence	Awareness Precision
	Field Dependence vs. Field Independence	Awareness Relevance
	Field Dependence vs. Field Independence	Direct Sensing
	Field Dependence vs. Field Independence	Human Information Processing
Economic Situation	Financial Resources	
	Financial Resources	Force Efficiency
	Financial Resources	Lethal Effectors
	Financial Resources	Mission Efficiency
	Financial Resources	Non-Lethal Effectors
	Financial Resources	Number of Personnel
	Financial Resources	Personnel Resources
	Financial Resources	Quality of Communication Equipment
	Financial Resources	Quality of Computing Equipment
	Financial Resources	Quality of Consumable Equipment
	Financial Resources	Quality of Facilities
	Financial Resources	Quality of Non-Consumable Equipment
	Financial Resources	Quality of Personnel
	Financial Resources	Quality of Sets of Unit Equipment
	Financial Resources	Quantity of Communication Equipment
	Financial Resources	Quantity of Computing Equipment
	Financial Resources	Quantity of Consumable Equipment
	Financial Resources	Quantity of Facilities
	Financial Resources	Quantity of Non-Consumable Equipment
	Financial Resources	Quantity of Sets of Unit Equipment
	Financial Resources	Sharing of Communication Equipment
	Financial Resources	Sharing of Computing Equipment
	Financial Resources	Sharing of Financial Resources
Adaptive Behaviour	Flexibility	
Anxiety	Flexibility	
Cognitive Flexibility	Flexibility	
Commander's Empowering Behaviour	Flexibility	
Commander's Transactional vs. Transformational Behaviour	Flexibility	
Convergent Thinking	Flexibility	
Divergent Thinking	Flexibility	
Formalisation	Flexibility	
Judging vs. Perceiving	Flexibility	
Openness to Experience	Flexibility	
Risk Taking	Flexibility	
	Flexibility	C2 Effectiveness
Action Synchronisation	Force Effectiveness	
Adaptiveness	Force Effectiveness	
Mission Effectiveness	Force Effectiveness	
Task Competence	Force Effectiveness	
Task Efficiency	Force Effectiveness	
Task Speed	Force Effectiveness	
	Force Effectiveness	Force Efficiency
	Force Effectiveness	Policy Effectiveness
Action Timeliness	Force Efficiency	
Adaptiveness	Force Efficiency	
Financial Resources	Force Efficiency	
Force Effectiveness	Force Efficiency	
Mission Efficiency	Force Efficiency	
Number of Personnel	Force Efficiency	
Personnel Resources	Force Efficiency	
Quality of Consumable Equipment	Force Efficiency	
Quality of Facilities	Force Efficiency	
Quality of Non-Consumable Equipment	Force Efficiency	
Quality of Personnel	Force Efficiency	
Quality of Sets of Unit Equipment	Force Efficiency	
Quantity of Consumable Equipment	Force Efficiency	
Quantity of Facilities	Force Efficiency	
Quantity of Non-Consumable Equipment	Force Efficiency	
Quantity of Sets of Unit Equipment	Force Efficiency	

Input	Variable	Output
Extrinsic Responsibility	Force Will	
Motivation	Force Will	
Role of Emotion	Force Will	
Task Cohesion	Force Will	
	Force Will	Hardness
	Force Will	Persistence
Allocation of Decision Rights	Formalisation	
C2 Doctrine	Formalisation	
Dynamics Across Purpose (Command)	Formalisation	
Dynamics Across Time (Command)	Formalisation	
Empowering Leadership Culture	Formalisation	
Information Distribution	Formalisation	
Patterns of Interaction	Formalisation	
Team Size	Formalisation	
	Formalisation	Adaptive Behaviour
	Formalisation	Action Efficiency
	Formalisation	Delegating
	Formalisation	Flexibility
	Formalisation	Innovation
	Formalisation	Internal Synchronisation
	Formalisation	Negotiating
	Formalisation	Responsiveness
	Formalisation	Risk Taking
	Formalisation	Robustness
	Formalisation	Role Clarity
Allocation of Decision Rights	Frequency of Interactions	
Communications Interoperability	Frequency of Interactions	
Data Interoperability	Frequency of Interactions	
Human Semantic Interoperability	Frequency of Interactions	
Network Average Path Length	Frequency of Interactions	
Network Clustering Coefficient	Frequency of Interactions	
Network Connectedness	Frequency of Interactions	
Network Inclusiveness	Frequency of Interactions	
Network Structural Cohesion	Frequency of Interactions	
Network Structural Equivalence	Frequency of Interactions	
Network Structural Holes	Frequency of Interactions	
Node Centrality	Frequency of Interactions	
Response Speed	Frequency of Interactions	
System Semantic Interoperability	Frequency of Interactions	
Type of Operation	Frequency of Interactions	
Willingness to Interact	Frequency of Interactions	
	Frequency of Interactions	Awareness Currency
	Frequency of Interactions	Hardness
	Frequency of Interactions	Internal Synchronisation
	Frequency of Interactions	Negotiating
	Frequency of Interactions	Interaction Quality
	Frequency of Interactions	Shared Information Currency
	Frequency of Interactions	Shared Information Timeliness
Distances	Friendly Forces	
Economic Situation	Friendly Forces	
History	Friendly Forces	
Quality of Communication Equipment	Friendly Forces	
Quality of Computing Equipment	Friendly Forces	
Quality of Consumable Equipment	Friendly Forces	
Quality of Non-Consumable Equipment	Friendly Forces	
Quality of Personnel	Friendly Forces	
Quality of Sets of Unit Equipment	Friendly Forces	
Trafficability	Friendly Forces	
Type of Operation	Friendly Forces	
	Friendly Forces	Co-Evolution
	Friendly Forces	Complication of Situation
	Friendly Forces	Connectivity and Interdependence
	Friendly Forces	Degree of Change
	Friendly Forces	Duration
	Friendly Forces	Distance from Equilibrium
	Friendly Forces	Rate of Change
	Friendly Forces	Self-Organisation
	Friendly Forces	Space of Possibilities
	Friendly Forces	Type of Operation
Experience of Personnel	Fusion	
Indirect Sensing	Fusion	
Information Networks	Fusion	
Information Service Characteristics	Fusion	
Personnel Resources	Fusion	
Quality of Computing Equipment	Fusion	
Quality of Personnel	Fusion	
Quantity of Computing Equipment	Fusion	
Sensor Coverage (Medium)	Fusion	
Sensor Coverage (Spatial)	Fusion	
Sensor Coverage (Spectrum)	Fusion	
Sensor Persistence	Fusion	
Sharing of Communication Equipment	Fusion	
Sharing of Computing Equipment	Fusion	
	Fusion	Ambiguity of Situation
	Fusion	Complexity of Situation
	Fusion	Equivocality of Situation
	Fusion	Network Richness
	Fusion	Uncertainty of Situation
Cognitive Capacity	General Intelligence	
	General Intelligence	Adaptive Behaviour
	General Intelligence	Ambiguity Tolerance
	General Intelligence	Awareness Correctness
	General Intelligence	Cognitive Complexity
	General Intelligence	Cognitive Flexibility
	General Intelligence	Cooperability
	General Intelligence	Human Information Processing
	General Intelligence	Memory Performance
	General Intelligence	Mental Models Richness
	General Intelligence	Open / Closed Commander
	General Intelligence	Perceptual Filters
	General Intelligence	Response Speed
	General Intelligence	Understanding Correctness
Centralisation	Goal Consistency	

Input	Variable	Output
Co-Located / Distributed	Goal Consistency	
Commander's Task- vs. Relationship-oriented Behaviour	Goal Consistency	
Conformity (Value)	Goal Consistency	
Hardness	Goal Consistency	
Homogeneity	Goal Consistency	
Interdependence	Goal Consistency	
Internal Synchronisation	Goal Consistency	
Norm Strength	Goal Consistency	
Self-Direction (Value)	Goal Consistency	
Social Cohesion	Goal Consistency	
Task Cohesion	Goal Consistency	
Team Size	Goal Consistency	
Work Specialisation	Goal Consistency	
	Goal Consistency	Compliance
	Goal Consistency	Cooperability
	Goal Consistency	Cooperative Behaviour
	Goal Consistency	Decision Congruence
	Goal Consistency	Group Pressure
	Goal Consistency	Intent Motivation
	Goal Consistency	Intrinsic Responsibility
	Goal Consistency	Motivation
	Goal Consistency	Persistence
	Goal Consistency	Social Cohesion
	Goal Consistency	Task Cohesion
	Goal Consistency	Task Conflict
Achievement (Value)	Group Pressure	
Commander's Transactional vs. Transformational Behaviour	Group Pressure	
Conformity (Value)	Group Pressure	
Extraversion	Group Pressure	
Goal Consistency	Group Pressure	
Hardness	Group Pressure	
Homogeneity	Group Pressure	
Interdependence	Group Pressure	
Norm Strength	Group Pressure	
Power (Value)	Group Pressure	
Referent Power	Group Pressure	
Role Clarity	Group Pressure	
Social Cohesion	Group Pressure	
Team Size	Group Pressure	
	Group Pressure	Adaptive Behaviour
	Group Pressure	Compliance
	Group Pressure	Cooperative Behaviour
	Group Pressure	Extra-Role Behaviour
	Group Pressure	Intent Motivation
	Group Pressure	Motivation
	Group Pressure	Risk Taking
	Group Pressure	Stress Level
	Group Pressure	Trust
Commander's Task- vs. Relationship-oriented Behaviour	Hardness	
Commander's Transactional vs. Transformational Behaviour	Hardness	
Continuity of Interactions	Hardness	
Extraversion	Hardness	
Force Will	Hardness	
Frequency of Interactions	Hardness	
Individualism – Collectivism Cultural Dimension	Hardness	
Locus of Control	Hardness	
Persistence	Hardness	
Task – Relationship Cultural Dimension	Hardness	
Team Experience	Hardness	
Uncertainty Avoidance Cultural Dimension	Hardness	
Work Specialisation	Hardness	
	Hardness	Command Speed
	Hardness	Compliance
	Hardness	Cooperability
	Hardness	Decision Speed
	Hardness	Extra-Role Behaviour
	Hardness	Goal Consistency
	Hardness	Group Pressure
	Hardness	Information Pedigree
	Hardness	Internal Synchronisation
	Hardness	Perceived Likelihood of Success
	Hardness	Plan Timeliness
	Hardness	Planning Speed
	Hardness	Risk Propensity
	Hardness	Shared Attitudes
	Hardness	Shared Expectations
	Hardness	Shared Team Knowledge
	Hardness	Social Cohesion
	Hardness	Relationship Conflict
	Hardness	Task Cohesion
	Hardness	Task Conflict
	Hardness	Trust
Agreeableness	Hedonism (Value)	
Individualism – Collectivism Cultural Dimension	Hedonism (Value)	
Relation to Environment	Hedonism (Value)	
Self-Esteem	Hedonism (Value)	
	Hedonism (Value)	Compliance
	Hedonism (Value)	Cooperative Behaviour
	Hedonism (Value)	Intrinsic Responsibility
	Hedonism (Value)	Relationship Conflict
	Hedonism (Value)	Self-Monitoring
	Hedonism (Value)	Social Cohesion
	History	Economic Situation
	History	Enemy Forces
	History	Experience of Personnel
	History	Friendly Forces
	History	Mental Models Richness
	History	Political Situation
	History	Self-Organisation
	History	Shared Attitudes
	History	Shared Expectations
	History	Shared Task Knowledge
	History	Shared Team Knowledge

Input	Variable	Output
	History	Space of Possibilities
	History	Tradition (Value)
	History	Type of Operation
	History	Workload
Number of Personnel	Homogeneity	
Team Size	Homogeneity	
	Homogeneity	Command Speed
	Homogeneity	Cooperative Behaviour
	Homogeneity	Decision Speed
	Homogeneity	Goal Consistency
	Homogeneity	Group Pressure
	Homogeneity	Human Semantic Interoperability
	Homogeneity	Mental Models Confidence
	Homogeneity	Norm Strength
	Homogeneity	Persistence
	Homogeneity	Plan Timeliness
	Homogeneity	Planning Speed
	Homogeneity	Relationship Conflict
	Homogeneity	Risk Propensity
	Homogeneity	Risk Taking
	Homogeneity	Social Cohesion
	Homogeneity	Task Cohesion
	Homogeneity	Task Conflict
	Homogeneity	Trust
Alertness	Human Information Processing	
Ambiguity Tolerance	Human Information Processing	
Analytical Decision Style	Human Information Processing	
Anxiety	Human Information Processing	
Awareness Accuracy	Human Information Processing	
Awareness Completeness	Human Information Processing	
Awareness Consistency	Human Information Processing	
Awareness Uncertainty	Human Information Processing	
Awareness Precision	Human Information Processing	
Cognitive Capacity	Human Information Processing	
Cognitive Complexity	Human Information Processing	
Cognitive Flexibility	Human Information Processing	
Collaboration Participants	Human Information Processing	
Conscientiousness	Human Information Processing	
Experience of Personnel	Human Information Processing	
Field Dependence vs. Field Independence	Human Information Processing	
General Intelligence	Human Information Processing	
Impulsivity vs. Reflectivity	Human Information Processing	
Judging vs. Perceiving	Human Information Processing	
Levelling vs. Sharpening	Human Information Processing	
Memory Performance	Human Information Processing	
Mental Health	Human Information Processing	
Mental Models Confidence	Human Information Processing	
Mental Models Richness	Human Information Processing	
Mood	Human Information Processing	
Motivation	Human Information Processing	
Openness to Experience	Human Information Processing	
Perceptual Filters	Human Information Processing	
Repression vs. Sensitisation	Human Information Processing	
Risk – Restraint Cultural Dimension	Human Information Processing	
Sensing vs. Intuition	Human Information Processing	
Short-term – Long-term Cultural Dimension	Human Information Processing	
Sleep Deprivation	Human Information Processing	
Stress Level	Human Information Processing	
Task – Relationship Cultural Dimension	Human Information Processing	
Uncertainty Avoidance Cultural Dimension	Human Information Processing	
	Human Information Processing	Human Semantic Interoperability
	Human Information Processing	Shared Awareness Accuracy
	Human Information Processing	Shared Awareness Completeness
	Human Information Processing	Shared Awareness Consistency
	Human Information Processing	Shared Awareness Correctness
	Human Information Processing	Shared Awareness Currency
	Human Information Processing	Shared Awareness Degree
	Human Information Processing	Shared Awareness Precision
	Human Information Processing	Shared Awareness Relevance
	Human Information Processing	Shared Awareness Timeliness
	Human Information Processing	Shared Awareness Uncertainty
Centralisation	Human Semantic Interoperability	
Commander's Transactional vs. Transformational Behaviour	Human Semantic Interoperability	
Education	Human Semantic Interoperability	
Exchanging Information	Human Semantic Interoperability	
Experience of Personnel	Human Semantic Interoperability	
Homogeneity	Human Semantic Interoperability	
Human Information Processing	Human Semantic Interoperability	
Internal Synchronisation	Human Semantic Interoperability	
Shared Awareness Degree	Human Semantic Interoperability	
Shared Task Knowledge	Human Semantic Interoperability	
Sharing of Personnel	Human Semantic Interoperability	
Training	Human Semantic Interoperability	
Work Specialisation	Human Semantic Interoperability	
	Human Semantic Interoperability	Continuity of Interactions
	Human Semantic Interoperability	Decision Speed
	Human Semantic Interoperability	Frequency of Interactions
	Human Semantic Interoperability	Planning Speed
Ambiguity Tolerance	Impulsivity vs. Reflectivity	
Commander's Risk Propensity	Impulsivity vs. Reflectivity	
Conscientiousness	Impulsivity vs. Reflectivity	
Emotional Stability	Impulsivity vs. Reflectivity	
Extraversion vs. Introversion	Impulsivity vs. Reflectivity	
Judging vs. Perceiving	Impulsivity vs. Reflectivity	
Mental Models Confidence	Impulsivity vs. Reflectivity	
Mental Models Relevance	Impulsivity vs. Reflectivity	
Risk Propensity	Impulsivity vs. Reflectivity	
Role of Emotion	Impulsivity vs. Reflectivity	
Security (Value)	Impulsivity vs. Reflectivity	
Stress Level	Impulsivity vs. Reflectivity	
	Impulsivity vs. Reflectivity	Action Appropriateness
	Impulsivity vs. Reflectivity	Adaptive Behaviour
	Impulsivity vs. Reflectivity	Commander's Directive Decision Style

Input	Variable	Output
	Impulsivity vs. Reflectivity	Cooperability
	Impulsivity vs. Reflectivity	Decision Speed
	Impulsivity vs. Reflectivity	Directive Decision Style
	Impulsivity vs. Reflectivity	Human Information Processing
	Impulsivity vs. Reflectivity	Relationship Conflict
	Impulsivity vs. Reflectivity	Response Speed
	Impulsivity vs. Reflectivity	Self-Monitoring
	Impulsivity vs. Reflectivity	Task Conflict
Information Source Characteristics	Indirect Sensing	
	Indirect Sensing	Discovery
	Indirect Sensing	Fusion
	Individualism – Collectivism Cultural Dimension	Benevolence (Value)
	Individualism – Collectivism Cultural Dimension	Conformity (Value)
	Individualism – Collectivism Cultural Dimension	Extrinsic Responsibility
	Individualism – Collectivism Cultural Dimension	Hardness
	Individualism – Collectivism Cultural Dimension	Hedonism (Value)
	Individualism – Collectivism Cultural Dimension	Internal Synchronisation
	Individualism – Collectivism Cultural Dimension	Intrinsic Responsibility
	Individualism – Collectivism Cultural Dimension	Mentoring and Developing Leadership Culture
	Individualism – Collectivism Cultural Dimension	Patterns of Interaction
	Individualism – Collectivism Cultural Dimension	Recognition and Reward Leadership Culture
	Individualism – Collectivism Cultural Dimension	Relation to Environment
	Individualism – Collectivism Cultural Dimension	Relationship Conflict
	Individualism – Collectivism Cultural Dimension	Self-Direction (Value)
	Individualism – Collectivism Cultural Dimension	Shared Attitudes
	Individualism – Collectivism Cultural Dimension	Shared Expectations
	Individualism – Collectivism Cultural Dimension	Shared Team Knowledge
	Individualism – Collectivism Cultural Dimension	Sharing of Communication Equipment
	Individualism – Collectivism Cultural Dimension	Sharing of Computing Equipment
	Individualism – Collectivism Cultural Dimension	Sharing of Financial Resources
	Individualism – Collectivism Cultural Dimension	Sharing of Material
	Individualism – Collectivism Cultural Dimension	Sharing of Personnel
	Individualism – Collectivism Cultural Dimension	Social Cohesion
	Individualism – Collectivism Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture
	Individualism – Collectivism Cultural Dimension	Task Cohesion
	Individualism – Collectivism Cultural Dimension	Task Conflict
	Individualism – Collectivism Cultural Dimension	Tradition (Value)
	Individualism – Collectivism Cultural Dimension	Transactional vs. Transformational Leadership Culture
	Individualism – Collectivism Cultural Dimension	Trust
	Individualism – Collectivism Cultural Dimension	Universality-Diversity Orientation
	Individualism – Collectivism Cultural Dimension	Work Specialisation
Information Richness	Information Accuracy	
Quality of Visualisation	Information Accuracy	
Type I Error (False Alarm Rate)	Information Accuracy	
Type II Error	Information Accuracy	
	Information Accuracy	Awareness Accuracy
	Information Accuracy	Collaboration Capacity
	Information Accuracy	Information Completeness
	Information Accuracy	Information Correctness
	Information Accuracy	Information Timeliness
Co-Evolution	Information Completeness	
Collaboration Completeness	Information Completeness	
Complexity of Situation	Information Completeness	
Complication of Situation	Information Completeness	
Connectivity and Interdependence	Information Completeness	
Distance from Equilibrium	Information Completeness	
Shared Information Extent	Information Completeness	
Information Accuracy	Information Completeness	
Information Richness	Information Completeness	
Information Transfer Approach	Information Completeness	
Integrity	Information Completeness	
Mobility	Information Completeness	
Network Richness	Information Completeness	
Quality of Visualisation	Information Completeness	
Sensor Coverage (Medium)	Information Completeness	
Sensor Coverage (Spatial)	Information Completeness	
Sensor Coverage (Spectrum)	Information Completeness	
Sensor Persistence	Information Completeness	
Sharing of Communication Equipment	Information Completeness	
	Information Completeness	Awareness Completeness
	Information Completeness	Collaboration Capacity
	Information Completeness	Shared Information Completeness
	Information Completeness	Understanding Completeness
Ambiguity of Situation	Information Consistency	
Co-Evolution	Information Consistency	
Complexity of Situation	Information Consistency	
Complication of Situation	Information Consistency	
Connectivity and Interdependence	Information Consistency	
Distance from Equilibrium	Information Consistency	
Equivocality of Situation	Information Consistency	
Shared Information Extent	Information Consistency	
Information Relevance	Information Consistency	
Information Richness	Information Consistency	
Information Transfer Approach	Information Consistency	
Mobility	Information Consistency	
Quality of Visualisation	Information Consistency	
Sensor Coverage (Medium)	Information Consistency	
Sensor Coverage (Spatial)	Information Consistency	
Sensor Coverage (Spectrum)	Information Consistency	
Sensor Persistence	Information Consistency	
	Information Consistency	Awareness Consistency
	Information Consistency	Collaboration Capacity
	Information Consistency	Shared Information Consistency
	Information Consistency	Understanding Consistency
Ambiguity of Situation	Information Correctness	
Complexity of Situation	Information Correctness	
Equivocality of Situation	Information Correctness	
Shared Information Extent	Information Correctness	
Information Accuracy	Information Correctness	
Information Networks	Information Correctness	
Information Transfer Approach	Information Correctness	
Mobility	Information Correctness	
Quality of Visualisation	Information Correctness	

