Introduction
This research paper analyzes information flow through theater Air Mobility Command and Control (C2) organizations. The purpose is to uncover guidelines going forward to adapt organizational structure and processes to increase the speed and reach of information. These guidelines could assist with improving organizational agility and decision making while adapting to future trends in the broader C2 enterprise. As a result of the research and the inputs of the interview subjects, this paper consolidates views and puts forth multiple recommendations for the future organizational structure of theater Air Mobility C2 organizations.

Research Goals
Primary Research Question: In a geographically separated organization such as the C2 of Air Mobility aircraft, how can the enterprise utilize OIPT and Network Centric Warfare principles to adapt organizational structure and processes to increase the speed and reach of information to improve organizational agility and decision-making?

Secondary Research Question 1: What specific criteria determine the functions that can or should be performed at a central hub and which functions need to be present in a regional control center in order to increase speed and reach of information while decreasing equivocality?

Secondary Research Question 2: How might the structure of the Air Mobility personnel present in the regional control center be leveraged more effectively in a future Information-driven, integrated planning and execution cycle to both increase the organization’s ability to respond to uncertainty and guard against the increased vulnerabilities of a central mobility hub.

Methodology
This research used semi-structured interviews to collect and analyze the expert opinions of C2 subject matter experts. To capture the varied nature of C2 operations, this research included opinions from former and current C2 personnel from AMD Leadership and other varied AMD positions, as well as personnel from other AOC divisions.

Questions focused on information flow in C2 organizations as related to Organizational Information Process Theory. Questions sought open-ended discussion and insight on information quantity, equivocality, organizational differentiation and interdependence in order to capture expert opinions as they relate to the primary research question. The researcher then consolidated the findings to find consistent themes and answers to research questions.

Implications
While talk on this subject has picked up in recent years, the aim of this research is to provide more academic rigor and background on a subject on which some change is inevitable. Results from this study could act as a reference for decision makers in both the Air Mobility community and those in the geographic combatant commands when assessing the feasibility of changes in command and control of mobility forces.

Conclusions & Recommendations
1. Research subjects revealed that a reachback capability would be an efficient use of resources provided that certain elements were left at geographic AOCs to provide the proper level of expertise and responsiveness to Combatant Commanders.

2. AMD leaders revealed that they did not feel overloaded at present operations pace with information or decision requirements.

3. AMD leaders and members shared that geographic AMDs share an equal amount of interdependence with their AOCs as they do with the 618th AOC.

4. AMD leaders and members concluded that geographic AMDs share much more equivocality than a lack of information. This is partly due to a lack of clarity from vertical information systems.

5. AMD leaders and members shared that they encounter much more equivocality than a lack of information. This is partly due to a lack of clarity from vertical information systems.