



## DECISION-MAKING CHALLENGES IN MILITARY ORGANISATIONS

*We live in the age of technology and information. We have more devices, processing power, data, ways and means than ever before to process and analyse data, but decision making often still fails in critical moments due to a lack of context of the situation and environment in which we operate.*

There is too much information and its growing.

Decision-making requires more than Situational awareness.

At SensusQ we see that decision-making problems often rest on the OODA-Loop Observe and Orient phases – information is hard to find, understand, and present for decision-making. The result is organisations drowning in information overload and feeling helpless to support the mission.

Even if organisations are aware of the situation, they may not understand the situation, which is the most essential element in achieving decision-making confidence and decision dominance. Ultimately this can lead to mission failure or worse loss of life.

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As intelligence specialists we know that the volume of information is constantly increasing and exceeding our capabilities to process it effectively and turn it into better and informed decisions.

This especially applies in critical and competitive situations. We may have all the data needed, but we are unable to put it into a context and present it in a meaningful way. As a result, we lose before we enter a fight.

At SensusQ, our aim is to structure the incoming data in a meaningful way, so that it can be found, accessed, and presented at the right time and in the right format to the right people.

Information silos – the need to know vs need to share.

The paradoxical problem is balancing the need to protect valuable information, collection ways and means with the equally important need for information sharing.

There are two problems here: technical readiness to securely share information and organisations willingness to share. The latter is more crucial, without a willingness to share, no technical means will be implemented.

At SensusQ our desire is to provide a trusted and secure marketplace for information sharing between different silos without revealing information origins nor its context.

We make silos know that there is information available in one silo that meets Commanders' Critical Information Requirements of another silo. In doing so we establish an instant handshake between the information owner and the questioner to overcome the organisational barriers to information sharing.

“The Database is often a folder on Desktop.

In recent times there has been a glut of intelligence gathering technologies, from software to physical sensors. Generally each technology has existed in its own ecosystem. Leaving intelligence specialists with no alternative but to manually aggregate collected data. Data which often resides in a folder, on a desktop. While guidelines exist, in reality, the absence of a single unifying point of truth has led to every intelligence officer filing things in their own quasi-system.

The effects of this are especially felt in operations where people tend to change or rotate over a period causing confusion, stress, and wrong estimates. It happens when there is no centralised solution for information management and every individual is the king of their own information.

At SensusQ, we build a central hub for mission critical intelligence, so there is no need for ‘foldering’ and third-party applications.

“Will more procedures help?

People are masters of creating procedures. However, more procedures kill initiative, flexibility, and adaptability in critical situations. Moreover, it slows down our information management efforts and decision-making cycle. It is hard to exercise dynamic information collection and asset re-tasking practices if the intelligence collection plan synchronisation is held only on Wednesdays every week.

At SensusQ, we believe that procedures are essential ways to manage organisations, but the intelligence decision support solution must work, and support the commander’s effort, not hinder it.



*JDP-04 Understanding and Decision-making defines: “Situational understanding involves acquiring and developing knowledge to a level that enables us to know why something has happened or is happening (insight) and to be able to identify and anticipate what may happen (foresight).”*



“Battle rhythm as an obstacle course.

Another common way to solve information management and coordination problems is to add more meetings and briefings into a daily battle rhythm. By doing so we also reduce time for real value creation. More time spent on meetings equals less time spent on work. At SensusQ, we reduce the time needed for coordination meetings and time spent on meetings or reporting preparations by allowing people to access right information in the right format whenever they need it. With the SensusQ software reporting and meeting preparation shall be a straightforward and automated process with limited human involvement.

“The intelligence collection plan as a nightmare.

Based on our experience from multiple international and national operations, the intelligence collection plan builds a lot of stress. It is normally a spreadsheet file that never fits to your computer screen. There is little logic to be found when analysing who collects what and to what extent. As a result, sub-units collect what they see, not what is actually needed it is not what they think is needed, they collect, what they apparently just see or hear. At SensusQ, we aim for a dynamic and easy interface for collection plan creation and dynamic tasking of assets, so there is no need for complicated spreadsheet files. Subunits get their collection tasks through the intelligence decision support solution, and they can automatically report and reference information according to the commanders Intelligence Requirements.

“There are ways to improve.

At SensusQ, our aim is to improve an ability for a commander to sense, understand, decide, act, and assess faster and more effectively than any adversary. In other words, we provide an information management solution that targets the critical decision-making challenges for the organisations. Our desire is to create feeling of information advantage and decision dominance in any competitive situation.