

# NATO CIMIC & US CIVIL AFFAIRS CROSSWALKS

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A Shared Value Proposition

NATO CIMIC Center of Excellence

Nicholas Krohley, Ph.D.  
[nkrohley@frontlineadvisory.com](mailto:nkrohley@frontlineadvisory.com)

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# Core Premises



## 1. CIMIC & CA are marginal

- Different capabilities – *but in the same boat...*
- Neither is viewed as an essential, integral capability
- Neither is resourced to accomplish their missions

## 2. This creates blind spots

- Our organizations don't know how to look at ~90% of an operational environment
- We are blind to key dynamics in the human domain

## 3. Change must come from within

- CA & CIMIC have to make an evidence-based case for attention & resources
- This has to be done without substantive additional support

# The Jack of all Trades?

Each man is capable of doing one thing well. If he attempts several, he will fail to achieve distinction in any.

— *Plato* —

Do not try to do everything. Do one thing well.

— *Steve Jobs* —

**FIND YOUR ONE THING  
AND DO THAT  
ONE THING BETTER  
THAN ANYONE ELSE.**

Jason Goldberg, Fab Founder

It's better to do one thing well than ten things poorly.

— *Heather Hart* —

# Making the Case for CA & CIMIC

CIMIC & CA can raise their profiles by performing an essential task at a high standard.

- As currently resourced/staffed/trained/equipped, CA & CIMIC **cannot possibly** manage 90% of an operational environment.
- This does not mean “abandoning” other lines of effort, but prioritization is essential...
- If CA & CIMIC can master an essential task/function, they can make an evidence-based case for their value
- *“We can achieve \_\_\_\_\_ with \$ \_\_\_\_\_, if you provide \$ \_\_\_\_\_ we can achieve \_\_\_\_\_ and \_\_\_\_\_.”*

Simplify, simplify, simplify.

Henry David Thoreau

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# Understanding is Paramount

NATO and the US military struggle badly in the human domain of conflict and competition.

- What do we need to know about the civil component, why is it important, and what do we do with the resulting insights?
- CA & CIMIC need to address this – systematically and at a high standard.
- How does this happen?
  1. Professionalize the discipline of civil reconnaissance/assessment
  2. Better investigative methods
  3. More compelling products/deliverables

*All of this can be achieved internally at minimal cost*

# Path Forward for CA & CIMIC

## 1. Shared core value proposition

- Understanding the *other* 90% of the OE...

## 2. Shared investigative methods

- Explorers, not cartographers

## 3. Shared “signature deliverables”

- The “root map” as a bridge to the civil component.

Dr. Nicholas Krohley

[nkrohley@frontlineadvisory.com](mailto:nkrohley@frontlineadvisory.com)

[www.frontlineadvisory.com](http://www.frontlineadvisory.com)