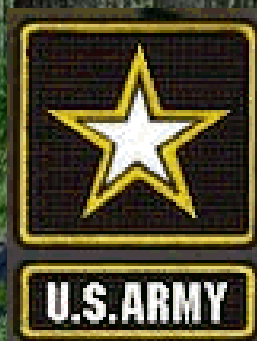


***Raising the Bar:
Creating Adaptive Leaders to Deal With
The Changing Face of War***

***“The Future of the United States Army”
hosted by
The American Enterprise Institute***



***Major Donald E. Vandergriff
Assistant Professor of Military Science
Georgetown University***

April 11, 2005



Calls for Change



I've thought for years the Army needed to transform its personnel system, and change the way we develop officers

General Peter Schoomaker, Army Chief of Staff
quoted in "Changing and Fighting, Simultaneously"

Future battlefields require a more liberally educated, mentally adaptable leadership to coexist in a culture with high standards of cohesion and discipline. An adaptive Army will require very high standards of entry training for commissioned members, to acculturate tactical knowledge in the force at a very early stage.

Col. Robert B. Killebrew, USA (Ret).
"Toward an Adaptive Army"



Some facts

Army Doing Good Things – But?



- Still evolving (reforming) while fighting a war!
- Most dramatic since reforms of Eli Root (1899-1904)!
- Focused on more than one type of threat!
- “17 Focus Areas” = Parallel, *Systematic Evolution* - First time in Army History!
- TRADOC has made great inroads at changing culture with,
 - Drastic, and good changes to enlisted basic and AIT
 - Proposed Basic Officer Leadership Course (BOLC)
 - 3 phases, phase I (pre-commissioning), II (bring most lieutenants together despite specialty), III (specialty)
- Understands need to Change Career Path Progression to Create ‘Pentathlete’ or Adaptive Leader!

Highly Exemplary – But You Must Simultaneously Evolve the CULTURE To Support the Pentathlete!

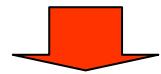


Parallel Evolution Summary



- The Army is Good at:

- Realizing “Why”
- Defining “What”
- But does not know “How”



- To Make a Strategic Plan to
- Evolve the Culture in Order to
- Shape the Strategic Setting, so



- Other Institutional Elements can Evolve
- Parallel to one another,
- Anticipating 2nd and 3rd Order Effects



Goal: A Culture that supports a New Generation Leading an Expeditionary Army

Goal: To Integrate Institutional Elements' Efforts to Achieve Parallel Objectives





THE BRIDGE – *Parallel Evolution*

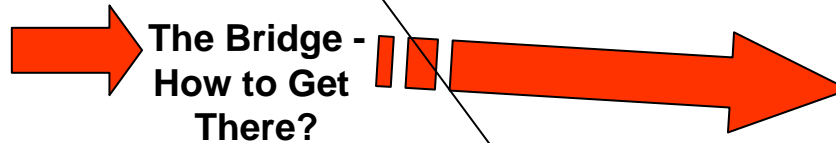


OPEN, HONEST, APPRAISAL
Move Beyond Rhetoric!

