Education for Transformation

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Education for Transformation

• Overview
  – The ‘Why’
  "The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew."—Abraham Lincoln

  – The ‘What’
  "The surest way to corrupt a young man is to teach him to esteem more highly those who think alike than those who think differently."—Nietzsche
  "The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn."—Alvin Toffler
**Office of Force Transformation (OFT)**

**Goals**

- Make force transformation a pivotal element of national defense strategy and DoD corporate strategy effectively supporting the four strategic pillars of national military strategy.

- Change the force and its culture from the bottom up through the use of experimentation, transformational articles (operational prototyping) and the creation and sharing of new knowledge and experiences.

- Implement Network Centric Warfare (NCW) as the theory of war for the information age and the organizing principle for national military planning and joint concepts, capabilities, and systems.

- Get the decision rules and metrics right and cause them to be applied enterprise wide.

- Discover, create or cause to be created new military capabilities to broaden the capabilities base and mitigate risk.
Globalization II

• Beliefs in Conflict: Political Ideology
• Static, bipolar “market”
• Bulk of population in 3rd World
• Limits on security “exports”
• Ordering principle = Great Power War; yet none since 1945

Globalization III

• Beliefs in Conflict: Religion/culture
• Also bifurcated, but very fluid
• 4 Billion in Core, 2 Billion in Gap
• “Unlimited” global demand for security exports
• Warfare now simultaneous across system, state and individual levels

• New Rules
• New Institutions
• New Security Environment
• Disconnectedness → Danger
Industrial Age

- Success = Scale + Scope
- Top Down - Centralized
- Vertical Integration
- Information Hoarding
- Local Awareness
- Arms Length Relationships
- Make and Sell
- Inwardly Focused

Information Age

- Success = Adaptability + Agility
- Empowering the “Edges”
- Virtual Integration
- Information Sharing
- Increased Transparency
- Collaboration & Synchronization
- Sense and Respond
- Externally Oriented
- Accelerated Innovation & Experimentation

- New Rules
- New Behaviors
- New Competencies
- New Relationships
Global Trends:
…New Competitive Landscape

Information Age

• New Technological Context
  • Access to highly capable, low-cost IT
  • Falling barriers to competitive entry -- sea, space, cyberspace

Globalization III

• Broadened Threat Context
  • Era of uncertainty with rapidly evolving threats
  • State/non-state, nodal/non-nodal
  • Asymmetric / conventional
  • Unrestricted – deterring the un-deterable
Transformation: Meeting the Challenges of the New Competitive Landscape

Information Age

Globalization II

Globalization III

Industrial Age

Global War On Terror

COLD WAR

Globalization II Globalization III

Transformation:

Meeting the Challenges
of the New Competitive Landscape

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Transformation

...Elements

- Continuing process
- Creating/anticipating the future
- Co-evolution of concepts, processes, organizations and technology
- New competitive areas / competencies; revalued attributes
- Fundamental shifts in underlying principles
- New sources of power
- Broadened capabilities base

- New technology context
- Broadened threat context
- New strategic context

A Broad and Sustained Competitive Advantage
Education and Transformation
...a perspective of US DoD Education

Office of Force Transformation

Information Age

International Age

Globalization II

Globalization III

Current Focus of PME
“Primary Axis of War College Competencies”

“Primary Axis of Technology School Competencies”

Where DoD Needs to Operate – What Education needs to Facilitate

AFIT / NPS / IRMC

Industrial Age
Education for Transformation

...The What - Background

Office of Force Transformation

- U.S. SecDef Memo, 28 Jul 03
  - Improve Jointness in the Services thru the Management of Service Schools

- Workshops
  - Wye River, 26 Aug 03
    - Benefits of a competency based learning framework for senior leaders
  - U.S. Army War College, 7-8 Oct 03
    - If / How NCO was being covered in the existing curriculum of DoD’s Learning Institutions
  - Washington, D.C, 21-22 Oct 03
    - Focused on key relationships between innovation and culture

- Dir, Force Transformation-Memo to SecDef, 6 Feb 2004
Education for Transformation

