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**EFFICIENCY AND EFFECTIVENESS
IN THE MILITARY**

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Abstract:

To be or not to be? It sounds very familiar for anyone on this Earth, isn't it? I would put it in another way: Efficiency or effectiveness? That is The Question that a different Shakespearian military background thinking could ask! The field the debate smoothly moves into with this famous monologue is no longer actor's area of interest, but a military one. And if we talk about a military, L'art de la Guerre is on the top of it. Should we do the things right? or Should we do the right thing? In a perfect world, I would give a positive answer for both. As a result, being strongly linked with these questions, the concepts of Efficiency and, respectively, Effectiveness, which are subjects for diversity of approaches, will be extended throughout this paper as I consider, in my opinion, it should look like in the military, without pretending to be an exhaustive approach.

Key words: efficiency, effectiveness, military

1. “Basic” Approach

1.1. Hierarchy of needs.

Coming from the ancient times, surviving was one of the main scopes of human kind. To survive within an unfriendly environment is something instinctual, which comes simultaneously with one's birth. Thus people sought permanently to improve their skills and abilities in order to increase their lives standards, meaning safety, more and better food, shelter, clothes and so on and so forth. Obviously, safety is one of the primordial needs for any living creature, human included, as Maslow Pyramid showed us within the first two basic lines.

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Figure 1: Maslow Pyramid – Hierarchy of needs

1.2. Definitions

In order to be “on the same page of music”, the best thing to do is to start the discussion from the available definitions.

So, when it comes about *Efficiency* we talk about “the state or quality of being efficient, or able to accomplish something with the least waste of time and effort; competency in performance”¹.

According to the same source, *Effectiveness* is mainly about “adequate to accomplish a purpose; producing the intended or expected result”¹. The origin of the word “*effective*” comes from 1350–1400 period, Middle English, Latin *effectivus* - practical, equivalent to effect(us), past participle of *efficere* (see effect) + *-ivus* -ive. Moreover, it is very attention-grabbing for me the fact that one of noun forms of *effective* is translated as “a member of the armed forces fit for duty or active service”, In my opinion, that reveals to me that military service could have some influence on all that comes with being effective, or, as an equivalent, with being practical.

1.3. Civil versus Military End State

¹ www.dictionary.com

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It is a very well-known fact that within any organization the End State is that happy situation so commonly called **Success**. It is also generally accepted that it comes from an optimal mixture of efficiency and effectiveness. You cannot have them both one hundred percent, realistically. How to get there, how to obtain Success, it is a matter of knowledge, based on background and, many times, a matter of intuition, natural born feeling. The manner of defending his or her own life, or family, was not a problem solved over night. Moreover, the dilemma of initiating an attack to grab the neighbors' assets by different non-orthodox means (and as proficient as possible) was permanently one of the biggest concerns of our ancestors minds. By the way, as a digression, it seems like even nowadays, it is something that still hangs on among some people's and states actors' objectives and priorities, pitifully. In other words, Military Domain was and remains the top priority from the very beginning. In the military, Victory is the equivalent to Success in a civil organization, which it is interested in obtain profit. Military are interested in achieving so called "Acceptable Conditions" (could be equivalent to the Enemy's Defeat).

2. "MILITARY" APPROACH

2.1 Formula

In order to be as precise as possible, it is not uncommon to use science to sustain our argumentation and, for instance, Mathematics is a very solid one. So, in the Mathematics field it is quite often used so called Weighted Average. As an explanation, Weighted Average is that type of average for a couple of selected elements which considers a different weight for each one, according to its contribution to the final result, meaning weight is linked to the importance in the game, so it is the major one that dictates. As below, a very simple formula puts in a nutshell so many words:

$$S = W_1 \times E_c + W_2 \times E_v$$

Each symbol has his own meaning as follows:

S – Success.

W – Weight.

E_c – Efficiency.

E_v – Effectiveness.

2.2. Modus Operandi

How to get to that point, how to design the way ahead using this above mixture of concepts? It is not very simple but it is a case by case approach, within a standard agreed framework. In the military, how to be apply this magic formula as a concept, how to put it into practice is a matter of Military Decision Making Process approach, based on each one's

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experiences, knowledge and instinct, namely a glorious commander officer, or just a anonymous private as well. Both types of military are aware that this is a measure of his or her professionalism. Each decision matters for a military career.

Generally speaking, Armed Forces are designed to fight in crises time situations, war being the most complex and challenging one. That is why they have to permanently enhance their organizational skills and to train themselves, to react in a timely manner to any threat that appears in the battle space, no matter which particular dimension. It is another way to highlight the important role that effectiveness has regarding military organization.

Train as you fight! is a motto quite often utilised for professional military forces. Indeed, ensuring the future readiness of all military forces necessitates to plan training in the same framework as the worst case scenario. These are provided by good military analyst, subject matter experts who are meant to be up-to-date regarding Area of Interest for the respective commander and, altogether with planning team, to contribute with recommendations, where appropriate.

Consequently, military attitude for doing things is quite different. The necessity of accomplishing the mission comes first and that is being effective. Of course, peacetime responsibilities are slightly different from the wartime ones. However, the mission has basically the same importance for a soldier or for a four-star general: it must be done, no matter the efforts or sacrifices involved.

La noblesse oblige! is another motto used not only for civilian gentlemen. The End State has to be touched, most of the time, with limited resources, less then military standards could foretell. To develop the necessary set of capabilities in order to meet the commander's requirements takes time, and that is the most precious resource for an organization, especially for a military one. It can be done by planning in advance (Long-Term or Medium-Term Planning), or in a hurry (Short-Term Planning). Hasty planning cycle is initiated as a very effective way to recommend the proposed Operational Design to the Commander. It contains End State, Objectives, Lines of Effort, Centres of Gravity (for both friendly and enemy). Everything is very quickly defined. Everything has to be done in a professional manner, meaning efficiently.

Last, but not least, one of the military domains that really helps commanders to lead effectively is logistics. *No money, no honey!* seems to be one of the favorites informal sayings among logisticians. It deals very closely with Cost Effectiveness concept, very often used within their daily work. They say logistics never won a war by itself, but you cannot win a war without logistics. "*During the last war, eighty percent of our problems were of a logistical nature.*" -- Field Marshall Montgomery said. That could be put in a different way: if you are a skilful military leader and you are also a very good manager for your resources, the Victory is almost guaranteed.

3. CONCLUSIONS

Command and control of the troops requires experienced leaders. They have to keep in mind the Minimum Military Requirements and readiness but in the meantime they are not allowed to forget about personnel necessities and preferences. Of course, it is well understood that achieving the mission is the first aim, but it seems that recently high technology comes with many sophisticated means to replace the human presence in the battlefield.

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The balance seems to change from the traditional approach to a modern one. It becomes more obvious that human resource is the most valuable one and consequently the most expensive one. It is required to protect as much as possible the creativity and adaptive skills of the military forces and to come up with devices that can replace human on the ground (e.g. robots demining are a good example for balancing the need for efficient clearance techniques and cost effectiveness; already very popular Unmanned Aerial Vehicles).

As a way ahead, it is very important to develop more effective new technology, turned into an enhanced safety for the end-users of the military equipment, who deal with these kinds of operations.

REFERENCES

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