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Input	Variable	Output
Sensor Coverage (Medium)	Information Correctness	
Sensor Coverage (Spatial)	Information Correctness	
Sensor Coverage (Spectrum)	Information Correctness	
Sensor Persistence	Information Correctness	
	Information Correctness	Awareness Correctness
	Information Correctness	Collaboration Capacity
	Information Correctness	Shared Information Correctness
	Information Correctness	Understanding Correctness
Information Networks	Information Currency	
Information Relevance	Information Currency	
Information Transfer Approach	Information Currency	
Quality of Visualisation	Information Currency	
Sensor Coverage (Medium)	Information Currency	
Sensor Coverage (Spatial)	Information Currency	
Sensor Coverage (Spectrum)	Information Currency	
	Information Currency	Awareness Currency
	Information Currency	Awareness Timeliness
	Information Currency	Collaboration Capacity
	Information Currency	Plan Timeliness
	Information Currency	Shared Information Currency
	Information Currency	Task Currency/Latency
	Information Currency	Understanding Currency
	Information Currency	Understanding Timeliness
Complexity of Situation	Information Distribution	
Degree of Change	Information Distribution	
Duration	Information Distribution	
Network Average Path Length	Information Distribution	
Network Clustering Coefficient	Information Distribution	
Network Connectedness	Information Distribution	
Network Inclusiveness	Information Distribution	
Network Structural Cohesion	Information Distribution	
Network Structural Equivalence	Information Distribution	
Network Structural Holes	Information Distribution	
Node Centrality	Information Distribution	
Rate of Change	Information Distribution	
Type of Operation	Information Distribution	
	Information Distribution	Action Completeness
	Information Distribution	Action Correctness
	Information Distribution	Action Synchronisation
	Information Distribution	C2 Doctrine
	Information Distribution	Formalisation
	Information Distribution	Interdependence
Quality of Communication Equipment	Information Networks	
Quality of Computing Equipment	Information Networks	
Quantity of Communication Equipment	Information Networks	
Quantity of Computing Equipment	Information Networks	
Sharing of Computing Equipment	Information Networks	
	Information Networks	Collaboration Capacity
	Information Networks	Collaboration Mechanism
	Information Networks	Discovery
	Information Networks	Fusion
	Information Networks	Information Correctness
	Information Networks	Information Currency
	Information Networks	Information Timeliness
	Information Networks	Patterns of Interaction
	Information Networks	Work Specialisation
Hardness	Information Pedigree	
	Information Pedigree	Information Uncertainty
Ambiguity of Situation	Information Precision	
Equivocality of Situation	Information Precision	
Information Transfer Approach	Information Precision	
Quality of Visualisation	Information Precision	
Sensor Coverage (Medium)	Information Precision	
Sensor Coverage (Spatial)	Information Precision	
Sensor Coverage (Spectrum)	Information Precision	
Sensor Persistence	Information Precision	
Type I Error (False Alarm Rate)	Information Precision	
Type II Error	Information Precision	
	Information Precision	Awareness Precision
	Information Precision	Collaboration Capacity
	Information Precision	Shared Information Precision
	Information Precision	Understanding Precision
Quality of Visualisation	Information Relevance	
	Information Relevance	Awareness Relevance
	Information Relevance	Collaboration Capacity
	Information Relevance	Information Consistency
	Information Relevance	Information Currency
Co-Located / Distributed	Information Richness	
	Information Richness	Information Accuracy
	Information Richness	Information Completeness
	Information Richness	Information Consistency
Information Transfer Approach	Information Service Characteristics	
	Information Service Characteristics	Discovery
	Information Service Characteristics	Fusion
Cooperability	Information Sharability	
	Information Sharability	Shared Information Completeness
Information Transfer Approach	Information Source Characteristics	
Sensor Coverage (Medium)	Information Source Characteristics	
Sensor Coverage (Spatial)	Information Source Characteristics	
Sensor Coverage (Spectrum)	Information Source Characteristics	
	Information Source Characteristics	Databases
	Information Source Characteristics	Indirect Sensing
	Information Source Characteristics	Open Sources
Complexity of Situation	Information Timeliness	
Information Accuracy	Information Timeliness	
Information Networks	Information Timeliness	
Information Transfer Approach	Information Timeliness	
Mobility	Information Timeliness	
Quality of Visualisation	Information Timeliness	
Sensor Coverage (Medium)	Information Timeliness	
Sensor Coverage (Spatial)	Information Timeliness	
Sensor Coverage (Spectrum)	Information Timeliness	
Sensor Persistence	Information Timeliness	

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Input	Variable	Output
	Information Timeliness	Awareness Timeliness
	Information Timeliness	Collaboration Capacity
	Information Timeliness	Shared Information Timeliness
	Information Timeliness	Understanding Timeliness
Patterns of Interaction	Information Transfer Approach	
	Information Transfer Approach	Shared Information Extent
	Information Transfer Approach	Information Completeness
	Information Transfer Approach	Information Consistency
	Information Transfer Approach	Information Correctness
	Information Transfer Approach	Information Currency
	Information Transfer Approach	Information Precision
	Information Transfer Approach	Information Service Characteristics
	Information Transfer Approach	Information Source Characteristics
	Information Transfer Approach	Information Timeliness
	Information Transfer Approach	Shared Information Accuracy
	Information Transfer Approach	Shared Information Completeness
	Information Transfer Approach	Shared Information Consistency
	Information Transfer Approach	Shared Information Correctness
	Information Transfer Approach	Shared Information Currency
	Information Transfer Approach	Shared Information Precision
	Information Transfer Approach	Shared Information Relevance
Confidentiality	Information Uncertainty	
Information Pedigree	Information Uncertainty	
Quality of Visualisation	Information Uncertainty	
	Information Uncertainty	Awareness Uncertainty
	Information Uncertainty	Collaboration Capacity
	Information Uncertainty	Decision Uncertainty
	Information Uncertainty	Plan Uncertainty
Adaptive Behaviour	Innovation	
Ambiguity Tolerance	Innovation	
Cognitive Flexibility	Innovation	
Commander's Conceptual Decision Style	Innovation	
Commander's Empowering Behaviour	Innovation	
Commander's Mentoring and Developing Behaviour	Innovation	
Commander's Risk Propensity	Innovation	
Commander's Transactional vs. Transformational Behaviour	Innovation	
Compliance	Innovation	
Conceptual Decision Style	Innovation	
Consistency of Command Intent	Innovation	
Convergent Thinking	Innovation	
Divergent Thinking	Innovation	
Formalisation	Innovation	
Open / Closed Commander	Innovation	
Openness to Experience	Innovation	
Motivation	Innovation	
Quality of Command Intent	Innovation	
Risk Taking	Innovation	
Self-Efficacy	Innovation	
Sensing vs. Intuition	Innovation	
Social Cohesion	Innovation	
Task Conflict	Innovation	
Tradition (Value)	Innovation	
Work Specialisation	Innovation	
	Innovation	Action Appropriateness
	Innovation	Robustness
Authentication	Integrity	
Non-Repudiation	Integrity	
Quality of Communication Equipment	Integrity	
Quality of Computing Equipment	Integrity	
Quantity of Communication Equipment	Integrity	
Quantity of Computing Equipment	Integrity	
	Integrity	Information Completeness
	Integrity	Shared Information Completeness
Goal Consistency	Intent Motivation	
Group Pressure	Intent Motivation	
Intrinsic Responsibility	Intent Motivation	
Mood	Intent Motivation	
Openness to Experience	Intent Motivation	
Self-Efficacy	Intent Motivation	
Sleep Deprivation	Intent Motivation	
Task Cohesion	Intent Motivation	
Task Conflict	Intent Motivation	
	Intent Motivation	Anxiety
	Intent Motivation	Decision Speed
	Intent Motivation	Development of Intent
	Intent Motivation	Planning Speed
	Intent Motivation	Response Speed
Cooperability	Interaction Quality	
Frequency of Interactions	Interaction Quality	
Internal Synchronisation	Interaction Quality	
Patterns of Interaction	Interaction Quality	
Sharing of Communication Equipment	Interaction Quality	
Sharing of Personnel	Interaction Quality	
	Interaction Quality	Collaboration Capacity
	Interaction Quality	Shared Information Completeness
	Interaction Quality	Shared Information Consistency
	Interaction Quality	Shared Information Correctness
	Interaction Quality	Task Risk
Agreeableness	Intercultural Competence	
Ambiguity Tolerance	Intercultural Competence	
Benevolence (Value)	Intercultural Competence	
Cultural Empathy	Intercultural Competence	
Education	Intercultural Competence	
Interpersonal Competence	Intercultural Competence	
	Intercultural Competence	Relationship Conflict
Allocation of Decision Rights	Interdependence	
Centralisation	Interdependence	
Communication Network Complexity	Interdependence	
Information Distribution	Interdependence	
Patterns of Interaction	Interdependence	
Work Specialisation	Interdependence	
	Interdependence	Adaptive Behaviour
	Interdependence	Cooperative Behaviour

Input	Variable	Output
	Interdependence	Goal Consistency
	Interdependence	Group Pressure
	Interdependence	Internal Synchronisation
	Interdependence	Social Cohesion
	Interdependence	Task Cohesion
	Interdependence	Task Conflict
Allocation of Decision Rights	Internal Synchronisation	
Centralisation	Internal Synchronisation	
Cognitive Capacity	Internal Synchronisation	
Cognitive Complexity	Internal Synchronisation	
Cognitive Flexibility	Internal Synchronisation	
Collaboration Capacity	Internal Synchronisation	
Collaboration Participants	Internal Synchronisation	
Commander's Empowering Behaviour	Internal Synchronisation	
Commander's Task- vs. Relationship-oriented Behaviour	Internal Synchronisation	
Communication Network Complexity	Internal Synchronisation	
Conscientiousness	Internal Synchronisation	
Consistency of Command Intent	Internal Synchronisation	
Continuity of Interactions	Internal Synchronisation	
Control Span	Internal Synchronisation	
Cooperability	Internal Synchronisation	
Cooperative Behaviour	Internal Synchronisation	
Decision Congruence	Internal Synchronisation	
Education	Internal Synchronisation	
Exchanging Information	Internal Synchronisation	
Formalisation	Internal Synchronisation	
Frequency of Interactions	Internal Synchronisation	
Hardness	Internal Synchronisation	
Individualism – Collectivism Cultural Dimension	Internal Synchronisation	
Interdependence	Internal Synchronisation	
Intrinsic Responsibility	Internal Synchronisation	
Locus of Control	Internal Synchronisation	
Motivation	Internal Synchronisation	
Negotiating	Internal Synchronisation	
Network Average Path Length	Internal Synchronisation	
Network Clustering Coefficient	Internal Synchronisation	
Network Connectedness	Internal Synchronisation	
Network Inclusiveness	Internal Synchronisation	
Network Structural Cohesion	Internal Synchronisation	
Network Structural Equivalence	Internal Synchronisation	
Network Structural Holes	Internal Synchronisation	
Node Centrality	Internal Synchronisation	
Relationship Conflict	Internal Synchronisation	
Shared Information Extent	Internal Synchronisation	
Social Cohesion	Internal Synchronisation	
Task Cohesion	Internal Synchronisation	
Task Conflict	Internal Synchronisation	
Task – Relationship Cultural Dimension	Internal Synchronisation	
Trust	Internal Synchronisation	
Type of Operation	Internal Synchronisation	
Willingness to Interact	Internal Synchronisation	
Work Specialisation	Internal Synchronisation	
	Internal Synchronisation	Action Synchronisation
	Internal Synchronisation	Boundary Management
	Internal Synchronisation	External Synchronisation
	Internal Synchronisation	Goal Consistency
	Internal Synchronisation	Human Semantic Interoperability
	Internal Synchronisation	Interaction Quality
	Internal Synchronisation	Persistence
	Internal Synchronisation	Response Speed
	Internal Synchronisation	Role Clarity
	Internal Synchronisation	Shared Awareness Degree
	Internal Synchronisation	Shared Task Knowledge
	Internal Synchronisation	Shared Team Knowledge
	Internal Synchronisation	Task Completeness
	Internal Synchronisation	Task Efficiency
Agreeableness	Interpersonal Competence	
Ambiguity Tolerance	Interpersonal Competence	
Behavioural Decision Style	Interpersonal Competence	
Benevolence (Value)	Interpersonal Competence	
Education	Interpersonal Competence	
Emotional Competency	Interpersonal Competence	
Emotional Stability	Interpersonal Competence	
Relation to Environment	Interpersonal Competence	
Role of Emotion	Interpersonal Competence	
Self-Monitoring	Interpersonal Competence	
	Interpersonal Competence	Boundary Management
	Interpersonal Competence	Commander's Mentoring and Developing Behaviour
	Interpersonal Competence	Cooperability
	Interpersonal Competence	Intercultural Competence
	Interpersonal Competence	Referent Power
	Interpersonal Competence	Relationship Conflict
	Interpersonal Competence	Social Cohesion
	Interpersonal Competence	Task Cohesion
	Interpersonal Competence	Trust
	Interpersonal Competence	Willingness to Interact
Agreeableness	Intrinsic Responsibility	
Benevolence (Value)	Intrinsic Responsibility	
Commander's Behavioural Decision Style	Intrinsic Responsibility	
Commander's Empowering Behaviour	Intrinsic Responsibility	
Commander's Intrinsic Responsibility	Intrinsic Responsibility	
Commander's Mentoring and Developing Behaviour	Intrinsic Responsibility	
Commander's Recognising and Rewarding Behaviour	Intrinsic Responsibility	
Commander's Task- vs. Relationship-oriented Behaviour	Intrinsic Responsibility	
Commander's Transactional vs. Transformational Behaviour	Intrinsic Responsibility	
Goal Consistency	Intrinsic Responsibility	
Hedonism (Value)	Intrinsic Responsibility	
Individualism – Collectivism Cultural Dimension	Intrinsic Responsibility	
Masculinity – Femininity Cultural Dimension	Intrinsic Responsibility	
Mentoring and Developing Leadership Culture	Intrinsic Responsibility	
Referent Power	Intrinsic Responsibility	
Relation to Environment	Intrinsic Responsibility	
Relationship Conflict	Intrinsic Responsibility	

Input	Variable	Output
Social Cohesion	Intrinsic Responsibility	
Task – Relationship Cultural Dimension	Intrinsic Responsibility	
Task Cohesion	Intrinsic Responsibility	
Team Experience	Intrinsic Responsibility	
Thinking vs. Feeling	Intrinsic Responsibility	
Trust Propensity	Intrinsic Responsibility	
Universalism (Value)	Intrinsic Responsibility	
Universality-Diversity Orientation	Intrinsic Responsibility	
	Intrinsic Responsibility	Cooperability
	Intrinsic Responsibility	Cooperative Behaviour
	Intrinsic Responsibility	Extra-Role Behaviour
	Intrinsic Responsibility	Intent Motivation
	Intrinsic Responsibility	Internal Synchronisation
	Intrinsic Responsibility	Motivation
	Intrinsic Responsibility	Persistence
	Intrinsic Responsibility	Relationship Conflict
	Intrinsic Responsibility	Social Cohesion
	Intrinsic Responsibility	Willingness to Interact
Relation to Environment	Judging vs. Perceiving	
	Judging vs. Perceiving	Adaptive Behaviour
	Judging vs. Perceiving	Commander's Directive Decision Style
	Judging vs. Perceiving	Decision Precision
	Judging vs. Perceiving	Directive Decision Style
	Judging vs. Perceiving	Flexibility
	Judging vs. Perceiving	Human Information Processing
	Judging vs. Perceiving	Impulsivity vs. Reflectivity
	Judging vs. Perceiving	Repression vs. Sensitisation
	Judging vs. Perceiving	Risk Propensity
Allocation of Decision Rights	Legal Authority	
Power Distance Cultural Dimension	Legal Authority	
	Legal Authority	Centralisation
	Legal Authority	Compliance
Financial Resources	Lethal Effectors	
Mobility	Lethal Effectors	
Quality of Consumable Equipment	Lethal Effectors	
Quality of Sets of Unit Equipment	Lethal Effectors	
	Lethal Effectors	Likelihood of Success
	Lethal Effectors	Network Availability
	Lethal Effectors	Perceived Likelihood of Success
Ambiguity Tolerance	Levelling vs. Sharpening	
Cognitive Capacity	Levelling vs. Sharpening	
Conscientiousness	Levelling vs. Sharpening	
Mental Models Confidence	Levelling vs. Sharpening	
Mental Models Richness	Levelling vs. Sharpening	
Openness to Experience	Levelling vs. Sharpening	
Perceptual Filters	Levelling vs. Sharpening	
Sensing vs. Intuition	Levelling vs. Sharpening	
	Levelling vs. Sharpening	Awareness Completeness
	Levelling vs. Sharpening	Awareness Correctness
	Levelling vs. Sharpening	Awareness Precision
	Levelling vs. Sharpening	Awareness Uncertainty
	Levelling vs. Sharpening	Cognitive Complexity
	Levelling vs. Sharpening	Commander's Analytical Decision Style
	Levelling vs. Sharpening	Human Information Processing
	Levelling vs. Sharpening	Memory Performance
	Levelling vs. Sharpening	Mental Models Richness
Action Accuracy	Likelihood of Success	
Action Appropriateness	Likelihood of Success	
Action Completeness	Likelihood of Success	
Action Consistency	Likelihood of Success	
Action Correctness	Likelihood of Success	
Action Efficiency	Likelihood of Success	
Action Precision	Likelihood of Success	
Action Timeliness	Likelihood of Success	
C2 Doctrine	Likelihood of Success	
Command Speed	Likelihood of Success	
Lethal Effectors	Likelihood of Success	
Non-Lethal Effectors	Likelihood of Success	
Number of Personnel	Likelihood of Success	
Plan Feasibility	Likelihood of Success	
Planning Speed	Likelihood of Success	
Quality of Computing Equipment	Likelihood of Success	
Quality of Consumable Equipment	Likelihood of Success	
Quality of Non-Consumable Equipment	Likelihood of Success	
Quality of Sets of Unit Equipment	Likelihood of Success	
Quantity of Consumable Equipment	Likelihood of Success	
Quantity of Non-Consumable Equipment	Likelihood of Success	
Quantity of Sets of Unit Equipment	Likelihood of Success	
Response Speed	Likelihood of Success	
Task Risk	Likelihood of Success	
	Likelihood of Success	Mission Effectiveness
Allocation of Decision Rights	Locus of Control	
	Locus of Control	Adaptive Behaviour
	Locus of Control	Boundary Management
	Locus of Control	Conformity (Value)
	Locus of Control	Conscientiousness
	Locus of Control	Cooperability
	Locus of Control	External Synchronisation
	Locus of Control	Extrinsic Responsibility
	Locus of Control	Hardness
	Locus of Control	Internal Synchronisation
	Locus of Control	Motivation
	Locus of Control	Relation to Environment
	Masculinity – Femininity Cultural Dimension	Achievement (Value)
	Masculinity – Femininity Cultural Dimension	Agreeableness
	Masculinity – Femininity Cultural Dimension	Analytical Decision Style
	Masculinity – Femininity Cultural Dimension	Behavioural Decision Style
	Masculinity – Femininity Cultural Dimension	Benevolence (Value)
	Masculinity – Femininity Cultural Dimension	Cooperative Behaviour
	Masculinity – Femininity Cultural Dimension	Intrinsic Responsibility
	Masculinity – Femininity Cultural Dimension	Mentoring and Developing Leadership Culture
	Masculinity – Femininity Cultural Dimension	Power (Value)
	Masculinity – Femininity Cultural Dimension	Recognition and Reward Leadership Culture