...Workshop Results

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• Workshops Identified *Unarticulated* Needs
  – Balance of Curriculum
    ➢ Globalization & Technological innovations and implications outpacing many learning institutions
    ➢ Address transformation challenges
      ▪ Size, shape, operate and change an Information Age Force
  – Focus on Research
    ➢ Oriented toward multi-enterprise collaboration
  – High Quality Continuing Education
    ➢ Access to high quality information and analytical approaches to emerging topics of significance to Transformation
• Transformation Chairs Program
  – Diffusion of emerging knowledge at DoD Schools

• Transformation Research Program
  – Creating new knowledge

• Transformation Short Courses (Executive Type Education)
  – Network Centric Operations
  – Innovation & Experimentation
  – Others TBD

• Transformational Leadership Certificate Program
  – Coherent program of instruction on leading Defense Transformation

“If you are going to break the grip of old culture, seize control of the schools”

— High-Velocity Culture Change by Price Pritchett and Ron Pound
Education for Transformation

...Relationships

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Transformational Leadership Certificate Program

Transformation Chairs

Conduct

Transformation Research Program

Case Studies

Administer

Inform

Transformation Courses
- Short Courses
- Accredited Courses
Education for Transformation

...Relationships

Initiative

Office of Force Transformation

Research Program

Case Studies

Courses, Short and Accredited

Chairs

Transformation Leadership Certificate Program
Getting the Theory Right...
...NCO Case Studies

- **Completed:**
  - Air-to-Air (Phase I)
  - C2 for Networked Forces: Commander Task Force-50 in OEF
- **Ongoing:**
  - Air-to-Ground (OEF/OIF)
  - Ground Maneuver - Stryker
  - Special Operations Forces (OEF/OIF)
  - Coalition NCO in OIF (UK Ground Forces)
  - Peace Keeping/Peace Support (NATO/Dutch/German)
- **Recently Initiated:**
  - Ground Maneuver: V Corps and 3rd ID in OIF
  - Networked Air-Ground Ops: OIF Western Iraq
  - Application of NCO to Stability and Restoration Operations
- **Exploratory Phase:**
  - Application of NCO Concepts during the SARS Crisis in Asia
  - Network Based Defense: A Strategic Perspective on NCO
Opportunities for DoD Educational Institutions to Participate

Office of Force Transformation

- Transformation Chair Program
  - Full Member – “Node in the Network”
  - Diffuse Emerging Knowledge
- Transformation Research Program
  - Full Member, Participate and Collaboration with US & Int’l Learning Institutions
  - Create New Knowledge
- Transformation Short Courses
  - Collaborate in the development
  - Participate, teach, host
- Transformational Leadership Certificate Program
  - Participate in or Instruct at
Transformation Chairs

Office of Force Transformation

• Objective
  – Authoritative Champion for Transformation (Tx) Studies at DoD Educational Institutions
    ➢ Create courses, spur research, influence curriculum
  – Network of Educators
    ➢ U.S., Allies, Coalition Partners

• Anticipated Locations (U.S.)
  – War Colleges (4)
  – Service Academies (3)
  – NPS / AFIT (2)
  – International
Transformation Chairs

- Diffuse Emerging Knowledge
  - Advocate for Transformation
    - Electives initially leading toward core curriculum
  - Collaborate in the development and delivery of Short Courses and Accredited Courses
    - Short Course delivery at forums, domestic & international
  - Develop, Interpret, Deliver Case Studies

- Create New Knowledge
  - Conduct Original Research
  - Institution focal point for the Transformation Research Program
    - Coordinate and Collaborate with other institutions research
Transformation Chairs

...Support

• Financial Aspects
  – Institution Specific, dependant upon approach to establish ‘Chair’
  – Resources available to fund, partial to full Title X position for up to three years (US only)
  – Travel funded

