



Green Team

The Jolly Green Giants



Issues for Consideration

- ❖ Are the question being asked the correct ones?
- ❖ What is our purpose?
- ❖ Should we really be developing a model, which severely limits our thinking?
- ❖ Do we focus on model ---- or process?



Issues cont'd

- ❖ We might consider ourselves a product team, hired by the AWC, to develop a “model” of the decision maker of the future -- then look backwards to determine the developmental interventions



Final Considerations

- ❖ Need to focus on the decision maker, not some model.
- ❖ Need to develop capable decision makers who can operate under any future circumstances



Reframed Question

- ❖ What are the attributes of an effective decision making process for the Army of the 21st Century?



Future Environment of Decision Making

- ❖ split based; dispersed
- ❖ modularity
- ❖ tailorability
- ❖ complexity
- ❖ decentralization
- ❖ quick; powerful
- ❖ highly variable contexts
- ❖ create new decision models as situation dictates
- ❖ 2d & 3d order effects carry more impact
- ❖ nature of leadership changed



Summary

- ❖ In the future, models will be temporary
--- future strategic leaders must be familiar with the requirements for creating new model designs and examples of viable models for differing scenarios.



Future Attributes Needed

- ❖ learning/re-learning
- ❖ continuous learner
- ❖ exposure to variety of paradigms
- ❖ flexibility
- ❖ **metacognitive skills**
- ❖ willingness to be responsible -- accountability
- ❖ loyalty & its appropriate value
- ❖ tolerance for ambiguity --- VUCA-D not all bad



General Discussion

- ❖ Important to differentiate problem solving from decision making --- they are different cognitive processes
- ❖ Agreed that decision making is a learned behavior; occurs over the life course; tacit knowledge based
- ❖ Often left up to the individual
- ❖ Developmental process needs assistance



General Discussion cont'd

- ❖ Belief that the Army's rational decision making basis is too restrictive
- ❖ Limits creativity and the development of other, viable options
- ❖ Our culture is too constrained; needs to change to facilitate the development of better decision makers for the future



Cultural Change to Grow better Decision makers

- ❖ Curriculum changes:
 - teach creative & critical thinking skills
 - develop metacognitive skills
 - develop cognitive complexity
 - expand to include the presentation of other decision models, e.g. naturalistic models, action-based models, with lots of practical experience



Cultural Change cont'd

- ❖ Top down and bottom up initiatives:
 - change the attitude of senior leaders toward changing current systems/culture
 - “grow” better decision makers through better educational and developmental experiences
 - insure operational assignments reinforce and continue to develop needed cognitive skills in an intentional manner -- not only tacitly



Cultural Change cont'd

- ❖ Enhance risk taking behaviors/abilities which fosters 'stretching" experiences, resulting in learning
 - reward risk taking behavior
 - create learning organizations, e.g. Peter Senge
 - create organization structures that reward, promote creative, reflective thinkers



Cultural Change cont'd

- ❖ Develop an institutional process that identifies, selects and promotes what we need in terms of cognitive and behavioral skills associated with the type decision makers we need
- ❖ promotion not based on a single track notion
 - testing and measurement of cognitive abilities throughout the professional life course



Final Comment

- ❖ Need to revisit the assumptions made at the beginning of this process
- ❖ Again ---- are we asking the right questions? Do we really need a model?
- ❖ Need to develop outcome measures, e.g. abilities, performance, etc.
- ❖ Reward high performance, high potential individuals
- ❖ RESOURCING ISSUE