Input	Variable	Output
	Masculinity – Femininity Cultural Dimension	Relation to Environment
	Masculinity – Femininity Cultural Dimension	Role of Emotion
	Masculinity – Femininity Cultural Dimension	Social Cohesion
	Masculinity – Femininity Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture
	Masculinity – Femininity Cultural Dimension	Task Cohesion
Quality of Consumable Equipment	Material Resources Usability	
Quality of Facilities	Material Resources Usability	
Quality of Non-Consumable Equipment	Material Resources Usability	
Quality of Sets of Unit Equipment	Material Resources Usability	
Quantity of Consumable Equipment	Material Resources Usability	
Quantity of Facilities	Material Resources Usability	
Quantity of Non-Consumable Equipment	Material Resources Usability	
Quantity of Sets of Unit Equipment	Material Resources Usability	
	Material Resources Usability	Sharing of Material
Ambiguity Tolerance	Memory Performance	
Cognitive Capacity	Memory Performance	
Cognitive Complexity	Memory Performance	
General Intelligence	Memory Performance	
Levelling vs. Sharpening	Memory Performance	
Motivation	Memory Performance	
Sleep Deprivation	Memory Performance	
Mental Health	Memory Performance	
Training	Memory Performance	
	Memory Performance	Awareness Accuracy
	Memory Performance	Awareness Completeness
	Memory Performance	Awareness Precision
	Memory Performance	Awareness Relevance
	Memory Performance	Exchanging Information
	Memory Performance	Human Information Processing
	Memory Performance	Mental Models Richness
Ambiguity Tolerance	Mental Health	
Anxiety	Mental Health	
Commander's Risk Propensity	Mental Health	
Emotional Stability	Mental Health	
Risk Propensity	Mental Health	
Role of Emotion	Mental Health	
Security (Value)	Mental Health	
Sleep Deprivation	Mental Health	
Physical Health	Mental Health	
Stress Level	Mental Health	
Trust Propensity	Mental Health	
	Mental Health	Adaptive Behaviour
	Mental Health	Alertness
	Mental Health	Anxiety
	Mental Health	Cognitive Capacity
	Mental Health	Cognitive Complexity
	Mental Health	Cognitive Flexibility
	Mental Health	Decision Timeliness
	Mental Health	Human Information Processing
	Mental Health	Memory Performance
	Mental Health	Mood
	Mental Health	Perceptual Filters
	Mental Health	Physical Health
	Mental Health	Risk Taking
	Mental Health	Stress Level
Homogeneity	Mental Models Confidence	
Mental Models Relevance	Mental Models Confidence	
Mental Models Richness	Mental Models Confidence	
Understanding Completeness	Mental Models Confidence	
Understanding Consistency	Mental Models Confidence	
Understanding Precision	Mental Models Confidence	
Understanding Uncertainty	Mental Models Confidence	
	Mental Models Confidence	Ambiguity Tolerance
	Mental Models Confidence	Analytical Decision Style
	Mental Models Confidence	Awareness Uncertainty
	Mental Models Confidence	Commander's Analytical Decision Style
	Mental Models Confidence	Decision Type
	Mental Models Confidence	Human Information Processing
	Mental Models Confidence	Impulsivity vs. Reflectivity
	Mental Models Confidence	Levelling vs. Sharpening
	Mental Models Confidence	Risk Taking
	Mental Models Confidence	Stress Level
	Mental Models Confidence	Uncertainty Avoidance Cultural Dimension
	Mental Models Confidence	Understanding Uncertainty
Relation to Environment	Mental Models Relevance	
Situational Familiarity	Mental Models Relevance	
	Mental Models Relevance	Ambiguity Tolerance
	Mental Models Relevance	Awareness Consistency
	Mental Models Relevance	Awareness Correctness
	Mental Models Relevance	Awareness Currency
	Mental Models Relevance	Awareness Relevance
	Mental Models Relevance	Awareness Uncertainty
	Mental Models Relevance	Decision Accuracy
	Mental Models Relevance	Decision Completeness
	Mental Models Relevance	Decision Precision
	Mental Models Relevance	Decision Relevance
	Mental Models Relevance	Decision Speed
	Mental Models Relevance	Impulsivity vs. Reflectivity
	Mental Models Relevance	Mental Models Confidence
	Mental Models Relevance	Response Speed
	Mental Models Relevance	Risk Taking
	Mental Models Relevance	Self-Efficacy
	Mental Models Relevance	Shared Understanding Accuracy
	Mental Models Relevance	Shared Understanding Completeness
	Mental Models Relevance	Shared Understanding Consistency
	Mental Models Relevance	Shared Understanding Correctness
	Mental Models Relevance	Shared Understanding Currency
	Mental Models Relevance	Shared Understanding Degree
	Mental Models Relevance	Shared Understanding Precision
	Mental Models Relevance	Shared Understanding Relevance
	Mental Models Relevance	Shared Understanding Timeliness
	Mental Models Relevance	Shared Understanding Uncertainty
	Mental Models Relevance	Task Correctness

Input	Variable	Output
	Mental Models Relevance	Task Understanding
	Mental Models Relevance	Understanding Accuracy
	Mental Models Relevance	Understanding Completeness
	Mental Models Relevance	Understanding Consistency
	Mental Models Relevance	Understanding Correctness
	Mental Models Relevance	Understanding Currency
	Mental Models Relevance	Understanding Relevance
	Mental Models Relevance	Understanding Timeliness
	Mental Models Relevance	Understanding Uncertainty
Ambiguity Tolerance	Mental Models Richness	
Cognitive Complexity	Mental Models Richness	
Cognitive Flexibility	Mental Models Richness	
Discovery	Mental Models Richness	
Education	Mental Models Richness	
General Intelligence	Mental Models Richness	
History	Mental Models Richness	
Levelling vs. Sharpening	Mental Models Richness	
Memory Performance	Mental Models Richness	
Openness to Experience	Mental Models Richness	
Repression vs. Sensitisation	Mental Models Richness	
Self-Monitoring	Mental Models Richness	
Stress Level	Mental Models Richness	
Training	Mental Models Richness	
Understanding Completeness	Mental Models Richness	
Understanding Precision	Mental Models Richness	
	Mental Models Richness	Ambiguity Tolerance
	Mental Models Richness	Awareness Accuracy
	Mental Models Richness	Awareness Completeness
	Mental Models Richness	Awareness Consistency
	Mental Models Richness	Awareness Correctness
	Mental Models Richness	Awareness Precision
	Mental Models Richness	Awareness Uncertainty
	Mental Models Richness	Cognitive Capacity
	Mental Models Richness	Cognitive Complexity
	Mental Models Richness	Cognitive Flexibility
	Mental Models Richness	Decision Completeness
	Mental Models Richness	Decision Precision
	Mental Models Richness	Decision Speed
	Mental Models Richness	Expert Power
	Mental Models Richness	Human Information Processing
	Mental Models Richness	Levelling vs. Sharpening
	Mental Models Richness	Mental Models Confidence
	Mental Models Richness	Situational Familiarity
	Mental Models Richness	Task Completeness
	Mental Models Richness	Task Understanding
	Mental Models Richness	Understanding Completeness
	Mental Models Richness	Understanding Consistency
	Mental Models Richness	Understanding Correctness
	Mental Models Richness	Understanding Precision
	Mental Models Richness	Understanding Uncertainty
Individualism – Collectivism Cultural Dimension	Mentoring and Developing Leadership Culture	
Masculinity – Femininity Cultural Dimension	Mentoring and Developing Leadership Culture	
Short-term – Long-term Cultural Dimension	Mentoring and Developing Leadership Culture	
Task – Relationship Cultural Dimension	Mentoring and Developing Leadership Culture	
	Mentoring and Developing Leadership Culture	Commander's Mentoring and Developing Behaviour
	Mentoring and Developing Leadership Culture	Cooperative Behaviour
	Mentoring and Developing Leadership Culture	Intrinsic Responsibility
	Mentoring and Developing Leadership Culture	Motivation
Action Appropriateness	Mission Effectiveness	
Action Completeness	Mission Effectiveness	
Action Correctness	Mission Effectiveness	
Action Synchronisation	Mission Effectiveness	
Action Timeliness	Mission Effectiveness	
Likelihood of Success	Mission Effectiveness	
Sharing of Financial Resources	Mission Effectiveness	
Sharing of Material	Mission Effectiveness	
	Mission Effectiveness	Force Effectiveness
	Mission Effectiveness	Mission Efficiency
Action Efficiency	Mission Efficiency	
Action Synchronisation	Mission Efficiency	
Financial Resources	Mission Efficiency	
Mission Effectiveness	Mission Efficiency	
	Mission Efficiency	Force Efficiency
Distances	Mobility	
Trafficability	Mobility	
Weather (Atmospheric)	Mobility	
	Mobility	Information Completeness
	Mobility	Information Consistency
	Mobility	Information Correctness
	Mobility	Information Timeliness
	Mobility	Lethal Effectors
	Mobility	Network Richness
Anxiety	Mood	
Commander's Behavioural Decision Style	Mood	
Emotional Stability	Mood	
Mental Health	Mood	
Self-Efficacy	Mood	
Sleep Deprivation	Mood	
Stimulation (Value)	Mood	
Stress Level	Mood	
	Mood	Awareness Correctness
	Mood	Awareness Precision
	Mood	Awareness Uncertainty
	Mood	Cooperative Behaviour
	Mood	Human Information Processing
	Mood	Intent Motivation
	Mood	Motivation
	Mood	Perceptual Filters
	Mood	Risk Taking
	Mood	Stress Level
Achievement (Value)	Motivation	
Centralisation	Motivation	
Commander's Behavioural Decision Style	Motivation	

Input	Variable	Output
Commander's Empowering Behaviour	Motivation	
Commander's Extrinsic Responsibility	Motivation	
Commander's Mentoring and Developing Behaviour	Motivation	
Commander's Recognising and Rewarding Behaviour	Motivation	
Commander's Task- vs. Relationship-oriented Behaviour	Motivation	
Commander's Transactional vs. Transformational Behaviour	Motivation	
Communication Network Complexity	Motivation	
Delegating	Motivation	
Empowering Leadership Culture	Motivation	
Mentoring and Developing Leadership Culture	Motivation	
Recognition and Reward Leadership Culture	Motivation	
Task- vs. Relationship-oriented Leadership Culture	Motivation	
Transactional vs. Transformational Leadership Culture	Motivation	
Extrinsic Responsibility	Motivation	
Goal Consistency	Motivation	
Group Pressure	Motivation	
Intrinsic Responsibility	Motivation	
Locus of Control	Motivation	
Mood	Motivation	
Commander's Intrinsic Responsibility	Motivation	
Openness to Experience	Motivation	
Relationship Conflict	Motivation	
Self-Efficacy	Motivation	
Self-Esteem	Motivation	
Sleep Deprivation	Motivation	
Social Cohesion	Motivation	
Stimulation (Value)	Motivation	
Task Cohesion	Motivation	
Task Conflict	Motivation	
Team Size	Motivation	
	Motivation	Action Accuracy
	Motivation	Action Completeness
	Motivation	Action Correctness
	Motivation	Action Efficiency
	Motivation	Adaptive Behaviour
	Motivation	Alertness
	Motivation	Anxiety
	Motivation	Awareness Completeness
	Motivation	Awareness Correctness
	Motivation	Awareness Currency
	Motivation	Awareness Precision
	Motivation	Awareness Uncertainty
	Motivation	Boundary Management
	Motivation	Cooperative Behaviour
	Motivation	Extra-Role Behaviour
	Motivation	Force Will
	Motivation	Human Information Processing
	Motivation	Innovation
	Motivation	Internal Synchronisation
	Motivation	Memory Performance
	Motivation	Response Speed
	Motivation	Self-Efficacy
	Motivation	Stress Level
Other Physical Abilities	Motor Skill	
Physical Flexibility	Motor Skill	
Physical Strength	Motor Skill	
Sleep Deprivation	Motor Skill	
Physical Health	Motor Skill	
	Motor Skill	Physical Flexibility
	Motor Skill	Response Speed
Agreeableness	Negotiating	
Allocation of Decision Rights	Negotiating	
Centralisation	Negotiating	
Communication Network Complexity	Negotiating	
Extraversion	Negotiating	
Extraversion vs. Introversion	Negotiating	
Formalisation	Negotiating	
Frequency of Interactions	Negotiating	
Willingness to Interact	Negotiating	
Work Specialisation	Negotiating	
	Negotiating	Decision Congruence
	Negotiating	Internal Synchronisation
	Negotiating	Shared Expectations
	Negotiating	Shared Team Knowledge
	Negotiating	Shared Understanding Degree
	Negotiating	Task Risk
	Negotiating	Team Experience
Network Availability	Network Assurance	
Network Reach	Network Assurance	
Network Reliability	Network Assurance	
Network Richness	Network Assurance	
Network Sustainability	Network Assurance	
	Network Assurance	Patterns of Interaction
Co-Located / Distributed	Network Availability	
Communication System Characteristics	Network Availability	
Lethal Effectors	Network Availability	
Network Reliability	Network Availability	
Network Sustainability	Network Availability	
Non-Lethal Effectors	Network Availability	
Quality of Communication Equipment	Network Availability	
Quality of Computing Equipment	Network Availability	
Quality of Facilities	Network Availability	
Quantity of Communication Equipment	Network Availability	
Quantity of Computing Equipment	Network Availability	
Quantity of Facilities	Network Availability	
	Network Availability	Network Assurance
Centralisation	Network Average Path Length	
Communication Network Complexity	Network Average Path Length	
Network Connectedness	Network Average Path Length	
Network Inclusiveness	Network Average Path Length	
Network Structural Cohesion	Network Average Path Length	
Network Structural Holes	Network Average Path Length	
Node Centrality	Network Average Path Length	

Input	Variable	Output
	Network Average Path Length	Continuity of Interactions
	Network Average Path Length	Frequency of Interactions
	Network Average Path Length	Information Distribution
	Network Average Path Length	Internal Synchronisation
	Network Average Path Length	Network Structural Equivalence
	Network Average Path Length	Network Structural Holes
	Network Average Path Length	Node Centrality
	Network Average Path Length	Shared Information Currency
	Network Average Path Length	Shared Information Extent
	Network Average Path Length	Task Efficiency
Centralisation	Network Clustering Coefficient	
Communication Network Complexity	Network Clustering Coefficient	
Network Connectedness	Network Clustering Coefficient	
Network Inclusiveness	Network Clustering Coefficient	
Network Structural Cohesion	Network Clustering Coefficient	
Network Structural Holes	Network Clustering Coefficient	
Node Centrality	Network Clustering Coefficient	
	Network Clustering Coefficient	Continuity of Interactions
	Network Clustering Coefficient	Frequency of Interactions
	Network Clustering Coefficient	Information Distribution
	Network Clustering Coefficient	Internal Synchronisation
	Network Clustering Coefficient	Network Structural Equivalence
	Network Clustering Coefficient	Network Structural Holes
	Network Clustering Coefficient	Node Centrality
	Network Clustering Coefficient	Shared Information Currency
	Network Clustering Coefficient	Shared Information Extent
	Network Clustering Coefficient	Task Efficiency
Centralisation	Network Connectedness	
Communication Network Complexity	Network Connectedness	
Network Inclusiveness	Network Connectedness	
Network Structural Cohesion	Network Connectedness	
Network Structural Holes	Network Connectedness	
Node Centrality	Network Connectedness	
	Network Connectedness	Continuity of Interactions
	Network Connectedness	Frequency of Interactions
	Network Connectedness	Information Distribution
	Network Connectedness	Internal Synchronisation
	Network Connectedness	Network Average Path Length
	Network Connectedness	Network Clustering Coefficient
	Network Connectedness	Network Inclusiveness
	Network Connectedness	Network Structural Equivalence
	Network Connectedness	Network Structural Holes
	Network Connectedness	Node Centrality
	Network Connectedness	Shared Information Currency
	Network Connectedness	Shared Information Extent
	Network Connectedness	Task Efficiency
Centralisation	Network Inclusiveness	
Communication Network Complexity	Network Inclusiveness	
Network Connectedness	Network Inclusiveness	
Network Structural Cohesion	Network Inclusiveness	
Network Structural Holes	Network Inclusiveness	
Node Centrality	Network Inclusiveness	
	Network Inclusiveness	Continuity of Interactions
	Network Inclusiveness	Frequency of Interactions
	Network Inclusiveness	Information Distribution
	Network Inclusiveness	Internal Synchronisation
	Network Inclusiveness	Network Average Path Length
	Network Inclusiveness	Network Clustering Coefficient
	Network Inclusiveness	Network Connectedness
	Network Inclusiveness	Network Structural Equivalence
	Network Inclusiveness	Network Structural Holes
	Network Inclusiveness	Node Centrality
	Network Inclusiveness	Shared Information Currency
	Network Inclusiveness	Shared Information Extent
	Network Inclusiveness	Task Efficiency
Co-Located / Distributed	Network Reach	
Communication System Characteristics	Network Reach	
Patterns of Interaction	Network Reach	
Sharing of Communication Equipment	Network Reach	
Sharing of Computing Equipment	Network Reach	
	Network Reach	Network Assurance
Quality of Communication Equipment	Network Redundancy	
Quality of Computing Equipment	Network Redundancy	
Quantity of Communication Equipment	Network Redundancy	
Quantity of Computing Equipment	Network Redundancy	
	Network Redundancy	Network Reliability
	Network Redundancy	Network Sustainability
Co-Located / Distributed	Network Reliability	
Communication System Characteristics	Network Reliability	
Network Redundancy	Network Reliability	
Quality of Communication Equipment	Network Reliability	
Quality of Computing Equipment	Network Reliability	
Quantity of Communication Equipment	Network Reliability	
Quantity of Computing Equipment	Network Reliability	
	Network Reliability	Network Assurance
	Network Reliability	Network Availability
Co-Located / Distributed	Network Richness	
Communication System Characteristics	Network Richness	
Communications Interoperability	Network Richness	
Data Interoperability	Network Richness	
Discovery	Network Richness	
Fusion	Network Richness	
Mobility	Network Richness	
Resolution	Network Richness	
Sensor Persistence	Network Richness	
System Semantic Interoperability	Network Richness	
	Network Richness	Information Completeness
	Network Richness	Network Assurance
Centralisation	Network Structural Cohesion	
Communication Network Complexity	Network Structural Cohesion	
	Network Structural Cohesion	Continuity of Interactions
	Network Structural Cohesion	Frequency of Interactions
	Network Structural Cohesion	Information Distribution

