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MULTIDIMENSIONAL SECURITY AT THE BORDERS

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Organizational Techniques for Integrated Actions

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Organizational Techniques for Integrated Actions



The information age is promoting the creation of densely connected systems and the emergence of complex problems. This results in the interconnection of parts of the system, facilitating approaches similar to the ones used by guerrillas, terrorists and criminal groups, taking advantage of the tools of the information age and the convergence of illicit activities.

In the context of borders and organized crime in general, the arrest or elimination of a high-ranking leader often does not quickly affect their activities, as these groups operate in non-hierarchical structures and in networks. Even if we can nominally identify a leader and a hierarchy, the elimination of these leaders does not dismantle the organization, demonstrating that the rigid hierarchy is not one of its structuring elements.

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Faced with this challenging scenario, the question arises: how to face and defeat such an adaptable and resilient adversary, which quickly recovers in information-rich systems?

Instead of focusing only on the efficiency of the Taylorist model, we need to recognize that the real challenge facing our modern organizations is the organizational structure and culture, that is, management. As General McChrystal, former commander of the United States Joint Special Operations Command, highlights in his book "Team of Teams" (2015), the robust response to a single threat makes us fragile to others. Extreme specialization and efficiency may prepare us well for a specific challenge, but may be inadequate when predictability is reduced.

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To face the challenges of the information age, it is essential to adopt the following strategies: **shared awareness and decentralized execution**. This model transforms traditional command and control into **adaptation and collaboration**. Integration between agencies, not only in public security, but in different sectors and even between nations, becomes imperative. The public security paradigm is replaced by multidimensional security.

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Shared awareness is a precondition for joint cognition and is common in team sports, such as football. It requires everyone to be aware of everything that happens, not just in their area of responsibility. This generates rapport and allows players to anticipate each other's actions, acting like a dance. In crisis situations, traditional command and control is not effective, as decisions need to be decentralized and taken by those closest to the problem.

The leader plays a fundamental role in creating an organizational environment and culture that promotes trust, transparency and integrity. Instead of being the centralizer of difficult decisions, the modern leader cultivates the organization and acts as a compass, guiding everyone in making decentralized decisions. Leadership is no longer about micromanagement, but about creating an environment that allows everyone to make informed decisions aligned with the leader's vision.

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To create the necessary shared awareness, it is crucial to establish periodic meetings where representatives from all involved units report on their activities, investigations and problems. Everyone contributes to the analysis of problems, generating unity of purpose and a sense of belonging.

Rigid hierarchies must be relaxed to allow the flow of information, and leaders must demonstrate that everyone is encouraged to contribute without psychological restrictions. The focus must be on the end result, and units must adjust their processes to align with the whole.

Other techniques include representative exchange and joint training, which strengthen lateral links in the network. The interaction between operators is directly linked to productivity. Information sharing must be the rule, and the protection of sensitive information must be balanced with the need to share knowledge.

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In summary, meeting the challenges of the information age requires a paradigm shift from efficiency to adaptability. Shared awareness is fundamental and can be achieved through regular meetings, hierarchical flexibility and a culture of information sharing. This allows us to face networked threats more effectively and quickly, ensuring our ability to adapt in a volatile environment.



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