Future Culture

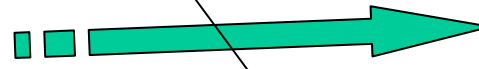
**Adaptive Leaders to Lead
this Army**

Present Culture



**Goal:
Expeditionary
Army**

Leadership → Evolve Officer Education
and Training = New ROTC



Other Cultural Systemic
Factors

Doctrine



Personnel



Force Structure

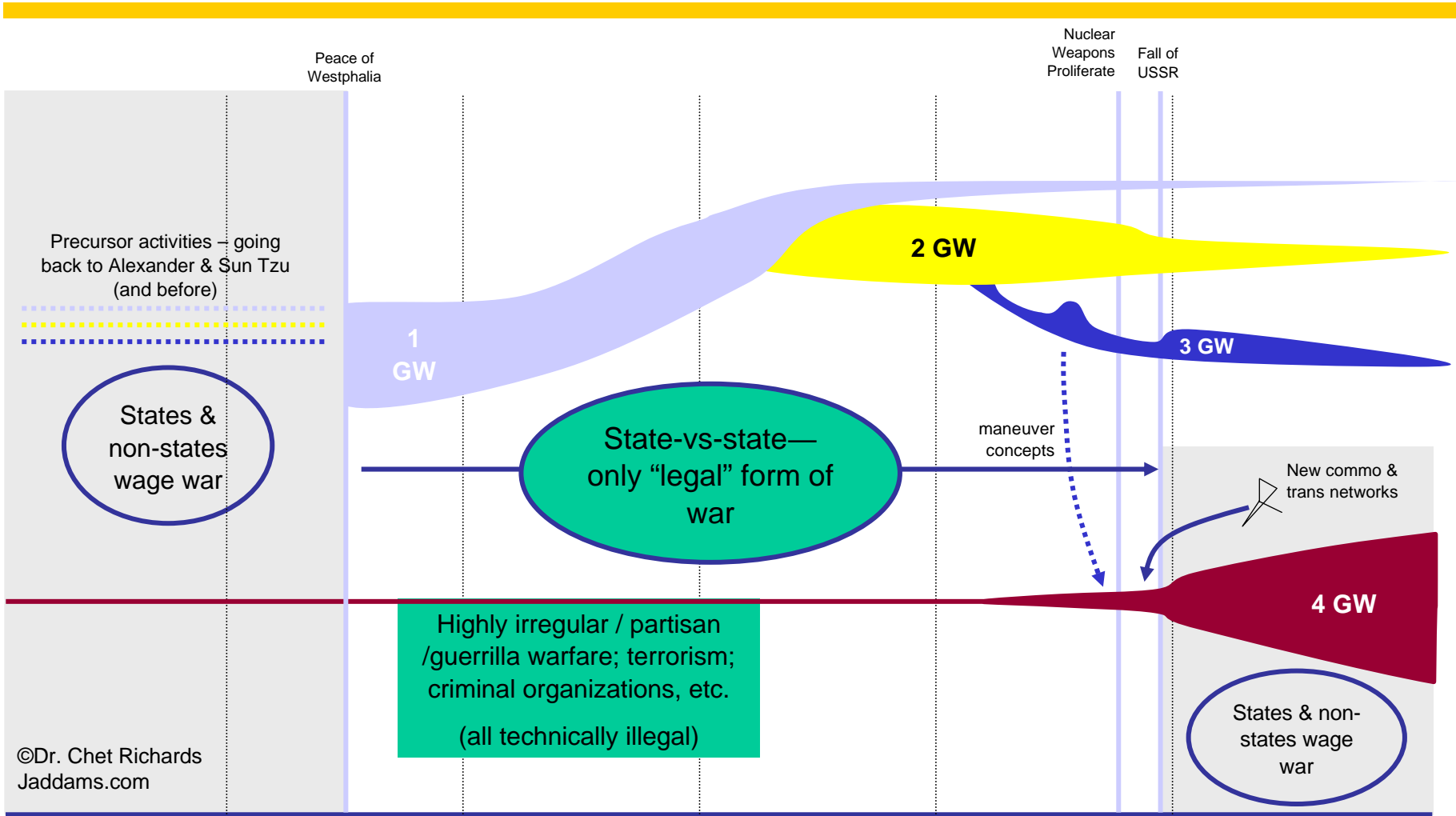


17 Focus Groups Evolving
Together - Must Anticipate 2nd
and 3rd Order Effects!



Parallel Evolution

“Why” the culture as War Evolves



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Jaddams.com

**“What” type of Army
& Leaders?**



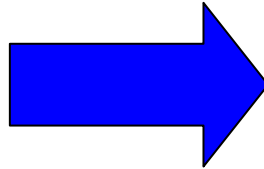
How?

Cultures are different?- “Adapt or Die”



Today's Culture

Stress process
Forecasting
Risk aversion
Bureaucratic
Top-down
Rank equals success
Change is criticism
=adherence to process
ensures success



Future Army Culture

Stress innovation
Experimentation
Prudent risk-taking
Agility
Feedback loops
Contribution valued
Change is evolutionary
=as long as objectives are
achieved



Historical Traditions



2nd Generation Army Training & Education Model

- Neo-Taylorism → Army → ROTC training and education doctrine:
- ✓ Everything had a Task, Condition and Standard
 - ✓ Competence was assessed as a mastering appropriate task, condition and standard (avoiding mistakes)
 - ✓ Judgment and evaluation were not really required or expected at the tactical level (junior officer level)
 - ❑ Lower level leaders focused on HOW not WHY or WHAT
 - ❑ Received the mission, determined the appropriate tasks, maybe adapted to terrain, and THEN EXECUTE
 - ❑ Regulations and manuals covered everything

“Frederick Taylor’s system work processes were broken into small, repetitive components; and jobs were designed around these repetitive tasks. Workers became replaceable parts in a huge industrial machine”

Richard Black “A Strangely Soft Voice: Caring for the Soul of Big Business” *Zion’s Herald* (May/June 2001)

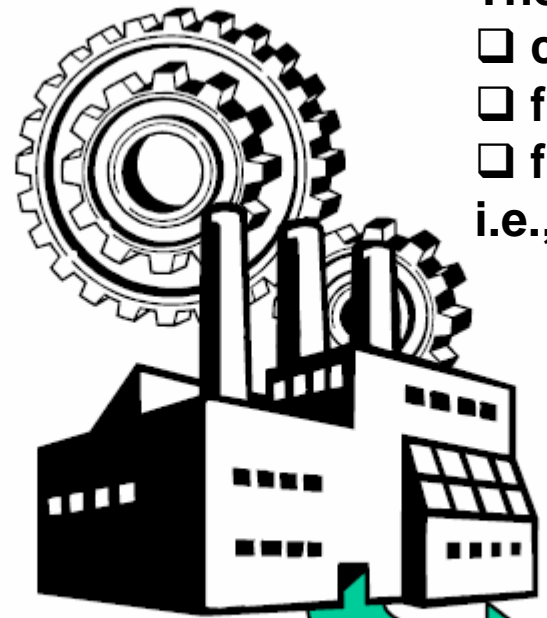


Historical Traditions

The Results: The production-line”



Commission More
+
Promote More
+
Promote Faster



The Army’s response to:

- current shortages
- future field grade short falls
- force structure changes, i.e., increase of Unit of Actions

Strategic, operational and tactical impacts

No Problem!