• Case Studies
  – Those OFT sanctioned are available to support instruction
  – Case Study researchers as guest lecturers (US + Int’l)
• Preliminary discussions ongoing with
  – National Defense University
  – US Air War College
  – US Naval War College
  – US Army War College
  – US Naval Postgraduate School
  – US Military Academy
  – US Naval Academy
  – US Air Force Academy
  – US Marine Corps University
Transformation Research Program

• Objective
  – Fund collaborative research in topic areas salient to Defense Transformation

• Program
  – Current Grant Range is $25,000 - $200,000 per year
  – Facilitate collaborative research between military / civilian education institutions, domestically and internationally

• Eligibility
  – Faculty and students within Education for Tx network
• Terms and Conditions
  – Conduct cutting-edge collaborative research in topics salient to Defense Transformation
  – Levels of Collaboration
    ➢ Discipline, Institution, National / Inter-National, Academic, Industry
  – Deliverables
    ➢ Publication quality paper
    ➢ Case studies which can be integrated into curricula
    ➢ Data Bases for Sharing
    ➢ Present Findings
Transformation Research Program

...Progress to Date

Office of Force Transformation

• Research Programs Currently Ongoing
  – University of Arizona’s Center for Management of Information
    ➢ Network Enabled C2: CTF-50 in OEF
  – University of California at Irvine’s Center for Research on Information Technology in Organizations
    ➢ Multiple Case Studies on Value of IT

• Research Programs Recently Initiated
  – US Army War College
    ➢ V Corps and 3 ID in OIF: Impact of Networking on the War Fight
  – US Naval Postgraduate School
    ➢ Methodologies for Implementing NCW
  – US Military Academy
    ➢ Methodologies for Measuring Information Advantage
Transformation Short Courses

**Office of Force Transformation**

- **Initiative**
  - Collaborative effort between OFT and faculty from DoD education institutions and institutions of select Allied & Coalition Partners
  - To develop and offer a range of ‘short courses’ on topics of significant importance to Defense Transformation

- **Future Development**
  - Network Centric Operations (NCO)
  - Innovation and Experimentation (I & E)
  - Information Age Organizational & Culture Change
  - Capabilities-Based Planning
  - Globalization
  - Acquisition
Transformation Short Courses

...Progress to Date

Office of Force Transformation

- Network Centric Operations (NCO)
  - Planning workshop held 26-29 Jan at NPS
  - First Offering, Apr 04 to Allied Command Transformation’s (ACT) NATO Network Enabled Capability (NNEC) Integrated Product Team (IPT)

- Innovation and Experimentation (I & E)
  - Planning workshop proposed for Mar, 04
  - Tentative Dry Run, May 04
  - Tentative First Offering, Jun 04
Transformational Leadership Certificate Program (TLCP)

• Initiative
  – Collaborative effort between OFT and NDU’s School for National Security Executive Education (SNSEE)
  – Prepare future leaders with the knowledge and skills to size, shape, resource, and change the force
  – Possibility for Allies and Coalition Instructors
    ➢ Close working relationship with OFT

• Short Course and Accredited course format
  – Network Centric Operations (NCO)
  – Innovation and Experimentation (I & E)
  – Information Age Organizational and Culture Change
  – Capabilities-Based Planning
  – Globalization
  – Acquisition
TLCP

...Progress to Date

- Existing Memorandum of Agreement with NDU’s SNSEE being modified to address requirements of TLCP

- Collaborating with development of Short Courses
• Allied Command Transformation
  – NNEC IPT recipients of first NCO Short Course

• United Kingdom
  – Potential for US/UK collaboration discussed between D(FT) and LT GEN Palmer, Dep Chf of Defence Staff (Personnel) UK
  – Ongoing follow-up dialog with the British Defence Staff, British Embassy

• Australia
  – ADF Educational Institutions, Feb 04
International Collaboration - 2

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• Netherlands
  – RNAF C2 Support Center at Ede, Netherlands
    ➢ Ongoing discussions to offer the NCO Short Course internationally in support of NNEC

• Germany
  – German Army and Air Force Service HQ’s
    ➢ Ongoing discussions to offer the NCO Short Course