Input	Variable	Output
	Network Structural Cohesion	Internal Synchronisation
	Network Structural Cohesion	Network Average Path Length
	Network Structural Cohesion	Network Clustering Coefficient
	Network Structural Cohesion	Network Connectedness
	Network Structural Cohesion	Network Inclusiveness
	Network Structural Cohesion	Shared Information Currency
	Network Structural Cohesion	Shared Information Extent
Centralisation	Network Structural Equivalence	
Communication Network Complexity	Network Structural Equivalence	
Network Average Path Length	Network Structural Equivalence	
Network Clustering Coefficient	Network Structural Equivalence	
Network Connectedness	Network Structural Equivalence	
Network Inclusiveness	Network Structural Equivalence	
	Network Structural Equivalence	Continuity of Interactions
	Network Structural Equivalence	Frequency of Interactions
	Network Structural Equivalence	Information Distribution
	Network Structural Equivalence	Internal Synchronisation
	Network Structural Equivalence	Shared Information Currency
	Network Structural Equivalence	Shared Information Extent
Centralisation	Network Structural Holes	
Communication Network Complexity	Network Structural Holes	
Network Average Path Length	Network Structural Holes	
Network Clustering Coefficient	Network Structural Holes	
Network Connectedness	Network Structural Holes	
Network Inclusiveness	Network Structural Holes	
	Network Structural Holes	Continuity of Interactions
	Network Structural Holes	Frequency of Interactions
	Network Structural Holes	Information Distribution
	Network Structural Holes	Internal Synchronisation
	Network Structural Holes	Network Average Path Length
	Network Structural Holes	Network Clustering Coefficient
	Network Structural Holes	Network Connectedness
	Network Structural Holes	Network Inclusiveness
	Network Structural Holes	Shared Information Currency
	Network Structural Holes	Shared Information Extent
Network Redundancy	Network Sustainability	
Quality of Communication Equipment	Network Sustainability	
Quality of Computing Equipment	Network Sustainability	
Quantity of Communication Equipment	Network Sustainability	
Quantity of Computing Equipment	Network Sustainability	
	Network Sustainability	Network Assurance
	Network Sustainability	Network Availability
Distances	Neutral Forces	
Trafficability	Neutral Forces	
	Neutral Forces	Complication of Situation
	Neutral Forces	Co-Evolution
	Neutral Forces	Connectivity and Interdependence
	Neutral Forces	Degree of Change
	Neutral Forces	Duration
	Neutral Forces	Rate of Change
	Neutral Forces	Self-Organisation
	Neutral Forces	Space of Possibilities
	Neutral Forces	Type of Operation
	Neutral Forces	Workload
Centralisation	Node Centrality	
Communication Network Complexity	Node Centrality	
Network Average Path Length	Node Centrality	
Network Clustering Coefficient	Node Centrality	
Network Connectedness	Node Centrality	
Network Inclusiveness	Node Centrality	
	Node Centrality	Continuity of Interactions
	Node Centrality	Frequency of Interactions
	Node Centrality	Information Distribution
	Node Centrality	Internal Synchronisation
	Node Centrality	Network Average Path Length
	Node Centrality	Network Clustering Coefficient
	Node Centrality	Network Connectedness
	Node Centrality	Network Inclusiveness
	Node Centrality	Shared Information Currency
	Node Centrality	Shared Information Extent
Financial Resources	Non-Lethal Effectors	
Quality of Consumable Equipment	Non-Lethal Effectors	
Quality of Facilities	Non-Lethal Effectors	
	Non-Lethal Effectors	Likelihood of Success
	Non-Lethal Effectors	Network Availability
	Non-Lethal Effectors	Perceived Likelihood of Success
Authentication	Non-Repudiation	
Quality of Communication Equipment	Non-Repudiation	
Quality of Computing Equipment	Non-Repudiation	
Quantity of Communication Equipment	Non-Repudiation	
Quantity of Computing Equipment	Non-Repudiation	
	Non-Repudiation	Integrity
Homogeneity	Norm Strength	
Social Cohesion	Norm Strength	
	Norm Strength	Compliance
	Norm Strength	Cooperability
	Norm Strength	Cooperative Behaviour
	Norm Strength	Goal Consistency
	Norm Strength	Group Pressure
	Norm Strength	Persistence
	Norm Strength	Social Cohesion
	Norm Strength	Relationship Conflict
	Norm Strength	Task Cohesion
Financial Resources	Number of Personnel	
	Number of Personnel	Action Completeness
	Number of Personnel	C2 Efficiency
	Number of Personnel	Connectivity and Interdependence
	Number of Personnel	Duration
	Number of Personnel	Force Efficiency
	Number of Personnel	Homogeneity
	Number of Personnel	Likelihood of Success
	Number of Personnel	Perceived Likelihood of Success
	Number of Personnel	Self-Organisation

Input	Variable	Output
	Number of Personnel	Sharing of Personnel
	Number of Personnel	Space of Possibilities
	Number of Personnel	Team Size
	Number of Personnel	Work Specialisation
Commander's Personality Structure	Open / Closed Commander	
Education	Open / Closed Commander	
General Intelligence	Open / Closed Commander	
Tradition (Value)	Open / Closed Commander	
Training	Open / Closed Commander	
	Open / Closed Commander	Commander's Conceptual Decision Style
	Open / Closed Commander	Commander's Directive Decision Style
	Open / Closed Commander	Innovation
Information Source Characteristics	Open Sources	
	Open Sources	Databases
Sensing vs. Intuition	Openness to Experience	
	Openness to Experience	Alertness
	Openness to Experience	Awareness Completeness
	Openness to Experience	Awareness Correctness
	Openness to Experience	Awareness Precision
	Openness to Experience	Boundary Management
	Openness to Experience	Conceptual Decision Style
	Openness to Experience	Convergent Thinking
	Openness to Experience	Cultural Empathy
	Openness to Experience	Directive Decision Style
	Openness to Experience	Divergent Thinking
	Openness to Experience	Flexibility
	Openness to Experience	Human Information Processing
	Openness to Experience	Innovation
	Openness to Experience	Intent Motivation
	Openness to Experience	Levelling vs. Sharpening
	Openness to Experience	Mental Models Richness
	Openness to Experience	Motivation
	Openness to Experience	Relationship Conflict
	Openness to Experience	Tradition (Value)
	Openness to Experience	Universality-Diversity Orientation
	Openness to Experience	Universalism (Value)
	Openness to Experience	Willingness to Interact
Physical Flexibility	Other Physical Abilities	
Physical Health	Other Physical Abilities	
	Other Physical Abilities	Motor Skill
Allocation of Decision Rights	Patterns of Interaction	
Collaboration Mechanism	Patterns of Interaction	
Complexity of Situation	Patterns of Interaction	
Degree of Change	Patterns of Interaction	
Duration	Patterns of Interaction	
Individualism – Collectivism Cultural Dimension	Patterns of Interaction	
Information Networks	Patterns of Interaction	
Network Assurance	Patterns of Interaction	
Rate of Change	Patterns of Interaction	
Power Distance Cultural Dimension	Patterns of Interaction	
	Patterns of Interaction	C2 Doctrine
	Patterns of Interaction	Co-Located / Distributed
	Patterns of Interaction	Empowering Leadership Culture
	Patterns of Interaction	Formalisation
	Patterns of Interaction	Information Transfer Approach
	Patterns of Interaction	Interdependence
	Patterns of Interaction	Collaboration Mechanism
	Patterns of Interaction	Collaboration Participants
	Patterns of Interaction	Interaction Quality
	Patterns of Interaction	Network Reach
Command Speed	Perceived Likelihood of Success	
Hardness	Perceived Likelihood of Success	
Lethal Effectors	Perceived Likelihood of Success	
Non-Lethal Effectors	Perceived Likelihood of Success	
Number of Personnel	Perceived Likelihood of Success	
Quality of Computing Equipment	Perceived Likelihood of Success	
Quality of Consumable Equipment	Perceived Likelihood of Success	
Quality of Non-Consumable Equipment	Perceived Likelihood of Success	
Quality of Sets of Unit Equipment	Perceived Likelihood of Success	
Quantity of Consumable Equipment	Perceived Likelihood of Success	
Quantity of Non-Consumable Equipment	Perceived Likelihood of Success	
Quantity of Sets of Unit Equipment	Perceived Likelihood of Success	
Understanding Accuracy	Perceived Likelihood of Success	
	Perceived Likelihood of Success	Action Precision
	Perceived Likelihood of Success	Plan Feasibility
Alertness	Perceptual Filters	
Anxiety	Perceptual Filters	
Cognitive Capacity	Perceptual Filters	
Education	Perceptual Filters	
Experience of Personnel	Perceptual Filters	
General Intelligence	Perceptual Filters	
Mental Health	Perceptual Filters	
Mood	Perceptual Filters	
Risk – Restraint Cultural Dimension	Perceptual Filters	
Task Competence	Perceptual Filters	
Task – Relationship Cultural Dimension	Perceptual Filters	
Task Understanding	Perceptual Filters	
Training	Perceptual Filters	
Uncertainty Avoidance Cultural Dimension	Perceptual Filters	
	Perceptual Filters	Awareness Accuracy
	Perceptual Filters	Awareness Completeness
	Perceptual Filters	Awareness Consistency
	Perceptual Filters	Awareness Correctness
	Perceptual Filters	Awareness Precision
	Perceptual Filters	Field Dependence vs. Field Independence
	Perceptual Filters	Human Information Processing
	Perceptual Filters	Levelling vs. Sharpening
	Perceptual Filters	Sensing vs. Intuition
Compliance	Persistence	
Cooperative Behaviour	Persistence	
Force Will	Persistence	
Goal Consistency	Persistence	
Homogeneity	Persistence	

Input	Variable	Output
Internal Synchronisation	Persistence	
Intrinsic Responsibility	Persistence	
Norm Strength	Persistence	
Relationship Conflict	Persistence	
Short-term – Long-term Cultural Dimension	Persistence	
Social Cohesion	Persistence	
Team Size	Persistence	
Willingness to Interact	Persistence	
	Persistence	Cooperability
	Persistence	Cooperative Behaviour
	Persistence	Hardness
	Persistence	Shared Attitudes
	Persistence	Shared Expectations
	Persistence	Shared Task Knowledge
	Persistence	Shared Team Knowledge
	Persistence	Social Cohesion
	Persistence	Team Experience
Financial Resources	Personnel Resources	
Training	Personnel Resources	
	Personnel Resources	C2 Efficiency
	Personnel Resources	Connectivity and Interdependence
	Personnel Resources	Discovery
	Personnel Resources	Duration
	Personnel Resources	Force Efficiency
	Personnel Resources	Fusion
	Personnel Resources	Self-Organisation
	Personnel Resources	Sharing of Personnel
	Personnel Resources	Space of Possibilities
	Personnel Resources	Work Specialisation
Motor Skill	Physical Flexibility	
Physical Health	Physical Flexibility	
Sleep Deprivation	Physical Flexibility	
Training	Physical Flexibility	
	Physical Flexibility	Motor Skill
	Physical Flexibility	Other Physical Abilities
	Physical Flexibility	Response Speed
	Physical Flexibility	Task Speed
Mental Health	Physical Health	
	Physical Health	Motor Skill
	Physical Health	Other Physical Abilities
	Physical Health	Physical Flexibility
	Physical Health	Physical Strength
	Physical Health	Mental Health
Sleep Deprivation	Physical Strength	
Physical Health	Physical Strength	
	Physical Strength	Motor Skill
Quality of Command Intent	Plan Accuracy	
	Plan Accuracy	Action Accuracy
	Plan Accuracy	C2 Effectiveness
Collaboration Completeness	Plan Completeness	
Quality of Command Intent	Plan Completeness	
	Plan Completeness	Action Completeness
	Plan Completeness	Action Consistency
	Plan Completeness	C2 Effectiveness
Constraint Setting	Plan Consistency	
Quality of Command Intent	Plan Consistency	
	Plan Consistency	Action Consistency
Quality of Command Intent	Plan Correctness	
	Plan Correctness	Action Correctness
	Plan Correctness	C2 Effectiveness
Quality of Command Intent	Plan Currency	
Temporal Focus	Plan Currency	
	Plan Currency	Action Timeliness
Decision Participants	Plan Feasibility	
Perceived Likelihood of Success	Plan Feasibility	
Quality of Command Intent	Plan Feasibility	
	Plan Feasibility	Action Appropriateness
	Plan Feasibility	Action Correctness
	Plan Feasibility	C2 Effectiveness
	Plan Feasibility	Likelihood of Success
Quality of Command Intent	Plan Precision	
	Plan Precision	Action Precision
Quality of Command Intent	Plan Relevance	
	Plan Relevance	Action Appropriateness
Hardness	Plan Timeliness	
Homogeneity	Plan Timeliness	
Information Currency	Plan Timeliness	
Quality of Command Intent	Plan Timeliness	
Response Speed	Plan Timeliness	
	Plan Timeliness	Action Timeliness
Information Uncertainty	Plan Uncertainty	
Quality of Command Intent	Plan Uncertainty	
Temporal Focus	Plan Uncertainty	
	Plan Uncertainty	Action Consistency
	Plan Uncertainty	Action Efficiency
Dynamics Across Time (Command)	Planning Speed	
Dynamics Across Time (Control)	Planning Speed	
Hardness	Planning Speed	
Homogeneity	Planning Speed	
Human Semantic Interoperability	Planning Speed	
Intent Motivation	Planning Speed	
Response Speed	Planning Speed	
Task Cohesion	Planning Speed	
Task Conflict	Planning Speed	
Task Currency/Latency	Planning Speed	
Task Efficiency	Planning Speed	
Task Speed	Planning Speed	
Task Understanding	Planning Speed	
Workload	Planning Speed	
	Planning Speed	Action Timeliness
	Planning Speed	Command Speed
	Planning Speed	Likelihood of Success
Force Effectiveness	Policy Effectiveness	

Input	Variable	Output
Economic Situation	Political Situation	
History	Political Situation	
	Political Situation	Co-Evolution
	Political Situation	Connectivity and Interdependence
	Political Situation	Degree of Change
	Political Situation	Duration
	Political Situation	Economic Situation
	Political Situation	Rate of Change
	Political Situation	Self-Organisation
	Political Situation	Space of Possibilities
	Political Situation	Type of Operation
	Political Situation	Workload
Agreeableness	Power (Value)	
Masculinity – Femininity Cultural Dimension	Power (Value)	
Power Distance Cultural Dimension	Power (Value)	
Relation to Environment	Power (Value)	
	Power (Value)	Commander's Empowering Behaviour
	Power (Value)	Compliance
	Power (Value)	Delegating
	Power (Value)	Group Pressure
	Power (Value)	Relationship Conflict
	Power Distance Cultural Dimension	Allocation of Decision Rights
	Power Distance Cultural Dimension	C2 Doctrine
	Power Distance Cultural Dimension	Centralisation
	Power Distance Cultural Dimension	Control Span
	Power Distance Cultural Dimension	Empowering Leadership Culture
	Power Distance Cultural Dimension	Legal Authority
	Power Distance Cultural Dimension	Patterns of Interaction
	Power Distance Cultural Dimension	Power (Value)
	Power Distance Cultural Dimension	Restriction of Decision Rights
	Power Distance Cultural Dimension	Restriction on Information Distribution
	Power Distance Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture
	Power Distance Cultural Dimension	Transactional vs. Transformational Leadership Culture
Co-Evolution	Predictability Type	
Complication of Situation	Predictability Type	
Connectivity and Interdependence	Predictability Type	
Distance from Equilibrium	Predictability Type	
	Predictability Type	Situational Familiarity
Authentication	Privacy	
Quality of Communication Equipment	Privacy	
Quality of Computing Equipment	Privacy	
Quantity of Communication Equipment	Privacy	
Quantity of Computing Equipment	Privacy	
	Privacy	Trust Propensity
Commander's Task- vs. Relationship-oriented Behaviour	Quality of Command Intent	
Commander's Transactional vs. Transformational Behaviour	Quality of Command Intent	
Decision Accuracy	Quality of Command Intent	
Decision Completeness	Quality of Command Intent	
Decision Consistency	Quality of Command Intent	
Decision Correctness	Quality of Command Intent	
Decision Currency	Quality of Command Intent	
Decision Precision	Quality of Command Intent	
Decision Relevance	Quality of Command Intent	
Decision Timeliness	Quality of Command Intent	
Decision Uncertainty	Quality of Command Intent	
Development of Intent	Quality of Command Intent	
Task- vs. Relationship-oriented Leadership Culture	Quality of Command Intent	
Transactional vs. Transformational Leadership Culture	Quality of Command Intent	
	Quality of Command Intent	Action Appropriateness
	Quality of Command Intent	Innovation
	Quality of Command Intent	Plan Accuracy
	Quality of Command Intent	Plan Completeness
	Quality of Command Intent	Plan Consistency
	Quality of Command Intent	Plan Correctness
	Quality of Command Intent	Plan Currency
	Quality of Command Intent	Plan Feasibility
	Quality of Command Intent	Plan Precision
	Quality of Command Intent	Plan Relevance
	Quality of Command Intent	Plan Timeliness
	Quality of Command Intent	Plan Uncertainty
Commander's Transactional vs. Transformational Behaviour	Quality of Communication of Command Intent	
Decision Type	Quality of Communication of Command Intent	
	Quality of Communication of Command Intent	Action Correctness
	Quality of Communication of Command Intent	Action Timeliness
	Quality of Communication of Command Intent	Communications Interoperability
	Quality of Communication of Command Intent	Compliance
Financial Resources	Quality of Communication Equipment	
	Quality of Communication Equipment	Collaboration Mechanism
	Quality of Communication Equipment	Communications Interoperability
	Quality of Communication Equipment	Confidentiality
	Quality of Communication Equipment	Data Interoperability
	Quality of Communication Equipment	Enemy Forces
	Quality of Communication Equipment	Friendly Forces
	Quality of Communication Equipment	Information Networks
	Quality of Communication Equipment	Integrity
	Quality of Communication Equipment	Network Availability
	Quality of Communication Equipment	Network Redundancy
	Quality of Communication Equipment	Network Reliability
	Quality of Communication Equipment	Network Sustainability
	Quality of Communication Equipment	Non-Repudiation
	Quality of Communication Equipment	Privacy
	Quality of Communication Equipment	Sharing of Communication Equipment
	Quality of Communication Equipment	System Semantic Interoperability
Financial Resources	Quality of Computing Equipment	
	Quality of Computing Equipment	Authentication
	Quality of Computing Equipment	Confidentiality
	Quality of Computing Equipment	Data Interoperability
	Quality of Computing Equipment	Discovery
	Quality of Computing Equipment	Enemy Forces
	Quality of Computing Equipment	Friendly Forces
	Quality of Computing Equipment	Fusion
	Quality of Computing Equipment	Information Networks
	Quality of Computing Equipment	Integrity

