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Nota di contenuto	Cover; Title Page; Copyright; Preface; Contents; Figures; Table; Summary; Acknowledgments; Abbreviations; Chapter One: Introduction; Coalitions (and Alliances) 101: The Basics; The Nature of Coalitions; Reasons for Joining a Coalition; Factors Affecting the Cohesion and Stability of Coalitions; Coalitions 102: More Observations Regarding Coalition Cohesion; The Pages Ahead; Chapter Two: Supporting Case Studies: East Timor and the Balkans; Case Study 1: East Timor; Background; Leadership During INTERFET; Transition to the UNTAET Peacekeeping Force Additional Coalition Leadership Challenges During INTERFETCase Study 2: The Balkans; Background; Kosovo; Alliance and Coalition Leadership Challenges During Operations in Bosnia and Herzegovina and Kosovo; Kosovo; Chapter Three: Coalition Leadership: The Influence of Structure; Introduction: A Further Look at the Ties That Bind and Those That Divide; Alliances as Coalition Components; Alliance Participation in a Coalition: Shortcomings; National Governments: Bones of a Coalition Skeleton; Expanding What Is Meant by "Coalition": Nonstate Entities as Members or Affiliates Nongovernmental and Intergovernmental OrganizationsThe Host Nation; Commercial Enterprises; Structural Factors Influencing Coalition Cohesion; The Special Case of Intelligence; Steps Toward Facilitating

Wider Distribution of Intelligence Within a Coalition; Making Technology a Facilitator Rather Than Divider; Hand in Glove Rather Than Oil and Water: Smoothing Coalition Transitions; Plans: Architectural Guidance for a Coalition Structure; Planning to Succeed; Concluding Remarks; Chapter Four: Unity of Command During Coalition Operations; Why Unity of Command?

Historical Solutions Addressing Unity of Command; Selecting the Right Individual: The Role of Personality; Building for Success: The Impact of Structure on Unity of Command; Centralize Coordination, Decentralize Cooperation; Carts and Horses: The Relationship with the Host Nation; Recognize Opportunity in Informal Contacts; Concluding Thoughts on Unity of Command; Chapter Five: Selecting Coalition Leaders: Key Abilities; Understanding the Culture of Coalitions; Coalition Vision: Seeing Through the Eyes of Others; Transparency: Inspiring Trust; Chapter Six: Recommendations and Conclusions

Backdrop: Afghanistan-Room for Progress Ahead; Bridging the Divides: Ongoing Initiatives to Improve Coordination During Stability Operations; Building New Bridges: Recommendations for Improving Coalition Effectiveness; Develop Coalition Doctrine, Training, and Lessons-Learned Capabilities; Build Coalition Teams Prior to Deployment; Rethink Procurement and Other Regulations That Impede Coalition Effectiveness; Demonstrate Commitment to Readying Indigenous Capabilities and Wisdom in Surrendering Authority; Conclusion; Bibliography

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#### Sommario/riassunto

During stability operations, coalitions must incorporate participation by government agencies other than the military, the indigenous government, and its population more than is expected during conventional combat operations. This book investigates challenges confronting coalitions today and considers potential solutions that include questioning the conception of what constitutes a coalition in today's world.

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