To meet the cycle of decline
Increase “mission”

But in reality:

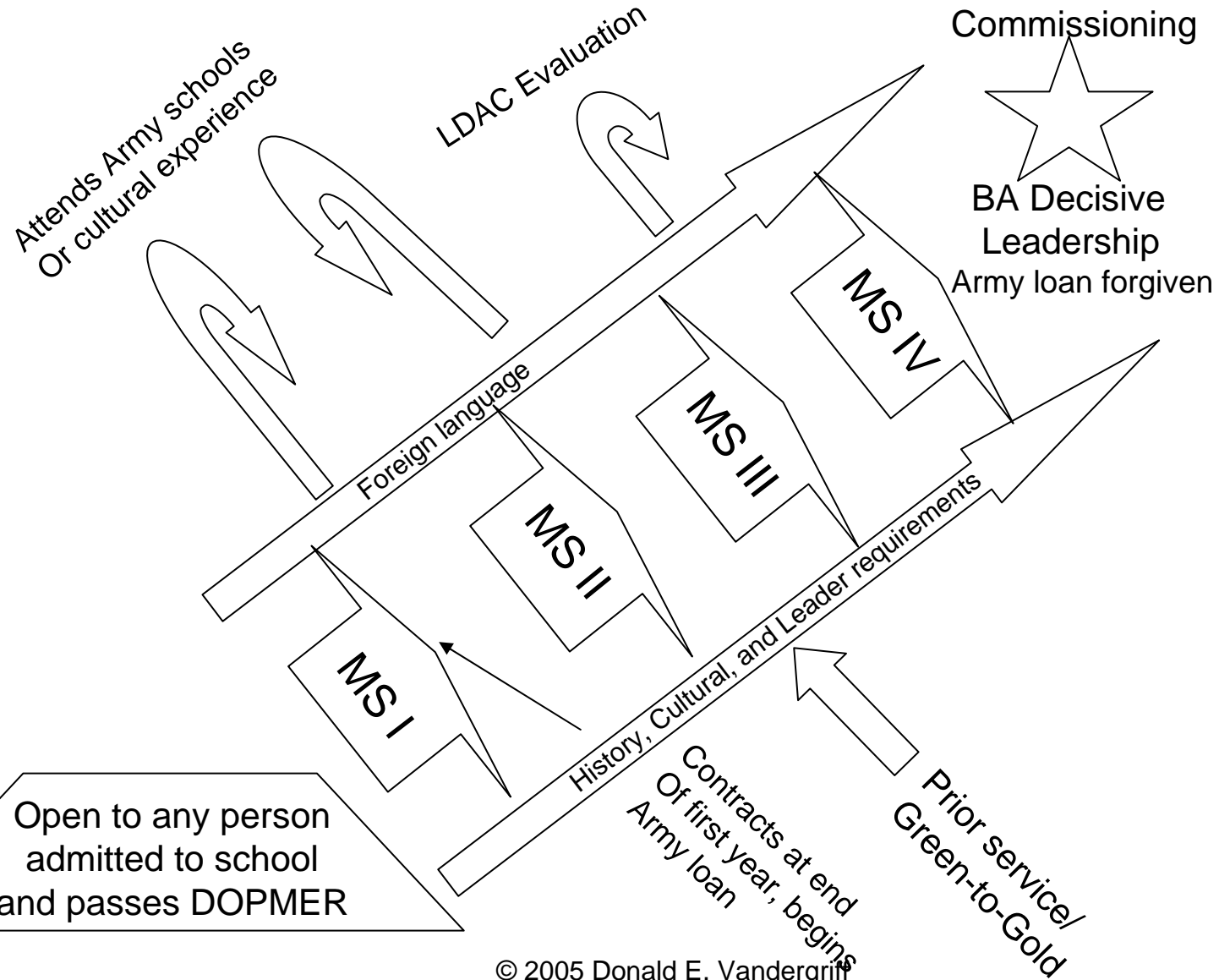
- Experience goes down
- Quality decreases
- Competence suffers
- Retention pays

“The Army “machine” equates 2LTs with ZERO years of experience to Captains with 10 years of years.”



New POI

The Degree in Decisive Leadership





“Why?” “What?” “How!”

Conclusion



- What this does for the Army:
 - ✓ That it has to implement a strategic how-to for cultural evolution
 - ✓ Through the use of “Parallel Evolution”
 - ✓ Provides other examples of “Parallel Evolution” not being achieved and the results
- The Strategic “how-to” of the culture,
 - ✓ Allows other institutions to evolve to meet the goal
 - ✓ Implement proposals outlined in this study that will grow adaptive leaders for dealing with future complexities
 - ✓ Allows adaptive leaders to be nurtured once in the force