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Input	Variable	Output
	Quality of Computing Equipment	Likelihood of Success
	Quality of Computing Equipment	Network Availability
	Quality of Computing Equipment	Network Redundancy
	Quality of Computing Equipment	Network Reliability
	Quality of Computing Equipment	Network Sustainability
	Quality of Computing Equipment	Non-Repudiation
	Quality of Computing Equipment	Perceived Likelihood of Success
	Quality of Computing Equipment	Privacy
	Quality of Computing Equipment	Quality of Visualisation
	Quality of Computing Equipment	Sharing of Computing Equipment
	Quality of Computing Equipment	System Semantic Interoperability
Financial Resources	Quality of Consumable Equipment	
	Quality of Consumable Equipment	Enemy Forces
	Quality of Consumable Equipment	Force Efficiency
	Quality of Consumable Equipment	Friendly Forces
	Quality of Consumable Equipment	Lethal Effectors
	Quality of Consumable Equipment	Likelihood of Success
	Quality of Consumable Equipment	Material Resources Usability
	Quality of Consumable Equipment	Non-Lethal Effectors
	Quality of Consumable Equipment	Perceived Likelihood of Success
Financial Resources	Quality of Facilities	
	Quality of Facilities	Force Efficiency
	Quality of Facilities	Material Resources Usability
	Quality of Facilities	Network Availability
	Quality of Facilities	Non-Lethal Effectors
Financial Resources	Quality of Non-Consumable Equipment	
	Quality of Non-Consumable Equipment	Enemy Forces
	Quality of Non-Consumable Equipment	Force Efficiency
	Quality of Non-Consumable Equipment	Friendly Forces
	Quality of Non-Consumable Equipment	Likelihood of Success
	Quality of Non-Consumable Equipment	Material Resources Usability
	Quality of Non-Consumable Equipment	Perceived Likelihood of Success
Education	Quality of Personnel	
Financial Resources	Quality of Personnel	
Training	Quality of Personnel	
	Quality of Personnel	C2 Efficiency
	Quality of Personnel	Connectivity and Interdependence
	Quality of Personnel	Decision Consistency
	Quality of Personnel	Discovery
	Quality of Personnel	Duration
	Quality of Personnel	Enemy Forces
	Quality of Personnel	Force Efficiency
	Quality of Personnel	Friendly Forces
	Quality of Personnel	Fusion
	Quality of Personnel	Self-Organisation
	Quality of Personnel	Sharing of Personnel
	Quality of Personnel	Space of Possibilities
	Quality of Personnel	Transactional vs. Transformational Leadership Culture
	Quality of Personnel	Work Specialisation
Financial Resources	Quality of Sets of Unit Equipment	
	Quality of Sets of Unit Equipment	Enemy Forces
	Quality of Sets of Unit Equipment	Force Efficiency
	Quality of Sets of Unit Equipment	Friendly Forces
	Quality of Sets of Unit Equipment	Lethal Effectors
	Quality of Sets of Unit Equipment	Likelihood of Success
	Quality of Sets of Unit Equipment	Material Resources Usability
	Quality of Sets of Unit Equipment	Perceived Likelihood of Success
Quality of Computing Equipment	Quality of Visualisation	
	Quality of Visualisation	Information Accuracy
	Quality of Visualisation	Information Completeness
	Quality of Visualisation	Information Consistency
	Quality of Visualisation	Information Correctness
	Quality of Visualisation	Information Currency
	Quality of Visualisation	Information Precision
	Quality of Visualisation	Information Relevance
	Quality of Visualisation	Information Timeliness
	Quality of Visualisation	Information Uncertainty
Financial Resources	Quantity of Communication Equipment	
	Quantity of Communication Equipment	Authentication
	Quantity of Communication Equipment	Collaboration Mechanism
	Quantity of Communication Equipment	Communications Interoperability
	Quantity of Communication Equipment	Confidentiality
	Quantity of Communication Equipment	Data Interoperability
	Quantity of Communication Equipment	Information Networks
	Quantity of Communication Equipment	Integrity
	Quantity of Communication Equipment	Network Availability
	Quantity of Communication Equipment	Network Redundancy
	Quantity of Communication Equipment	Network Reliability
	Quantity of Communication Equipment	Network Sustainability
	Quantity of Communication Equipment	Non-Repudiation
	Quantity of Communication Equipment	Privacy
	Quantity of Communication Equipment	Sharing of Communication Equipment
	Quantity of Communication Equipment	System Semantic Interoperability
Financial Resources	Quantity of Computing Equipment	
	Quantity of Computing Equipment	Authentication
	Quantity of Computing Equipment	Confidentiality
	Quantity of Computing Equipment	Data Interoperability
	Quantity of Computing Equipment	Discovery
	Quantity of Computing Equipment	Fusion
	Quantity of Computing Equipment	Information Networks
	Quantity of Computing Equipment	Integrity
	Quantity of Computing Equipment	Network Availability
	Quantity of Computing Equipment	Network Redundancy
	Quantity of Computing Equipment	Network Reliability
	Quantity of Computing Equipment	Network Sustainability
	Quantity of Computing Equipment	Non-Repudiation
	Quantity of Computing Equipment	Privacy
	Quantity of Computing Equipment	Sharing of Computing Equipment
	Quantity of Computing Equipment	System Semantic Interoperability
Financial Resources	Quantity of Consumable Equipment	
	Quantity of Consumable Equipment	Force Efficiency
	Quantity of Consumable Equipment	Likelihood of Success
	Quantity of Consumable Equipment	Material Resources Usability

Input	Variable	Output
	Quantity of Consumable Equipment	Perceived Likelihood of Success
	Quantity of Consumable Equipment	Sharing of Material
Financial Resources	Quantity of Facilities	
	Quantity of Facilities	Force Efficiency
	Quantity of Facilities	Material Resources Usability
	Quantity of Facilities	Network Availability
Financial Resources	Quantity of Non-Consumable Equipment	
	Quantity of Non-Consumable Equipment	Force Efficiency
	Quantity of Non-Consumable Equipment	Likelihood of Success
	Quantity of Non-Consumable Equipment	Material Resources Usability
	Quantity of Non-Consumable Equipment	Perceived Likelihood of Success
	Quantity of Non-Consumable Equipment	Sharing of Material
Financial Resources	Quantity of Sets of Unit Equipment	
	Quantity of Sets of Unit Equipment	Action Completeness
	Quantity of Sets of Unit Equipment	Force Efficiency
	Quantity of Sets of Unit Equipment	Likelihood of Success
	Quantity of Sets of Unit Equipment	Material Resources Usability
	Quantity of Sets of Unit Equipment	Perceived Likelihood of Success
Economic Situation	Rate of Change	
Enemy Forces	Rate of Change	
Friendly Forces	Rate of Change	
Neutral Forces	Rate of Change	
Political Situation	Rate of Change	
Social Situation	Rate of Change	
	Rate of Change	Allocation of Decision Rights
	Rate of Change	Co-Evolution
	Rate of Change	Complexity of Situation
	Rate of Change	Constraint Enforcement
	Rate of Change	Dynamics Across Purpose (Command)
	Rate of Change	Dynamics Across Purpose (Control)
	Rate of Change	Dynamics Across Time (Command)
	Rate of Change	Dynamics Across Time (Control)
	Rate of Change	Information Distribution
	Rate of Change	Patterns of Interaction
	Rate of Change	Restriction of Decision Rights
	Rate of Change	Restriction on Information Distribution
	Rate of Change	Selectivity
Individualism – Collectivism Cultural Dimension	Recognition and Reward Leadership Culture	
Masculinity – Femininity Cultural Dimension	Recognition and Reward Leadership Culture	
Task – Relationship Cultural Dimension	Recognition and Reward Leadership Culture	
	Recognition and Reward Leadership Culture	Commander's Recognising and Rewarding Behaviour
	Recognition and Reward Leadership Culture	Motivation
Boundary Management	Referent Power	
Commander's Behavioural Decision Style	Referent Power	
Commander's Empowering Behaviour	Referent Power	
Commander's Extrinsic Responsibility	Referent Power	
Commander's Mentoring and Developing Behaviour	Referent Power	
Commander's Personality Structure	Referent Power	
Commander's Recognising and Rewarding Behaviour	Referent Power	
Commander's Task- vs. Relationship-oriented Behaviour	Referent Power	
Commander's Transactional vs. Transformational Behaviour	Referent Power	
Interpersonal Competence	Referent Power	
	Referent Power	Compliance
	Referent Power	Cooperative Behaviour
	Referent Power	Extra-Role Behaviour
	Referent Power	Group Pressure
	Referent Power	Intrinsic Responsibility
Extraversion	Relation to Environment	
Extraversion vs. Introversion	Relation to Environment	
Individualism – Collectivism Cultural Dimension	Relation to Environment	
Locus of Control	Relation to Environment	
Masculinity – Femininity Cultural Dimension	Relation to Environment	
Short-term – Long-term Cultural Dimension	Relation to Environment	
	Relation to Environment	Adaptive Behaviour
	Relation to Environment	Commander's Empowering Behaviour
	Relation to Environment	Commander's Mentoring and Developing Behaviour
	Relation to Environment	Commander's Recognising and Rewarding Behaviour
	Relation to Environment	Commander's Task- vs. Relationship-oriented Behaviour
	Relation to Environment	Commander's Transactional vs. Transformational Behaviour
	Relation to Environment	Compliance
	Relation to Environment	Cooperability
	Relation to Environment	Cooperative Behaviour
	Relation to Environment	Cultural Empathy
	Relation to Environment	Hedonism (Value)
	Relation to Environment	Interpersonal Competence
	Relation to Environment	Intrinsic Responsibility
	Relation to Environment	Judging vs. Perceiving
	Relation to Environment	Mental Models Relevance
	Relation to Environment	Power (Value)
	Relation to Environment	Relationship Conflict
	Relation to Environment	Self-Direction (Value)
	Relation to Environment	Self-Monitoring
	Relation to Environment	Universality-Diversity Orientation
	Relation to Environment	Universalism (Value)
Agreeableness	Relationship Conflict	
Behavioural Decision Style	Relationship Conflict	
Benevolence (Value)	Relationship Conflict	
Conformity (Value)	Relationship Conflict	
Compliance	Relationship Conflict	
Cooperative Behaviour	Relationship Conflict	
Cultural Empathy	Relationship Conflict	
Direct – Indirect Cultural Dimension	Relationship Conflict	
Emotional Competency	Relationship Conflict	
Hardness	Relationship Conflict	
Hedonism (Value)	Relationship Conflict	
Homogeneity	Relationship Conflict	
Impulsivity vs. Reflectivity	Relationship Conflict	
Individualism – Collectivism Cultural Dimension	Relationship Conflict	
Intercultural Competence	Relationship Conflict	
Interpersonal Competence	Relationship Conflict	
Intrinsic Responsibility	Relationship Conflict	
Norm Strength	Relationship Conflict	
Openness to Experience	Relationship Conflict	

Input	Variable	Output
Power (Value)	Relationship Conflict	
Relation to Environment	Relationship Conflict	
Self-Direction (Value)	Relationship Conflict	
Social Cohesion	Relationship Conflict	
Task Conflict	Relationship Conflict	
Team Experience	Relationship Conflict	
Team Size	Relationship Conflict	
Thinking vs. Feeling	Relationship Conflict	
Trust	Relationship Conflict	
Trust Propensity	Relationship Conflict	
Universality-Diversity Orientation	Relationship Conflict	
Universalism (Value)	Relationship Conflict	
	Relationship Conflict	Cooperability
	Relationship Conflict	Cooperative Behaviour
	Relationship Conflict	Exchanging Information
	Relationship Conflict	Extra-Role Behaviour
	Relationship Conflict	Internal Synchronisation
	Relationship Conflict	Intrinsic Responsibility
	Relationship Conflict	Motivation
	Relationship Conflict	Persistence
	Relationship Conflict	Social Cohesion
	Relationship Conflict	Stress Level
	Relationship Conflict	Task Cohesion
	Relationship Conflict	Task Conflict
	Relationship Conflict	Trust
Ambiguity Tolerance	Repression vs. Sensitisation	
Commander's Risk Propensity	Repression vs. Sensitisation	
Emotional Stability	Repression vs. Sensitisation	
Judging vs. Perceiving	Repression vs. Sensitisation	
Risk Propensity	Repression vs. Sensitisation	
Role of Emotion	Repression vs. Sensitisation	
Security (Value)	Repression vs. Sensitisation	
Universality-Diversity Orientation	Repression vs. Sensitisation	
	Repression vs. Sensitisation	Alertness
	Repression vs. Sensitisation	Anxiety
	Repression vs. Sensitisation	Awareness Completeness
	Repression vs. Sensitisation	Awareness Correctness
	Repression vs. Sensitisation	Awareness Precision
	Repression vs. Sensitisation	Awareness Currency
	Repression vs. Sensitisation	Human Information Processing
	Repression vs. Sensitisation	Mental Models Richness
	Repression vs. Sensitisation	Stress Level
Adaptive Behaviour	Resilience	
Weather (Atmospheric)	Resolution	
	Resolution	Network Richness
Alertness	Response Speed	
Anxiety	Response Speed	
Centralisation	Response Speed	
Commander's Directive Decision Style	Response Speed	
Directive Decision Style	Response Speed	
General Intelligence	Response Speed	
Impulsivity vs. Reflectivity	Response Speed	
Intent Motivation	Response Speed	
Internal Synchronisation	Response Speed	
Mental Models Relevance	Response Speed	
Motivation	Response Speed	
Motor Skill	Response Speed	
Physical Flexibility	Response Speed	
Situational Familiarity	Response Speed	
Sleep Deprivation	Response Speed	
Task Competence	Response Speed	
Task Efficiency	Response Speed	
Task Speed	Response Speed	
Training	Response Speed	
Understanding Relevance	Response Speed	
Work Specialisation	Response Speed	
	Response Speed	Action Efficiency
	Response Speed	Frequency of Interactions
	Response Speed	Likelihood of Success
	Response Speed	Plan Timeliness
	Response Speed	Planning Speed
	Response Speed	Task Performance Time
Adaptive Behaviour	Responsiveness	
Formalisation	Responsiveness	
Complexity of Situation	Restriction of Decision Rights	
Criticality	Restriction of Decision Rights	
Degree of Change	Restriction of Decision Rights	
Duration	Restriction of Decision Rights	
Power Distance Cultural Dimension	Restriction of Decision Rights	
Rate of Change	Restriction of Decision Rights	
	Restriction of Decision Rights	C2 Doctrine
	Restriction of Decision Rights	Constraint Enforcement
	Restriction of Decision Rights	Constraint Setting
	Restriction of Decision Rights	Empowering Leadership Culture
	Restriction of Decision Rights	Transactional vs. Transformational Leadership Culture
Complexity of Situation	Restriction on Information Distribution	
Degree of Change	Restriction on Information Distribution	
Duration	Restriction on Information Distribution	
Power Distance Cultural Dimension	Restriction on Information Distribution	
Rate of Change	Restriction on Information Distribution	
	Restriction on Information Distribution	C2 Doctrine
	Restriction on Information Distribution	Empowering Leadership Culture
	Restriction on Information Distribution	Transactional vs. Transformational Leadership Culture
	Risk – Restraint Cultural Dimension	Ambiguity Tolerance
	Risk – Restraint Cultural Dimension	Anxiety
	Risk – Restraint Cultural Dimension	C2 Doctrine
	Risk – Restraint Cultural Dimension	Commander's Risk Propensity
	Risk – Restraint Cultural Dimension	Conformity (Value)
	Risk – Restraint Cultural Dimension	Empowering Leadership Culture
	Risk – Restraint Cultural Dimension	Human Information Processing
	Risk – Restraint Cultural Dimension	Perceptual Filters
	Risk – Restraint Cultural Dimension	Risk Taking
	Risk – Restraint Cultural Dimension	Stimulation (Value)

Input	Variable	Output
	Risk – Restraint Cultural Dimension	Tradition (Value)
	Risk – Restraint Cultural Dimension	Transactional vs. Transformational Leadership Culture
Achievement (Value)	Risk Propensity	
Ambiguity Tolerance	Risk Propensity	
Commander's Conceptual Decision Style	Risk Propensity	
Conformity (Value)	Risk Propensity	
Conscientiousness	Risk Propensity	
Hardness	Risk Propensity	
Homogeneity	Risk Propensity	
Judging vs. Perceiving	Risk Propensity	
Security (Value)	Risk Propensity	
Situational Familiarity	Risk Propensity	
Task Competence	Risk Propensity	
Task Understanding	Risk Propensity	
Team Size	Risk Propensity	
Tradition (Value)	Risk Propensity	
	Risk Propensity	Adaptive Behaviour
	Risk Propensity	Alertness
	Risk Propensity	Anxiety
	Risk Propensity	Decision Relevance
	Risk Propensity	Decision Speed
	Risk Propensity	Delegating
	Risk Propensity	Impulsivity vs. Reflectivity
	Risk Propensity	Repression vs. Sensitisation
	Risk Propensity	Risk Taking
	Risk Propensity	Mental Health
	Risk Propensity	Stress Level
	Risk Propensity	Trust
	Risk Propensity	Trust Propensity
Anxiety	Risk Taking	
Commander's Risk Propensity	Risk Taking	
Emotional Stability	Risk Taking	
Formalisation	Risk Taking	
Group Pressure	Risk Taking	
Homogeneity	Risk Taking	
Mental Health	Risk Taking	
Mental Models Confidence	Risk Taking	
Mental Models Relevance	Risk Taking	
Mood	Risk Taking	
Risk – Restraint Cultural Dimension	Risk Taking	
Risk Propensity	Risk Taking	
Self-Efficacy	Risk Taking	
Self-Esteem	Risk Taking	
Space of Possibilities	Risk Taking	
Stimulation (Value)	Risk Taking	
Stress Level	Risk Taking	
Team Experience	Risk Taking	
Tradition (Value)	Risk Taking	
Trust	Risk Taking	
Trust Propensity	Risk Taking	
Uncertainty Avoidance Cultural Dimension	Risk Taking	
Understanding Uncertainty	Risk Taking	
	Risk Taking	Action Appropriateness
	Risk Taking	Decision Speed
	Risk Taking	Flexibility
	Risk Taking	Innovation
	Risk Taking	Task Risk
Adaptive Behaviour	Robustness	
Formalisation	Robustness	
Innovation	Robustness	
Allocation of Decision Rights	Role Clarity	
Formalisation	Role Clarity	
Internal Synchronisation	Role Clarity	
Team Experience	Role Clarity	
Work Specialisation	Role Clarity	
	Role Clarity	Action Appropriateness
	Role Clarity	Action Completeness
	Role Clarity	Action Synchronisation
	Role Clarity	Collaboration Capacity
	Role Clarity	Cooperability
	Role Clarity	Group Pressure
	Role Clarity	Task Cohesion
	Role Clarity	Task Conflict
Agreeableness	Role of Emotion	
Benevolence (Value)	Role of Emotion	
Commander's Personality Structure	Role of Emotion	
Direct – Indirect Cultural Dimension	Role of Emotion	
Masculinity – Femininity Cultural Dimension	Role of Emotion	
Social Situation	Role of Emotion	
Task – Relationship Cultural Dimension	Role of Emotion	
Thinking vs. Feeling	Role of Emotion	
	Role of Emotion	Commander's Mentoring and Developing Behaviour
	Role of Emotion	Commander's Recognising and Rewarding Behaviour
	Role of Emotion	Commander's Task- vs. Relationship-oriented Behaviour
	Role of Emotion	Commander's Transactional vs. Transformational Behaviour
	Role of Emotion	Emotional Competency
	Role of Emotion	Force Will
	Role of Emotion	Impulsivity vs. Reflectivity
	Role of Emotion	Interpersonal Competence
	Role of Emotion	Repression vs. Sensitisation
	Role of Emotion	Mental Health
	Role of Emotion	Stress Level
Ambiguity Tolerance	Security (Value)	
Conscientiousness	Security (Value)	
	Security (Value)	Anxiety
	Security (Value)	Impulsivity vs. Reflectivity
	Security (Value)	Repression vs. Sensitisation
	Security (Value)	Risk Propensity
	Security (Value)	Mental Health
	Security (Value)	Stress Level
	Security (Value)	Trust Propensity
Co-Located / Distributed	Selectivity	
Complexity of Situation	Selectivity	