• Sweden
  – Swedish Armed Forces
    ➢ Ongoing discussions to offer the NCO Short Course
# Elements of an Action Plan: Assessment Criteria

<table>
<thead>
<tr>
<th>Education &amp; Training</th>
<th>Existing</th>
<th>Transformed for NCW</th>
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</thead>
<tbody>
<tr>
<td><strong>Style</strong></td>
<td>Linear, sequential, serial</td>
<td>Non-linear, parallel, multi-media learning</td>
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<tr>
<td><strong>Type of instruction</strong></td>
<td>Directive instruction</td>
<td>Exploration, discovery</td>
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<tr>
<td><strong>Approach to learning</strong></td>
<td>Absorbing facts, materials</td>
<td>Learning how to learn</td>
</tr>
<tr>
<td><strong>Access to Knowledge</strong></td>
<td>Limited, based on need to know and course requirements</td>
<td>Requires Universal access to Human Knowledge</td>
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<tr>
<td><strong>Approach to subject matter</strong></td>
<td>Ad hoc mix of breadth and depth</td>
<td>Broad perspective or specific focus as needed</td>
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<tr>
<td><strong>Timing of education</strong></td>
<td>Fragmented, as needed</td>
<td>Lifelong, continuous</td>
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<tr>
<td><strong>Orientation</strong></td>
<td>Group-oriented, lowest common denominator</td>
<td>Customized to individual intelligences, values, learning styles</td>
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<tr>
<td><strong>How education is regarded</strong></td>
<td>Education as torture</td>
<td>Education as fun</td>
</tr>
<tr>
<td><strong>Approach to teaching</strong></td>
<td>Educator as transmitter</td>
<td>Educator as facilitator, guide</td>
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# Defense Executive Education

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<th>Base/Organization Administrators</th>
<th>Enterprise Executives</th>
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<td><strong>Influence Model</strong></td>
<td>Command and Control</td>
<td>Management</td>
<td>Partnerships, ventures</td>
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<td><strong>Orgn Structure</strong></td>
<td>Mil Cmds</td>
<td>Civilian Bureaucracies</td>
<td>Commercial networks, Global coalitions</td>
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<td></td>
<td>Single Svc/Joint</td>
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<tr>
<td><strong>Mngmt Focus</strong></td>
<td>Tactical Execution</td>
<td>Administrative</td>
<td>Commercial Networks</td>
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<td>Service &amp; Stability</td>
<td>Global Conditions</td>
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<tr>
<td><strong>Time Horizon</strong></td>
<td>Operational Tours</td>
<td>Fiscal Years</td>
<td>Business Cycles</td>
</tr>
<tr>
<td><strong>MOE</strong></td>
<td>Readiness/victory</td>
<td>Budgets, size</td>
<td>Transformation</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>“Follow Me”</td>
<td>“Be Rational”</td>
<td>“Be Persuasive”</td>
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<tr>
<td><strong>Decision Making</strong></td>
<td>Centralize,</td>
<td>Compartmentalize,</td>
<td>Decentralize,</td>
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<td></td>
<td>Flows from Top</td>
<td>Jurisdictional Structures</td>
<td>Delegate/Empower</td>
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<tr>
<td><strong>Conflict Mgmt</strong></td>
<td>Minimize</td>
<td>Adjudicate</td>
<td>Optimize</td>
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<tr>
<td><strong>Planning</strong></td>
<td>Contingencies</td>
<td>Stability</td>
<td>Opportunities</td>
</tr>
<tr>
<td><strong>Crisis Mngmt</strong></td>
<td>Respond</td>
<td>Avoid/Contain</td>
<td>Exploit</td>
</tr>
<tr>
<td><strong>Exemplars</strong></td>
<td>Patton, Halsey,</td>
<td>Marshall, King, Late Rickover,</td>
<td>Early Rickover, Raborn,</td>
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<td></td>
<td>Schwarzkopf,</td>
<td>MacNamara</td>
<td>Cebrowski, Abizaid(?)</td>
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<td>Franks(?)</td>
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*From Navy Postgraduate School*