Swarming is a seemingly amorphous, but deliberately structured, coordinated, strategic way to perform military strikes from all directions. It employs a sustainable pulsing of force and/or fire that is directed from both close-in and stand-off positions. It will work best—perhaps it will only work—if it is designed mainly around the deployment of myriad, small, dispersed, networked maneuver units. This calls for an organizational redesign—involving the creation of platoon-like pods joined in company-like clusters—that would keep but retool the most basic military unit structures. It is similar to the corporate redesign principle of flattening, which often removes or redesigns middle layers of management. This has proven successful in the ongoing revolution in business affairs and may prove equally useful in the military realm.

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