Input	Variable	Output
Degree of Change	Selectivity	
Duration	Selectivity	
Rate of Change	Selectivity	
Type of Operation	Selectivity	
	Selectivity	C2 Doctrine
Individualism – Collectivism Cultural Dimension	Self-Direction (Value)	
Relation to Environment	Self-Direction (Value)	
	Self-Direction (Value)	Compliance
	Self-Direction (Value)	Cooperability
	Self-Direction (Value)	Cooperative Behaviour
	Self-Direction (Value)	Decision Congruence
	Self-Direction (Value)	Delegating
	Self-Direction (Value)	Goal Consistency
	Self-Direction (Value)	Relationship Conflict
Anxiety	Self-Efficacy	
Mental Models Relevance	Self-Efficacy	
Motivation	Self-Efficacy	
Task Competence	Self-Efficacy	
Task Understanding	Self-Efficacy	
	Self-Efficacy	Anxiety
	Self-Efficacy	Innovation
	Self-Efficacy	Intent Motivation
	Self-Efficacy	Mood
	Self-Efficacy	Motivation
	Self-Efficacy	Risk Taking
	Self-Efficacy	Self-Esteem
	Self-Efficacy	Stress Level
Commander's Empowering Behaviour	Self-Esteem	
Commander's Mentoring and Developing Behaviour	Self-Esteem	
Commander's Transactional vs. Transformational Behaviour	Self-Esteem	
Delegating	Self-Esteem	
Emotional Stability	Self-Esteem	
Self-Efficacy	Self-Esteem	
	Self-Esteem	Anxiety
	Self-Esteem	Hedonism (Value)
	Self-Esteem	Motivation
	Self-Esteem	Risk Taking
	Self-Esteem	Stress Level
Hedonism (Value)	Self-Monitoring	
Impulsivity vs. Reflectivity	Self-Monitoring	
Relation to Environment	Self-Monitoring	
Task Competence	Self-Monitoring	
Training	Self-Monitoring	
	Self-Monitoring	Adaptive Behaviour
	Self-Monitoring	Interpersonal Competence
	Self-Monitoring	Mental Models Richness
Economic Situation	Self-Organisation	
Enemy Forces	Self-Organisation	
Friendly Forces	Self-Organisation	
History	Self-Organisation	
Neutral Forces	Self-Organisation	
Number of Personnel	Self-Organisation	
Personnel Resources	Self-Organisation	
Political Situation	Self-Organisation	
Quality of Personnel	Self-Organisation	
Social Situation	Self-Organisation	
	Self-Organisation	Ambiguity of Situation
	Self-Organisation	Complexity of Situation
	Self-Organisation	Uncertainty of Situation
Perceptual Filters	Sensing vs. Intuition	
	Sensing vs. Intuition	Awareness Correctness
	Sensing vs. Intuition	Awareness Precision
	Sensing vs. Intuition	Convergent Thinking
	Sensing vs. Intuition	Divergent Thinking
	Sensing vs. Intuition	Field Dependence vs. Field Independence
	Sensing vs. Intuition	Human Information Processing
	Sensing vs. Intuition	Innovation
	Sensing vs. Intuition	Levelling vs. Sharpening
	Sensing vs. Intuition	Openness to Experience
	Sensor Coverage (Medium)	Discovery
	Sensor Coverage (Medium)	Fusion
	Sensor Coverage (Medium)	Information Completeness
	Sensor Coverage (Medium)	Information Consistency
	Sensor Coverage (Medium)	Information Correctness
	Sensor Coverage (Medium)	Information Currency
	Sensor Coverage (Medium)	Information Precision
	Sensor Coverage (Medium)	Information Source Characteristics
	Sensor Coverage (Medium)	Information Timeliness
Distances	Sensor Coverage (Spatial)	
	Sensor Coverage (Spatial)	Discovery
	Sensor Coverage (Spatial)	Fusion
	Sensor Coverage (Spatial)	Information Completeness
	Sensor Coverage (Spatial)	Information Consistency
	Sensor Coverage (Spatial)	Information Correctness
	Sensor Coverage (Spatial)	Information Currency
	Sensor Coverage (Spatial)	Information Precision
	Sensor Coverage (Spatial)	Information Source Characteristics
	Sensor Coverage (Spatial)	Information Timeliness
	Sensor Coverage (Spectrum)	Discovery
	Sensor Coverage (Spectrum)	Fusion
	Sensor Coverage (Spectrum)	Information Completeness
	Sensor Coverage (Spectrum)	Information Consistency
	Sensor Coverage (Spectrum)	Information Correctness
	Sensor Coverage (Spectrum)	Information Currency
	Sensor Coverage (Spectrum)	Information Precision
	Sensor Coverage (Spectrum)	Information Source Characteristics
	Sensor Coverage (Spectrum)	Information Timeliness
Weather (Atmospheric)	Sensor Persistence	
	Sensor Persistence	Discovery
	Sensor Persistence	Fusion
	Sensor Persistence	Information Completeness
	Sensor Persistence	Information Consistency
	Sensor Persistence	Information Correctness

Input	Variable	Output
	Sensor Persistence	Information Precision
	Sensor Persistence	Information Timeliness
	Sensor Persistence	Network Richness
Education	Shared Attitudes	
Individualism – Collectivism Cultural Dimension	Shared Attitudes	
Hardness	Shared Attitudes	
History	Shared Attitudes	
Persistence	Shared Attitudes	
Task – Relationship Cultural Dimension	Shared Attitudes	
Task- vs. Relationship-oriented Leadership Culture	Shared Attitudes	
Team Experience	Shared Attitudes	
Training	Shared Attitudes	
	Shared Attitudes	Collaboration Capacity
	Shared Attitudes	Collaboration Completeness
	Shared Attitudes	Cooperability
	Shared Attitudes	Cooperative Behaviour
	Shared Attitudes	Decision Congruence
	Shared Attitudes	Shared Awareness Degree
	Shared Attitudes	Task Cohesion
	Shared Attitudes	Task Efficiency
Awareness Accuracy	Shared Awareness Accuracy	
Collaboration Capacity	Shared Awareness Accuracy	
Experience of Personnel	Shared Awareness Accuracy	
Human Information Processing	Shared Awareness Accuracy	
Training	Shared Awareness Accuracy	
	Shared Awareness Accuracy	Shared Understanding Accuracy
Awareness Completeness	Shared Awareness Completeness	
Collaboration Capacity	Shared Awareness Completeness	
Exchanging Information	Shared Awareness Completeness	
Experience of Personnel	Shared Awareness Completeness	
Human Information Processing	Shared Awareness Completeness	
Shared Expectations	Shared Awareness Completeness	
Shared Task Knowledge	Shared Awareness Completeness	
Shared Team Knowledge	Shared Awareness Completeness	
Training	Shared Awareness Completeness	
	Shared Awareness Completeness	Shared Understanding Completeness
Awareness Consistency	Shared Awareness Consistency	
Collaboration Capacity	Shared Awareness Consistency	
Exchanging Information	Shared Awareness Consistency	
Experience of Personnel	Shared Awareness Consistency	
Human Information Processing	Shared Awareness Consistency	
Training	Shared Awareness Consistency	
	Shared Awareness Consistency	Shared Understanding Consistency
Awareness Correctness	Shared Awareness Correctness	
Collaboration Capacity	Shared Awareness Correctness	
Experience of Personnel	Shared Awareness Correctness	
Human Information Processing	Shared Awareness Correctness	
Training	Shared Awareness Correctness	
	Shared Awareness Correctness	Shared Understanding Correctness
Awareness Currency	Shared Awareness Currency	
Collaboration Capacity	Shared Awareness Currency	
Exchanging Information	Shared Awareness Currency	
Experience of Personnel	Shared Awareness Currency	
Human Information Processing	Shared Awareness Currency	
Training	Shared Awareness Currency	
	Shared Awareness Currency	Shared Understanding Currency
Awareness Completeness	Shared Awareness Degree	
Awareness Consistency	Shared Awareness Degree	
Boundary Management	Shared Awareness Degree	
Collaboration Capacity	Shared Awareness Degree	
Exchanging Information	Shared Awareness Degree	
Experience of Personnel	Shared Awareness Degree	
Human Information Processing	Shared Awareness Degree	
Internal Synchronisation	Shared Awareness Degree	
Shared Attitudes	Shared Awareness Degree	
Shared Expectations	Shared Awareness Degree	
Shared Task Knowledge	Shared Awareness Degree	
Shared Team Knowledge	Shared Awareness Degree	
Training	Shared Awareness Degree	
Task Cohesion	Shared Awareness Degree	
	Shared Awareness Degree	Human Semantic Interoperability
	Shared Awareness Degree	Shared Understanding Degree
Awareness Precision	Shared Awareness Precision	
Collaboration Capacity	Shared Awareness Precision	
Experience of Personnel	Shared Awareness Precision	
Human Information Processing	Shared Awareness Precision	
Training	Shared Awareness Precision	
	Shared Awareness Precision	Shared Understanding Precision
Awareness Relevance	Shared Awareness Relevance	
Collaboration Capacity	Shared Awareness Relevance	
Experience of Personnel	Shared Awareness Relevance	
Human Information Processing	Shared Awareness Relevance	
Training	Shared Awareness Relevance	
	Shared Awareness Relevance	Shared Understanding Relevance
Awareness Timeliness	Shared Awareness Timeliness	
Collaboration Capacity	Shared Awareness Timeliness	
Exchanging Information	Shared Awareness Timeliness	
Experience of Personnel	Shared Awareness Timeliness	
Human Information Processing	Shared Awareness Timeliness	
Training	Shared Awareness Timeliness	
	Shared Awareness Timeliness	Shared Understanding Timeliness
Awareness Uncertainty	Shared Awareness Uncertainty	
Collaboration Capacity	Shared Awareness Uncertainty	
Experience of Personnel	Shared Awareness Uncertainty	
Human Information Processing	Shared Awareness Uncertainty	
Training	Shared Awareness Uncertainty	
	Shared Awareness Uncertainty	Shared Understanding Uncertainty
Education	Shared Expectations	
Exchanging Information	Shared Expectations	
Individualism – Collectivism Cultural Dimension	Shared Expectations	
Hardness	Shared Expectations	
History	Shared Expectations	
Negotiating	Shared Expectations	

Input	Variable	Output
Persistence	Shared Expectations	
Task Competence	Shared Expectations	
Task Cohesion	Shared Expectations	
Task – Relationship Cultural Dimension	Shared Expectations	
Task- vs. Relationship-oriented Leadership Culture	Shared Expectations	
Team Experience	Shared Expectations	
Training	Shared Expectations	
	Shared Expectations	Cooperability
	Shared Expectations	Cooperative Behaviour
	Shared Expectations	Collaboration Capacity
	Shared Expectations	Collaboration Completeness
	Shared Expectations	Decision Congruence
	Shared Expectations	Shared Awareness Completeness
	Shared Expectations	Shared Awareness Degree
	Shared Expectations	Task Efficiency
Experience of Personnel	Shared Information Accuracy	
Information Transfer Approach	Shared Information Accuracy	
Training	Shared Information Accuracy	
	Shared Information Accuracy	Awareness Accuracy
Experience of Personnel	Shared Information Completeness	
Shared Information Extent	Shared Information Completeness	
Information Completeness	Shared Information Completeness	
Information Sharability	Shared Information Completeness	
Information Transfer Approach	Shared Information Completeness	
Integrity	Shared Information Completeness	
Interaction Quality	Shared Information Completeness	
Training	Shared Information Completeness	
	Shared Information Completeness	Awareness Completeness
Experience of Personnel	Shared Information Consistency	
Shared Information Extent	Shared Information Consistency	
Information Consistency	Shared Information Consistency	
Information Transfer Approach	Shared Information Consistency	
Interaction Quality	Shared Information Consistency	
Training	Shared Information Consistency	
	Shared Information Consistency	Awareness Consistency
Experience of Personnel	Shared Information Correctness	
Shared Information Extent	Shared Information Correctness	
Information Correctness	Shared Information Correctness	
Information Transfer Approach	Shared Information Correctness	
Interaction Quality	Shared Information Correctness	
Training	Shared Information Correctness	
	Shared Information Correctness	Awareness Correctness
Continuity of Interactions	Shared Information Currency	
Experience of Personnel	Shared Information Currency	
Frequency of Interactions	Shared Information Currency	
Information Currency	Shared Information Currency	
Information Transfer Approach	Shared Information Currency	
Network Average Path Length	Shared Information Currency	
Network Clustering Coefficient	Shared Information Currency	
Network Connectedness	Shared Information Currency	
Network Inclusiveness	Shared Information Currency	
Network Structural Cohesion	Shared Information Currency	
Network Structural Equivalence	Shared Information Currency	
Network Structural Holes	Shared Information Currency	
Node Centrality	Shared Information Currency	
Training	Shared Information Currency	
	Shared Information Currency	Awareness Currency
Boundary Management	Shared Information Extent	
Exchanging Information	Shared Information Extent	
Experience of Personnel	Shared Information Extent	
Information Transfer Approach	Shared Information Extent	
Network Average Path Length	Shared Information Extent	
Network Clustering Coefficient	Shared Information Extent	
Network Connectedness	Shared Information Extent	
Network Inclusiveness	Shared Information Extent	
Network Structural Cohesion	Shared Information Extent	
Network Structural Equivalence	Shared Information Extent	
Network Structural Holes	Shared Information Extent	
Node Centrality	Shared Information Extent	
Training	Shared Information Extent	
	Shared Information Extent	Information Completeness
	Shared Information Extent	Information Consistency
	Shared Information Extent	Information Correctness
	Shared Information Extent	Internal Synchronisation
	Shared Information Extent	Shared Information Completeness
	Shared Information Extent	Shared Information Consistency
	Shared Information Extent	Shared Information Correctness
Experience of Personnel	Shared Information Precision	
Information Precision	Shared Information Precision	
Information Transfer Approach	Shared Information Precision	
Training	Shared Information Precision	
	Shared Information Precision	Awareness Precision
Experience of Personnel	Shared Information Relevance	
Information Transfer Approach	Shared Information Relevance	
Training	Shared Information Relevance	
	Shared Information Relevance	Awareness Relevance
Continuity of Interactions	Shared Information Timeliness	
Experience of Personnel	Shared Information Timeliness	
Frequency of Interactions	Shared Information Timeliness	
Information Timeliness	Shared Information Timeliness	
Training	Shared Information Timeliness	
	Shared Information Timeliness	Awareness Timeliness
Experience of Personnel	Shared Information Uncertainty	
Training	Shared Information Uncertainty	
	Shared Information Uncertainty	Awareness Uncertainty
Education	Shared Task Knowledge	
Exchanging Information	Shared Task Knowledge	
History	Shared Task Knowledge	
Internal Synchronisation	Shared Task Knowledge	
Persistence	Shared Task Knowledge	
Task Competence	Shared Task Knowledge	
Task Cohesion	Shared Task Knowledge	
Task – Relationship Cultural Dimension	Shared Task Knowledge	

Input	Variable	Output
Task- vs. Relationship-oriented Leadership Culture	Shared Task Knowledge	
Team Experience	Shared Task Knowledge	
Training	Shared Task Knowledge	
	Shared Task Knowledge	Cooperability
	Shared Task Knowledge	Cooperative Behaviour
	Shared Task Knowledge	Collaboration Capacity
	Shared Task Knowledge	Collaboration Completeness
	Shared Task Knowledge	Decision Congruence
	Shared Task Knowledge	Delegating
	Shared Task Knowledge	Human Semantic Interoperability
	Shared Task Knowledge	Shared Awareness Completeness
	Shared Task Knowledge	Shared Awareness Degree
	Shared Task Knowledge	Task Efficiency
Exchanging Information	Shared Team Knowledge	
Individualism – Collectivism Cultural Dimension	Shared Team Knowledge	
Hardness	Shared Team Knowledge	
History	Shared Team Knowledge	
Internal Synchronisation	Shared Team Knowledge	
Negotiating	Shared Team Knowledge	
Persistence	Shared Team Knowledge	
Task Cohesion	Shared Team Knowledge	
Task – Relationship Cultural Dimension	Shared Team Knowledge	
Task- vs. Relationship-oriented Leadership Culture	Shared Team Knowledge	
Team Experience	Shared Team Knowledge	
	Shared Team Knowledge	Cooperability
	Shared Team Knowledge	Cooperative Behaviour
	Shared Team Knowledge	Collaboration Capacity
	Shared Team Knowledge	Collaboration Completeness
	Shared Team Knowledge	Delegating
	Shared Team Knowledge	Shared Awareness Completeness
	Shared Team Knowledge	Shared Awareness Degree
	Shared Team Knowledge	Task Efficiency
Experience of Personnel	Shared Understanding Accuracy	
Mental Models Relevance	Shared Understanding Accuracy	
Shared Awareness Accuracy	Shared Understanding Accuracy	
Training	Shared Understanding Accuracy	
Understanding Accuracy	Shared Understanding Accuracy	
	Shared Understanding Accuracy	Collaboration Capacity
Experience of Personnel	Shared Understanding Completeness	
Mental Models Relevance	Shared Understanding Completeness	
Shared Awareness Completeness	Shared Understanding Completeness	
Training	Shared Understanding Completeness	
Understanding Completeness	Shared Understanding Completeness	
	Shared Understanding Completeness	Collaboration Capacity
Experience of Personnel	Shared Understanding Consistency	
Mental Models Relevance	Shared Understanding Consistency	
Shared Awareness Consistency	Shared Understanding Consistency	
Training	Shared Understanding Consistency	
Understanding Consistency	Shared Understanding Consistency	
	Shared Understanding Consistency	Collaboration Capacity
Experience of Personnel	Shared Understanding Correctness	
Mental Models Relevance	Shared Understanding Correctness	
Shared Awareness Correctness	Shared Understanding Correctness	
Training	Shared Understanding Correctness	
Understanding Correctness	Shared Understanding Correctness	
	Shared Understanding Correctness	Collaboration Capacity
Experience of Personnel	Shared Understanding Currency	
Mental Models Relevance	Shared Understanding Currency	
Shared Awareness Currency	Shared Understanding Currency	
Training	Shared Understanding Currency	
Understanding Currency	Shared Understanding Currency	
	Shared Understanding Currency	Collaboration Capacity
Experience of Personnel	Shared Understanding Degree	
Mental Models Relevance	Shared Understanding Degree	
Negotiating	Shared Understanding Degree	
Shared Awareness Degree	Shared Understanding Degree	
Training	Shared Understanding Degree	
Understanding Completeness	Shared Understanding Degree	
Understanding Consistency	Shared Understanding Degree	
	Shared Understanding Degree	Collaboration Capacity
	Shared Understanding Degree	Decision Completeness
	Shared Understanding Degree	Decision Congruence
	Shared Understanding Degree	Decision Consistency
	Shared Understanding Degree	Task Cohesion
Experience of Personnel	Shared Understanding Precision	
Mental Models Relevance	Shared Understanding Precision	
Shared Awareness Precision	Shared Understanding Precision	
Training	Shared Understanding Precision	
Understanding Precision	Shared Understanding Precision	
	Shared Understanding Precision	Collaboration Capacity
Experience of Personnel	Shared Understanding Relevance	
Mental Models Relevance	Shared Understanding Relevance	
Shared Awareness Relevance	Shared Understanding Relevance	
Training	Shared Understanding Relevance	
Understanding Relevance	Shared Understanding Relevance	
	Shared Understanding Relevance	Collaboration Capacity
Experience of Personnel	Shared Understanding Timeliness	
Mental Models Relevance	Shared Understanding Timeliness	
Shared Awareness Timeliness	Shared Understanding Timeliness	
Training	Shared Understanding Timeliness	
Understanding Timeliness	Shared Understanding Timeliness	
	Shared Understanding Timeliness	Collaboration Capacity
Experience of Personnel	Shared Understanding Uncertainty	
Mental Models Relevance	Shared Understanding Uncertainty	
Shared Awareness Uncertainty	Shared Understanding Uncertainty	
Training	Shared Understanding Uncertainty	
Understanding Uncertainty	Shared Understanding Uncertainty	
	Shared Understanding Uncertainty	Collaboration Capacity
C2 Doctrine	Sharing of Communication Equipment	
Collaboration Mechanism	Sharing of Communication Equipment	
Financial Resources	Sharing of Communication Equipment	
Individualism – Collectivism Cultural Dimension	Sharing of Communication Equipment	
Quality of Communication Equipment	Sharing of Communication Equipment	

Input	Variable	Output
Quantity of Communication Equipment	Sharing of Communication Equipment	
	Sharing of Communication Equipment	Collaboration Completeness
	Sharing of Communication Equipment	Communications Interoperability
	Sharing of Communication Equipment	Continuity of Interactions
	Sharing of Communication Equipment	Fusion
	Sharing of Communication Equipment	Information Completeness
	Sharing of Communication Equipment	Interaction Quality
	Sharing of Communication Equipment	Network Reach
	Sharing of Communication Equipment	Interaction Quality
C2 Doctrine	Sharing of Computing Equipment	
Collaboration Mechanism	Sharing of Computing Equipment	
Financial Resources	Sharing of Computing Equipment	
Individualism – Collectivism Cultural Dimension	Sharing of Computing Equipment	
Quality of Computing Equipment	Sharing of Computing Equipment	
Quantity of Computing Equipment	Sharing of Computing Equipment	
	Sharing of Computing Equipment	Data Interoperability
	Sharing of Computing Equipment	Fusion
	Sharing of Computing Equipment	Information Networks
	Sharing of Computing Equipment	Network Reach
	Sharing of Computing Equipment	System Semantic Interoperability
C2 Doctrine	Sharing of Financial Resources	
Collaboration Mechanism	Sharing of Financial Resources	
Financial Resources	Sharing of Financial Resources	
Individualism – Collectivism Cultural Dimension	Sharing of Financial Resources	
	Sharing of Financial Resources	Action Efficiency
	Sharing of Financial Resources	Mission Effectiveness
Collaboration Mechanism	Sharing of Material	
Individualism – Collectivism Cultural Dimension	Sharing of Material	
Material Resources Usability	Sharing of Material	
Quantity of Consumable Equipment	Sharing of Material	
Quantity of Non-Consumable Equipment	Sharing of Material	
	Sharing of Material	Action Efficiency
	Sharing of Material	Mission Effectiveness
Education	Sharing of Personnel	
Individualism – Collectivism Cultural Dimension	Sharing of Personnel	
Number of Personnel	Sharing of Personnel	
Personnel Resources	Sharing of Personnel	
Quality of Personnel	Sharing of Personnel	
Training	Sharing of Personnel	
Trust	Sharing of Personnel	
	Sharing of Personnel	Communications Interoperability
	Sharing of Personnel	Interaction Quality
	Sharing of Personnel	Human Semantic Interoperability
	Sharing of Personnel	Interaction Quality
	Short-term – Long-term Cultural Dimension	Human Information Processing
	Short-term – Long-term Cultural Dimension	Mentoring and Developing Leadership Culture
	Short-term – Long-term Cultural Dimension	Persistence
	Short-term – Long-term Cultural Dimension	Relation to Environment
	Short-term – Long-term Cultural Dimension	Tradition (Value)
Education	Situational Familiarity	
Mental Models Richness	Situational Familiarity	
Predictability Type	Situational Familiarity	
Training	Situational Familiarity	
	Situational Familiarity	Awareness Accuracy
	Situational Familiarity	Awareness Completeness
	Situational Familiarity	Awareness Correctness
	Situational Familiarity	Awareness Precision
	Situational Familiarity	Awareness Relevance
	Situational Familiarity	Awareness Uncertainty
	Situational Familiarity	Collaboration Completeness
	Situational Familiarity	Decision Completeness
	Situational Familiarity	Decision Precision
	Situational Familiarity	Decision Relevance
	Situational Familiarity	Mental Models Relevance
	Situational Familiarity	Response Speed
	Situational Familiarity	Risk Propensity
	Sleep Deprivation	Alertness
	Sleep Deprivation	Awareness Completeness
	Sleep Deprivation	Awareness Correctness
	Sleep Deprivation	Awareness Currency
	Sleep Deprivation	Awareness Precision
	Sleep Deprivation	Awareness Uncertainty
	Sleep Deprivation	Human Information Processing
	Sleep Deprivation	Intent Motivation
	Sleep Deprivation	Memory Performance
	Sleep Deprivation	Mood
	Sleep Deprivation	Motivation
	Sleep Deprivation	Motor Skill
	Sleep Deprivation	Physical Flexibility
	Sleep Deprivation	Physical Strength
	Sleep Deprivation	Response Speed
	Sleep Deprivation	Mental Health
Agreeableness	Social Cohesion	
Behavioural Decision Style	Social Cohesion	
Boundary Management	Social Cohesion	
Centralisation	Social Cohesion	
Communication Network Complexity	Social Cohesion	
Compliance	Social Cohesion	
Cooperative Behaviour	Social Cohesion	
Cultural Empathy	Social Cohesion	
Emotional Competency	Social Cohesion	
Emotional Stability	Social Cohesion	
Extra-Role Behaviour	Social Cohesion	
Extraversion	Social Cohesion	
Extraversion vs. Introversion	Social Cohesion	
Goal Consistency	Social Cohesion	
Hardness	Social Cohesion	
Hedonism (Value)	Social Cohesion	
Homogeneity	Social Cohesion	
Individualism – Collectivism Cultural Dimension	Social Cohesion	
Interdependence	Social Cohesion	
Interpersonal Competence	Social Cohesion	
Intrinsic Responsibility	Social Cohesion	

Input	Variable	Output
Masculinity – Femininity Cultural Dimension	Social Cohesion	
Norm Strength	Social Cohesion	
Persistence	Social Cohesion	
Relationship Conflict	Social Cohesion	
Task Cohesion	Social Cohesion	
Task Conflict	Social Cohesion	
Team Experience	Social Cohesion	
Team Size	Social Cohesion	
Trust	Social Cohesion	
Trust Propensity	Social Cohesion	
Willingness to Interact	Social Cohesion	
	Social Cohesion	Cooperability
	Social Cohesion	Cooperative Behaviour
	Social Cohesion	Extra-Role Behaviour
	Social Cohesion	Goal Consistency
	Social Cohesion	Group Pressure
	Social Cohesion	Innovation
	Social Cohesion	Intrinsic Responsibility
	Social Cohesion	Internal Synchronisation
	Social Cohesion	Motivation
	Social Cohesion	Norm Strength
	Social Cohesion	Persistence
	Social Cohesion	Relationship Conflict
	Social Cohesion	Stress Level
	Social Cohesion	Task Cohesion
	Social Cohesion	Trust
Economic Situation	Social Situation	
	Social Situation	Co-Evolution
	Social Situation	Connectivity and Interdependence
	Social Situation	Degree of Change
	Social Situation	Duration
	Social Situation	Rate of Change
	Social Situation	Distance from Equilibrium
	Social Situation	Role of Emotion
	Social Situation	Self-Organisation
	Social Situation	Space of Possibilities
	Social Situation	Type of Operation
	Social Situation	Workload
Economic Situation	Space of Possibilities	
Enemy Forces	Space of Possibilities	
Friendly Forces	Space of Possibilities	
History	Space of Possibilities	
Neutral Forces	Space of Possibilities	
Number of Personnel	Space of Possibilities	
Personnel Resources	Space of Possibilities	
Political Situation	Space of Possibilities	
Social Situation	Space of Possibilities	
Quality of Personnel	Space of Possibilities	
	Space of Possibilities	Complexity of Situation
	Space of Possibilities	Risk Taking
	Space of Possibilities	Stress Level
	Space of Possibilities	Trust
	Space of Possibilities	Uncertainty of Situation
Risk – Restraint Cultural Dimension	Stimulation (Value)	
Transactional vs. Transformational Leadership Culture	Stimulation (Value)	
	Stimulation (Value)	Mood
	Stimulation (Value)	Motivation
	Stimulation (Value)	Risk Taking
Achievement (Value)	Stress Level	
Ambiguity Tolerance	Stress Level	
Anxiety	Stress Level	
Commander's Risk Propensity	Stress Level	
Emotional Stability	Stress Level	
Group Pressure	Stress Level	
Mental Models Confidence	Stress Level	
Mood	Stress Level	
Motivation	Stress Level	
Repression vs. Sensitisation	Stress Level	
Relationship Conflict	Stress Level	
Risk Propensity	Stress Level	
Role of Emotion	Stress Level	
Security (Value)	Stress Level	
Self-Efficacy	Stress Level	
Self-Esteem	Stress Level	
Social Cohesion	Stress Level	
Space of Possibilities	Stress Level	
Mental Health	Stress Level	
Task Cohesion	Stress Level	
Task Conflict	Stress Level	
Task Understanding	Stress Level	
Trust	Stress Level	
Understanding Completeness	Stress Level	
Understanding Consistency	Stress Level	
Understanding Uncertainty	Stress Level	
Universalism (Value)	Stress Level	
Universality-Diversity Orientation	Stress Level	
	Stress Level	Alertness
	Stress Level	Awareness Accuracy
	Stress Level	Awareness Completeness
	Stress Level	Awareness Correctness
	Stress Level	Awareness Precision
	Stress Level	Awareness Uncertainty
	Stress Level	Cognitive Capacity
	Stress Level	Cognitive Complexity
	Stress Level	Cognitive Flexibility
	Stress Level	Decision Relevance
	Stress Level	Human Information Processing
	Stress Level	Impulsivity vs. Reflectivity
	Stress Level	Mental Health
	Stress Level	Mental Models Richness
	Stress Level	Mood
	Stress Level	Risk Taking
Co-Located / Distributed	System Semantic Interoperability	

Input	Variable	Output
Communications Interoperability	System Semantic Interoperability	
Data Interoperability	System Semantic Interoperability	
Quality of Communication Equipment	System Semantic Interoperability	
Quality of Computing Equipment	System Semantic Interoperability	
Quantity of Communication Equipment	System Semantic Interoperability	
Quantity of Computing Equipment	System Semantic Interoperability	
Sharing of Computing Equipment	System Semantic Interoperability	
	System Semantic Interoperability	Continuity of Interactions
	System Semantic Interoperability	Frequency of Interactions
	System Semantic Interoperability	Network Richness
Achievement (Value)	Task Cohesion	
Centralisation	Task Cohesion	
Goal Consistency	Task Cohesion	
Hardness	Task Cohesion	
Homogeneity	Task Cohesion	
Individualism – Collectivism Cultural Dimension	Task Cohesion	
Interdependence	Task Cohesion	
Interpersonal Competence	Task Cohesion	
Masculinity – Femininity Cultural Dimension	Task Cohesion	
Norm Strength	Task Cohesion	
Relationship Conflict	Task Cohesion	
Role Clarity	Task Cohesion	
Shared Attitudes	Task Cohesion	
Shared Understanding Degree	Task Cohesion	
Social Cohesion	Task Cohesion	
Task- vs. Relationship-oriented Leadership Culture	Task Cohesion	
Task Competence	Task Cohesion	
Task Conflict	Task Cohesion	
Team Experience	Task Cohesion	
Team Size	Task Cohesion	
Type of Operation	Task Cohesion	
	Task Cohesion	Cooperability
	Task Cohesion	Cooperative Behaviour
	Task Cohesion	Extrinsic Responsibility
	Task Cohesion	Extra-Role Behaviour
	Task Cohesion	Force Will
	Task Cohesion	Goal Consistency
	Task Cohesion	Intent Motivation
	Task Cohesion	Intrinsic Responsibility
	Task Cohesion	Internal Synchronisation
	Task Cohesion	Motivation
	Task Cohesion	Planning Speed
	Task Cohesion	Shared Awareness Degree
	Task Cohesion	Shared Expectations
	Task Cohesion	Shared Task Knowledge
	Task Cohesion	Shared Team Knowledge
	Task Cohesion	Social Cohesion
	Task Cohesion	Stress Level
	Task Cohesion	Task Completeness
	Task Cohesion	Task Conflict
	Task Cohesion	Task Correctness
	Task Cohesion	Task Performance Time
	Task Cohesion	Task Risk
Delegating	Task Competence	
Education	Task Competence	
Experience of Personnel	Task Competence	
Training	Task Competence	
	Task Competence	Action Correctness
	Task Competence	Action Efficiency
	Task Competence	Commander's Empowering Behaviour
	Task Competence	Commander's Mentoring and Developing Behaviour
	Task Competence	Commander's Recognising and Rewarding Behaviour
	Task Competence	Commander's Task- vs. Relationship-oriented Behaviour
	Task Competence	Commander's Transactional vs. Transformational Behaviour
	Task Competence	Commander's Risk Propensity
	Task Competence	Cooperability
	Task Competence	Decision Completeness
	Task Competence	Decision Precision
	Task Competence	Expert Power
	Task Competence	Force Effectiveness
	Task Competence	Perceptual Filters
	Task Competence	Response Speed
	Task Competence	Risk Propensity
	Task Competence	Self-Efficacy
	Task Competence	Self-Monitoring
	Task Competence	Shared Expectations
	Task Competence	Shared Task Knowledge
	Task Competence	Task Cohesion
	Task Competence	Task Completeness
	Task Competence	Task Correctness
	Task Competence	Task Performance Time
	Task Competence	Task Understanding
	Task Competence	Uncertainty Avoidance Cultural Dimension
Compliance	Task Completeness	
Delegating	Task Completeness	
Internal Synchronisation	Task Completeness	
Mental Models Richness	Task Completeness	
Task Cohesion	Task Completeness	
Task Competence	Task Completeness	
Task Conflict	Task Completeness	
Task Understanding	Task Completeness	
	Task Completeness	Action Completeness
Achievement (Value)	Task Conflict	
Ambiguity Tolerance	Task Conflict	
Analytical Decision Style	Task Conflict	
Behavioural Decision Style	Task Conflict	
Centralisation	Task Conflict	
Compliance	Task Conflict	
Expert Power	Task Conflict	
Goal Consistency	Task Conflict	
Hardness	Task Conflict	
Homogeneity	Task Conflict	
Impulsivity vs. Reflectivity	Task Conflict	

Input	Variable	Output
Individualism – Collectivism Cultural Dimension	Task Conflict	
Interdependence	Task Conflict	
Relationship Conflict	Task Conflict	
Role Clarity	Task Conflict	
Task- vs. Relationship-oriented Leadership Culture	Task Conflict	
Task Cohesion	Task Conflict	
Team Size	Task Conflict	
Trust	Task Conflict	
Trust Propensity	Task Conflict	
	Task Conflict	Action Consistency
	Task Conflict	Action Efficiency
	Task Conflict	Cooperability
	Task Conflict	Cooperative Behaviour
	Task Conflict	Extrinsic Responsibility
	Task Conflict	Extra-Role Behaviour
	Task Conflict	Innovation
	Task Conflict	Intent Motivation
	Task Conflict	Internal Synchronisation
	Task Conflict	Motivation
	Task Conflict	Planning Speed
	Task Conflict	Relationship Conflict
	Task Conflict	Social Cohesion
	Task Conflict	Stress Level
	Task Conflict	Task Cohesion
	Task Conflict	Task Completeness
	Task Conflict	Task Correctness
	Task Conflict	Task Performance Time
	Task Conflict	Task Risk
Mental Models Relevance	Task Correctness	
Task Cohesion	Task Correctness	
Task Competence	Task Correctness	
Task Conflict	Task Correctness	
Task Understanding	Task Correctness	
Training	Task Correctness	
	Task Correctness	Action Correctness
Information Currency	Task Currency/Latency	
	Task Currency/Latency	Decision Speed
	Task Currency/Latency	Planning Speed
Action Synchronisation	Task Efficiency	
Co-Located / Distributed	Task Efficiency	
Dynamics Across Purpose (Command)	Task Efficiency	
Dynamics Across Purpose (Control)	Task Efficiency	
Internal Synchronisation	Task Efficiency	
Network Average Path Length	Task Efficiency	
Network Clustering Coefficient	Task Efficiency	
Network Connectedness	Task Efficiency	
Network Inclusiveness	Task Efficiency	
Shared Attitudes	Task Efficiency	
Shared Expectations	Task Efficiency	
Shared Task Knowledge	Task Efficiency	
Shared Team Knowledge	Task Efficiency	
Task Risk	Task Efficiency	
Work Specialisation	Task Efficiency	
Workload	Task Efficiency	
	Task Efficiency	Command Speed
	Task Efficiency	Decision Speed
	Task Efficiency	Force Effectiveness
	Task Efficiency	Planning Speed
	Task Efficiency	Response Speed
	Task Efficiency	Task Speed
	Task Efficiency	
Response Speed	Task Performance Time	
Task Cohesion	Task Performance Time	
Task Competence	Task Performance Time	
Task Conflict	Task Performance Time	
Task Understanding	Task Performance Time	
Training	Task Performance Time	
	Task Performance Time	Action Timeliness
	Task – Relationship Cultural Dimension	Analytical Decision Style
	Task – Relationship Cultural Dimension	Behavioural Decision Style
	Task – Relationship Cultural Dimension	Benevolence (Value)
	Task – Relationship Cultural Dimension	Boundary Management
	Task – Relationship Cultural Dimension	Collaboration Capacity
	Task – Relationship Cultural Dimension	Cooperative Behaviour
	Task – Relationship Cultural Dimension	Hardness
	Task – Relationship Cultural Dimension	Human Information Processing
	Task – Relationship Cultural Dimension	Internal Synchronisation
	Task – Relationship Cultural Dimension	Intrinsic Responsibility
	Task – Relationship Cultural Dimension	Mentoring and Developing Leadership Culture
	Task – Relationship Cultural Dimension	Perceptual Filters
	Task – Relationship Cultural Dimension	Recognition and Reward Leadership Culture
	Task – Relationship Cultural Dimension	Role of Emotion
	Task – Relationship Cultural Dimension	Shared Attitudes
	Task – Relationship Cultural Dimension	Shared Expectations
	Task – Relationship Cultural Dimension	Shared Task Knowledge
	Task – Relationship Cultural Dimension	Shared Team Knowledge
	Task – Relationship Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture
C2 Doctrine	Task- vs. Relationship-oriented Leadership Culture	
Direct – Indirect Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture	
Individualism – Collectivism Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture	
Masculinity – Femininity Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture	
Power Distance Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture	
Task – Relationship Cultural Dimension	Task- vs. Relationship-oriented Leadership Culture	Collaboration Capacity
	Task- vs. Relationship-oriented Leadership Culture	Commander's Behavioural Decision Style
	Task- vs. Relationship-oriented Leadership Culture	Commander's Task- vs. Relationship-oriented Behaviour
	Task- vs. Relationship-oriented Leadership Culture	Commander's Transactional vs. Transformational Behaviour
	Task- vs. Relationship-oriented Leadership Culture	Compliance
	Task- vs. Relationship-oriented Leadership Culture	Cooperative Behaviour
	Task- vs. Relationship-oriented Leadership Culture	Development of Intent
	Task- vs. Relationship-oriented Leadership Culture	Motivation
	Task- vs. Relationship-oriented Leadership Culture	Quality of Command Intent
	Task- vs. Relationship-oriented Leadership Culture	Shared Attitudes
	Task- vs. Relationship-oriented Leadership Culture	Shared Expectations
	Task- vs. Relationship-oriented Leadership Culture	Shared Task Knowledge

Input	Variable	Output
	Task- vs. Relationship-oriented Leadership Culture	Shared Team Knowledge
	Task- vs. Relationship-oriented Leadership Culture	Task Cohesion
	Task- vs. Relationship-oriented Leadership Culture	Task Conflict
	Task- vs. Relationship-oriented Leadership Culture	Task Risk
	Task- vs. Relationship-oriented Leadership Culture	Trust
	Task- vs. Relationship-oriented Leadership Culture	
Delegating	Task Risk	
Interaction Quality	Task Risk	
Negotiating	Task Risk	
Risk Taking	Task Risk	
Task Cohesion	Task Risk	
Task Conflict	Task Risk	
Task- vs. Relationship-oriented Leadership Culture	Task Risk	Likelihood of Success
	Task Risk	Task Efficiency
	Task Risk	
Action Synchronisation	Task Speed	
Co-Located / Distributed	Task Speed	
Command Speed	Task Speed	
Dynamics Across Time (Command)	Task Speed	
Dynamics Across Time (Control)	Task Speed	
Physical Flexibility	Task Speed	
Task Efficiency	Task Speed	
Work Specialisation	Task Speed	
Workload	Task Speed	
	Task Speed	Command Speed
	Task Speed	Decision Speed
	Task Speed	Force Effectiveness
	Task Speed	Planning Speed
	Task Speed	Response Speed
Delegating	Task Understanding	
Mental Models Relevance	Task Understanding	
Mental Models Richness	Task Understanding	
Task Competence	Task Understanding	
Understanding Accuracy	Task Understanding	
Understanding Completeness	Task Understanding	
Understanding Correctness	Task Understanding	
Understanding Relevance	Task Understanding	
Understanding Uncertainty	Task Understanding	
	Task Understanding	Commander's Conceptual Decision Style
	Task Understanding	Commander's Risk Propensity
	Task Understanding	Expert Power
	Task Understanding	Perceptual Filters
	Task Understanding	Planning Speed
	Task Understanding	Risk Propensity
	Task Understanding	Self-Efficacy
	Task Understanding	Stress Level
	Task Understanding	Task Completeness
	Task Understanding	Task Correctness
	Task Understanding	Task Performance Time
Negotiating	Team Experience	
Persistence	Team Experience	
	Team Experience	Collaboration Capacity
	Team Experience	Cooperative Behaviour
	Team Experience	Delegating
	Team Experience	Hardness
	Team Experience	Intrinsic Responsibility
	Team Experience	Risk Taking
	Team Experience	Role Clarity
	Team Experience	Shared Attitudes
	Team Experience	Shared Expectations
	Team Experience	Shared Task Knowledge
	Team Experience	Shared Team Knowledge
	Team Experience	Social Cohesion
	Team Experience	Relationship Conflict
	Team Experience	Task Cohesion
	Team Experience	Trust
Number of Personnel	Team Size	
	Team Size	Centralisation
	Team Size	Communication Network Complexity
	Team Size	Control Span
	Team Size	Cooperability
	Team Size	Cooperative Behaviour
	Team Size	Extra-Role Behaviour
	Team Size	Formalisation
	Team Size	Goal Consistency
	Team Size	Group Pressure
	Team Size	Homogeneity
	Team Size	Motivation
	Team Size	Persistence
	Team Size	Relationship Conflict
	Team Size	Risk Propensity
	Team Size	Social Cohesion
	Team Size	Task Cohesion
	Team Size	Task Conflict
	Team Size	Work Specialisation
	Temporal Focus	Plan Currency
	Temporal Focus	Plan Uncertainty
	Temporal Focus	Understanding Currency
	Temporal Focus	Understanding Timeliness
	Temporal Focus	Understanding Uncertainty
	Thinking vs. Feeling	Analytical Decision Style
	Thinking vs. Feeling	Behavioural Decision Style
	Thinking vs. Feeling	Benevolence (Value)
	Thinking vs. Feeling	Cooperative Behaviour
	Thinking vs. Feeling	Commander's Analytical Decision Style
	Thinking vs. Feeling	Commander's Behavioural Decision Style
	Thinking vs. Feeling	Commander's Mentoring and Developing Behaviour
	Thinking vs. Feeling	Cultural Empathy
	Thinking vs. Feeling	Emotional Competency
	Thinking vs. Feeling	Intrinsic Responsibility
	Thinking vs. Feeling	Relationship Conflict
	Thinking vs. Feeling	Role of Emotion
Cognitive Flexibility	Tradition (Value)	

Input	Variable	Output
History	Tradition (Value)	
Individualism – Collectivism Cultural Dimension	Tradition (Value)	
Openness to Experience	Tradition (Value)	
Risk – Restraint Cultural Dimension	Tradition (Value)	
Short-term – Long-term Cultural Dimension	Tradition (Value)	
Uncertainty Avoidance Cultural Dimension	Tradition (Value)	
	Tradition (Value)	Commander's Conceptual Decision Style
	Tradition (Value)	Commander's Mentoring and Developing Behaviour
	Tradition (Value)	Commander's Recognising and Rewarding Behaviour
	Tradition (Value)	Commander's Task- vs. Relationship-oriented Behaviour
	Tradition (Value)	Commander's Transactional vs. Transformational Behaviour
	Tradition (Value)	Commander's Risk Propensity
	Tradition (Value)	Cooperative Behaviour
	Tradition (Value)	Innovation
	Tradition (Value)	Open / Closed Commander
	Tradition (Value)	Risk Propensity
	Tradition (Value)	Risk Taking
	Tradition (Value)	Risk Taking
	Trafficability	Duration
	Trafficability	Enemy Forces
	Trafficability	Friendly Forces
	Trafficability	Mobility
	Trafficability	Neutral Forces
	Training	Adaptive Behaviour
	Training	Awareness Accuracy
	Training	Commander's Empowering Behaviour
	Training	Commander's Mentoring and Developing Behaviour
	Training	Commander's Recognising and Rewarding Behaviour
	Training	Commander's Task- vs. Relationship-oriented Behaviour
	Training	Commander's Transactional vs. Transformational Behaviour
	Training	Cooperative Behaviour
	Training	Decision Consistency
	Training	Duration
	Training	Experience of Personnel
	Training	Shared Information Extent
	Training	Human Semantic Interoperability
	Training	Memory Performance
	Training	Mental Models Richness
	Training	Open / Closed Commander
	Training	Perceptual Filters
	Training	Personnel Resources
	Training	Physical Flexibility
	Training	Quality of Personnel
	Training	Response Speed
	Training	Self-Monitoring
	Training	Shared Attitudes
	Training	Shared Awareness Accuracy
	Training	Shared Awareness Completeness
	Training	Shared Awareness Consistency
	Training	Shared Awareness Correctness
	Training	Shared Awareness Currency
	Training	Shared Awareness Degree
	Training	Shared Awareness Precision
	Training	Shared Awareness Relevance
	Training	Shared Awareness Timeliness
	Training	Shared Awareness Uncertainty
	Training	Shared Expectations
	Training	Shared Information Accuracy
	Training	Shared Information Completeness
	Training	Shared Information Consistency
	Training	Shared Information Correctness
	Training	Shared Information Currency
	Training	Shared Information Precision
	Training	Shared Information Relevance
	Training	Shared Information Timeliness
	Training	Shared Information Uncertainty
	Training	Shared Task Knowledge
	Training	Shared Understanding Accuracy
	Training	Shared Understanding Completeness
	Training	Shared Understanding Consistency
	Training	Shared Understanding Correctness
	Training	Shared Understanding Currency
	Training	Shared Understanding Degree
	Training	Shared Understanding Precision
	Training	Shared Understanding Relevance
	Training	Shared Understanding Timeliness
	Training	Shared Understanding Uncertainty
	Training	Sharing of Personnel
	Training	Situational Familiarity
	Training	Task Competence
	Training	Task Correctness
	Training	Task Performance Time
	Training	Work Specialisation
C2 Doctrine	Transactional vs. Transformational Leadership Culture	
Direct – Indirect Cultural Dimension	Transactional vs. Transformational Leadership Culture	
Individualism – Collectivism Cultural Dimension	Transactional vs. Transformational Leadership Culture	
Power Distance Cultural Dimension	Transactional vs. Transformational Leadership Culture	
Quality of Personnel	Transactional vs. Transformational Leadership Culture	
Restriction of Decision Rights	Transactional vs. Transformational Leadership Culture	
Restriction on Information Distribution	Transactional vs. Transformational Leadership Culture	
Risk – Restraint Cultural Dimension	Transactional vs. Transformational Leadership Culture	
Uncertainty Avoidance Cultural Dimension	Transactional vs. Transformational Leadership Culture	
	Transactional vs. Transformational Leadership Culture	Development of Intent
	Transactional vs. Transformational Leadership Culture	Quality of Command Intent
	Transactional vs. Transformational Leadership Culture	Stimulation (Value)
	Transactional vs. Transformational Leadership Culture	Motivation
Agreeableness	Trust	
Anxiety	Trust	
Commander's Behavioural Decision Style	Trust	
Commander's Empowering Behaviour	Trust	
Commander's Intrinsic Responsibility	Trust	
Commander's Mentoring and Developing Behaviour	Trust	
Commander's Recognising and Rewarding Behaviour	Trust	

Input	Variable	Output
Commander's Risk Propensity	Trust	
Commander's Transactional vs. Transformational Behaviour	Trust	
Cultural Empathy	Trust	
Expert Power	Trust	
Group Pressure	Trust	
Hardness	Trust	
Homogeneity	Trust	
Individualism – Collectivism Cultural Dimension	Trust	
Interpersonal Competence	Trust	
Relationship Conflict	Trust	
Risk Propensity	Trust	
Social Cohesion	Trust	
Space of Possibilities	Trust	
Task- vs. Relationship-oriented Leadership Culture	Trust	
Team Experience	Trust	
Trust Propensity	Trust	
	Trust	Anxiety
	Trust	Collaboration Capacity
	Trust	Commander's Empowering Behaviour
	Trust	Commander's Mentoring and Developing Behaviour
	Trust	Commander's Transactional vs. Transformational Behaviour
	Trust	Compliance
	Trust	Cooperability
	Trust	Cooperative Behaviour
	Trust	Delegating
	Trust	Extra-Role Behaviour
	Trust	Internal Synchronisation
	Trust	Relationship Conflict
	Trust	Risk Taking
	Trust	Sharing of Personnel
	Trust	Social Cohesion
	Trust	Stress Level
	Trust	Task Conflict
	Trust	Willingness to Interact
Agreeableness	Trust Propensity	
Benevolence (Value)	Trust Propensity	
Commander's Risk Propensity	Trust Propensity	
Privacy	Trust Propensity	
Risk Propensity	Trust Propensity	
Security (Value)	Trust Propensity	
Universalism (Value)	Trust Propensity	
Universality-Diversity Orientation	Trust Propensity	
	Trust Propensity	Cooperative Behaviour
	Trust Propensity	Intrinsic Responsibility
	Trust Propensity	Risk Taking
	Trust Propensity	Mental Health
	Trust Propensity	Relationship Conflict
	Trust Propensity	Social Cohesion
	Trust Propensity	Task Conflict
	Trust Propensity	Trust
	Trust Propensity	Willingness to Interact
Complication of Situation	Type I Error (False Alarm Rate)	
Weather (Atmospheric)	Type I Error (False Alarm Rate)	
Weather (Space)	Type I Error (False Alarm Rate)	
	Type I Error (False Alarm Rate)	Information Accuracy
	Type I Error (False Alarm Rate)	Information Precision
Complication of Situation	Type II Error	
Weather (Atmospheric)	Type II Error	
Weather (Space)	Type II Error	
	Type II Error	Information Accuracy
	Type II Error	Information Precision
Economic Situation	Type of Operation	
Enemy Forces	Type of Operation	
Friendly Forces	Type of Operation	
History	Type of Operation	
Neutral Forces	Type of Operation	
Political Situation	Type of Operation	
Social Situation	Type of Operation	
	Type of Operation	Allocation of Decision Rights
	Type of Operation	Constraint Enforcement
	Type of Operation	Continuity of Interactions
	Type of Operation	Dynamics Across Purpose (Command)
	Type of Operation	Dynamics Across Purpose (Control)
	Type of Operation	Dynamics Across Time (Command)
	Type of Operation	Dynamics Across Time (Control)
	Type of Operation	Frequency of Interactions
	Type of Operation	Friendly Forces
	Type of Operation	Information Distribution
	Type of Operation	Internal Synchronisation
	Type of Operation	Selectivity
	Type of Operation	Task Cohesion
Mental Models Confidence	Uncertainty Avoidance Cultural Dimension	
Task Competence	Uncertainty Avoidance Cultural Dimension	
	Uncertainty Avoidance Cultural Dimension	Ambiguity Tolerance
	Uncertainty Avoidance Cultural Dimension	Anxiety
	Uncertainty Avoidance Cultural Dimension	C2 Doctrine
	Uncertainty Avoidance Cultural Dimension	Conformity (Value)
	Uncertainty Avoidance Cultural Dimension	Hardness
	Uncertainty Avoidance Cultural Dimension	Human Information Processing
	Uncertainty Avoidance Cultural Dimension	Perceptual Filters
	Uncertainty Avoidance Cultural Dimension	Risk Taking
	Uncertainty Avoidance Cultural Dimension	Tradition (Value)
	Uncertainty Avoidance Cultural Dimension	Transactional vs. Transformational Leadership Culture
Co-Evolution	Uncertainty of Situation	
Complication of Situation	Uncertainty of Situation	
Connectivity and Interdependence	Uncertainty of Situation	
Distance from Equilibrium	Uncertainty of Situation	
Equivocality of Situation	Uncertainty of Situation	
Fusion	Uncertainty of Situation	
Self-Organisation	Uncertainty of Situation	
Space of Possibilities	Uncertainty of Situation	
	Uncertainty of Situation	Anxiety
	Uncertainty of Situation	Awareness Uncertainty

Input	Variable	Output
	Uncertainty of Situation	Collaboration Capacity
	Uncertainty of Situation	Collaboration Completeness
Awareness Accuracy	Understanding Accuracy	
Mental Models Relevance	Understanding Accuracy	
Understanding Precision	Understanding Accuracy	
	Understanding Accuracy	Decision Accuracy
	Understanding Accuracy	Decision Speed
	Understanding Accuracy	Perceived Likelihood of Success
	Understanding Accuracy	Shared Understanding Accuracy
	Understanding Accuracy	Task Understanding
Ambiguity Tolerance	Understanding Completeness	
Awareness Completeness	Understanding Completeness	
Collaboration Completeness	Understanding Completeness	
Information Completeness	Understanding Completeness	
Mental Models Relevance	Understanding Completeness	
Mental Models Richness	Understanding Completeness	
	Understanding Completeness	Decision Completeness
	Understanding Completeness	Mental Models Confidence
	Understanding Completeness	Mental Models Richness
	Understanding Completeness	Shared Understanding Completeness
	Understanding Completeness	Shared Understanding Degree
	Understanding Completeness	Stress Level
	Understanding Completeness	Task Understanding
	Understanding Completeness	Understanding Uncertainty
Ambiguity Tolerance	Understanding Consistency	
Awareness Consistency	Understanding Consistency	
Information Consistency	Understanding Consistency	
Mental Models Relevance	Understanding Consistency	
Mental Models Richness	Understanding Consistency	
Understanding Relevance	Understanding Consistency	
	Understanding Consistency	Ambiguity Tolerance
	Understanding Consistency	Decision Consistency
	Understanding Consistency	Mental Models Confidence
	Understanding Consistency	Shared Understanding Consistency
	Understanding Consistency	Shared Understanding Degree
	Understanding Consistency	Stress Level
	Understanding Consistency	Understanding Uncertainty
Ambiguity Tolerance	Understanding Correctness	
Awareness Consistency	Understanding Correctness	
Awareness Correctness	Understanding Correctness	
General Intelligence	Understanding Correctness	
Information Correctness	Understanding Correctness	
Mental Models Relevance	Understanding Correctness	
Mental Models Richness	Understanding Correctness	
	Understanding Correctness	Decision Correctness
	Understanding Correctness	Shared Understanding Correctness
	Understanding Correctness	Task Understanding
	Understanding Correctness	Understanding Uncertainty
Awareness Currency	Understanding Currency	
Information Currency	Understanding Currency	
Mental Models Relevance	Understanding Currency	
Temporal Focus	Understanding Currency	
	Understanding Currency	Decision Currency
	Understanding Currency	Shared Understanding Currency
	Understanding Currency	Understanding Timeliness
Ambiguity Tolerance	Understanding Precision	
Awareness Precision	Understanding Precision	
Information Precision	Understanding Precision	
Mental Models Richness	Understanding Precision	
	Understanding Precision	Decision Precision
	Understanding Precision	Mental Models Confidence
	Understanding Precision	Mental Models Richness
	Understanding Precision	Shared Understanding Precision
	Understanding Precision	Understanding Accuracy
Awareness Relevance	Understanding Relevance	
Mental Models Relevance	Understanding Relevance	
	Understanding Relevance	Cooperability
	Understanding Relevance	Decision Relevance
	Understanding Relevance	Response Speed
	Understanding Relevance	Shared Understanding Relevance
	Understanding Relevance	Task Understanding
	Understanding Relevance	Understanding Consistency
Awareness Timeliness	Understanding Timeliness	
Information Currency	Understanding Timeliness	
Information Timeliness	Understanding Timeliness	
Mental Models Relevance	Understanding Timeliness	
Temporal Focus	Understanding Timeliness	
Understanding Currency	Understanding Timeliness	
	Understanding Timeliness	Cooperability
	Understanding Timeliness	Decision Timeliness
	Understanding Timeliness	Shared Understanding Timeliness
Awareness Consistency	Understanding Uncertainty	
Awareness Uncertainty	Understanding Uncertainty	
Mental Models Confidence	Understanding Uncertainty	
Mental Models Relevance	Understanding Uncertainty	
Mental Models Richness	Understanding Uncertainty	
Temporal Focus	Understanding Uncertainty	
Understanding Completeness	Understanding Uncertainty	
Understanding Consistency	Understanding Uncertainty	
Understanding Correctness	Understanding Uncertainty	
	Understanding Uncertainty	Ambiguity Tolerance
	Understanding Uncertainty	Cooperability
	Understanding Uncertainty	Decision Uncertainty
	Understanding Uncertainty	Mental Models Confidence
	Understanding Uncertainty	Risk Taking
	Understanding Uncertainty	Shared Understanding Uncertainty
	Understanding Uncertainty	Stress Level
	Understanding Uncertainty	Task Understanding
Ambiguity Tolerance	Universalism (Value)	
Openness to Experience	Universalism (Value)	
Relation to Environment	Universalism (Value)	
Universality-Diversity Orientation	Universalism (Value)	
	Universalism (Value)	Cultural Empathy

Input	Variable	Output
	Universalism (Value)	Intrinsic Responsibility
	Universalism (Value)	Relationship Conflict
	Universalism (Value)	Stress Level
	Universalism (Value)	Trust Propensity
Ambiguity Tolerance	Universality-Diversity Orientation	
Individualism – Collectivism Cultural Dimension	Universality-Diversity Orientation	
Openness to Experience	Universality-Diversity Orientation	
Relation to Environment	Universality-Diversity Orientation	
	Universality-Diversity Orientation	Anxiety
	Universality-Diversity Orientation	Cultural Empathy
	Universality-Diversity Orientation	Intrinsic Responsibility
	Universality-Diversity Orientation	Repression vs. Sensitisation
	Universality-Diversity Orientation	Relationship Conflict
	Universality-Diversity Orientation	Stress Level
	Universality-Diversity Orientation	Trust Propensity
	Universality-Diversity Orientation	Universalism (Value)
	Weather (Atmospheric)	Duration
	Weather (Atmospheric)	Mobility
	Weather (Atmospheric)	Resolution
	Weather (Atmospheric)	Sensor Persistence
	Weather (Atmospheric)	Type I Error (False Alarm Rate)
	Weather (Atmospheric)	Type II Error
	Weather (Space)	Type I Error (False Alarm Rate)
	Weather (Space)	Type II Error
Agreeableness	Willingness to Interact	
Benevolence (Value)	Willingness to Interact	
Commander's Personality Structure	Willingness to Interact	
Cultural Empathy	Willingness to Interact	
Extraversion	Willingness to Interact	
Extraversion vs. Introversion	Willingness to Interact	
Interpersonal Competence	Willingness to Interact	
Intrinsic Responsibility	Willingness to Interact	
Openness to Experience	Willingness to Interact	
Trust	Willingness to Interact	
Trust Propensity	Willingness to Interact	
	Willingness to Interact	Boundary Management
	Willingness to Interact	Collaboration Capacity
	Willingness to Interact	Commander's Empowering Behaviour
	Willingness to Interact	Commander's Mentoring and Developing Behaviour
	Willingness to Interact	Commander's Recognising and Rewarding Behaviour
	Willingness to Interact	Commander's Task- vs. Relationship-oriented Behaviour
	Willingness to Interact	Commander's Transactional vs. Transformational Behaviour
	Willingness to Interact	Continuity of Interactions
	Willingness to Interact	Cooperative Behaviour
	Willingness to Interact	Exchanging Information
	Willingness to Interact	Frequency of Interactions
	Willingness to Interact	Internal Synchronisation
	Willingness to Interact	Negotiating
	Willingness to Interact	Persistence
	Willingness to Interact	Social Cohesion
Allocation of Decision Rights	Work Specialisation	
Dynamics Across Purpose (Command)	Work Specialisation	
Dynamics Across Time (Command)	Work Specialisation	
Education	Work Specialisation	
Experience of Personnel	Work Specialisation	
Individualism – Collectivism Cultural Dimension	Work Specialisation	
Information Networks	Work Specialisation	
Number of Personnel	Work Specialisation	
Personnel Resources	Work Specialisation	
Quality of Personnel	Work Specialisation	
Training	Work Specialisation	
Team Size	Work Specialisation	
	Work Specialisation	Adaptive Behaviour
	Work Specialisation	Collaboration Capacity
	Work Specialisation	Compliance
	Work Specialisation	Cooperability
	Work Specialisation	Cooperative Behaviour
	Work Specialisation	Delegating
	Work Specialisation	Exchanging Information
	Work Specialisation	Goal Consistency
	Work Specialisation	Hardness
	Work Specialisation	Human Semantic Interoperability
	Work Specialisation	Innovation
	Work Specialisation	Interdependence
	Work Specialisation	Internal Synchronisation
	Work Specialisation	Negotiating
	Work Specialisation	Response Speed
	Work Specialisation	Role Clarity
	Work Specialisation	Task Efficiency
	Work Specialisation	Task Speed
Centralisation	Workload	
Communication Network Complexity	Workload	
Delegating	Workload	
Economic Situation	Workload	
Empowering Leadership Culture	Workload	
Enemy Forces	Workload	
History	Workload	
Neutral Forces	Workload	
Political Situation	Workload	
Social Situation	Workload	
	Workload	Awareness Completeness
	Workload	Awareness Timeliness
	Workload	Planning Speed
	Workload	Task Efficiency
	Workload	Task Speed

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