



# Education for Transformation



Office of Force Transformation

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*Lt Col Chuck Pattillo  
Transformation Strategist  
Office of Force Transformation  
Office of the Secretary of Defense  
(703) 696-5769  
charles.pattillo@osd.mil*



# Education for Transformation



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## • 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*



## Office of Force Transformation

- **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.**



# Education for Transformation

...The Why – Global Trend #1



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## Globalization II



## Globalization III

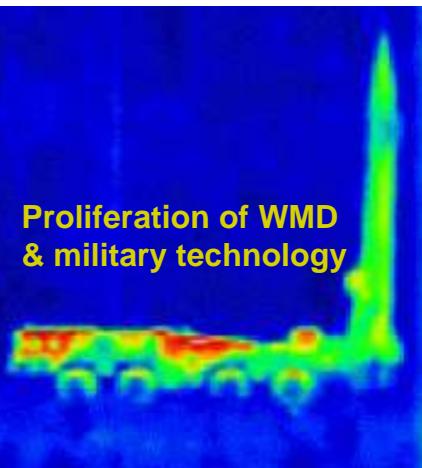
### • **Beliefs in Conflict: Political Ideology**

- Static, bipolar “market”
- Bulk of population in 3<sup>rd</sup> World
- Limits on security “exports”
- Ordering principle = Great Power War; yet none since 1945

### • **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

Proliferation of WMD  
& military technology



- *New Rules*
- *New Institutions*
- *New Security Environment*
- *Disconnectedness* → *Danger*







# Education for Transformation



...The Why – Global Trend #2

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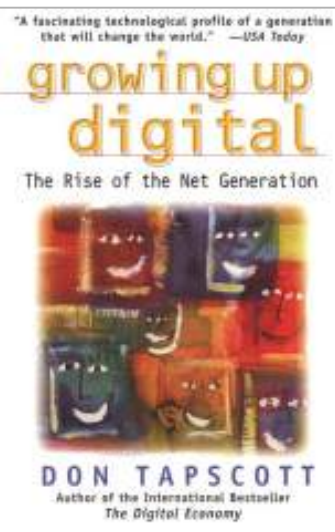
## Industrial Age

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

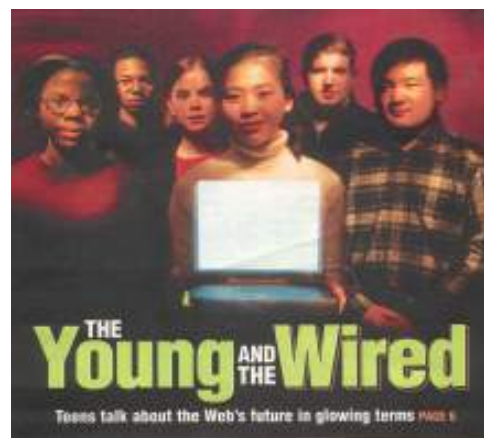


## Information Age

- 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*

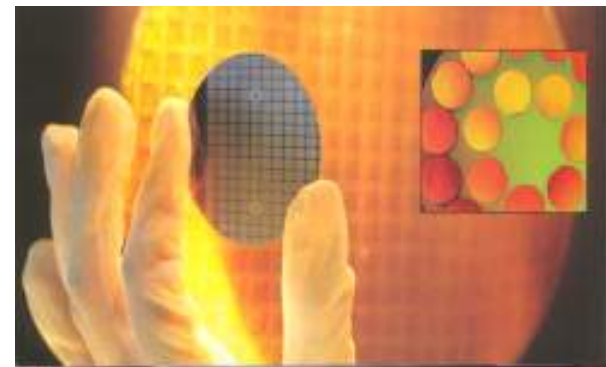


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## *Information Age*

- **New Technological Context**

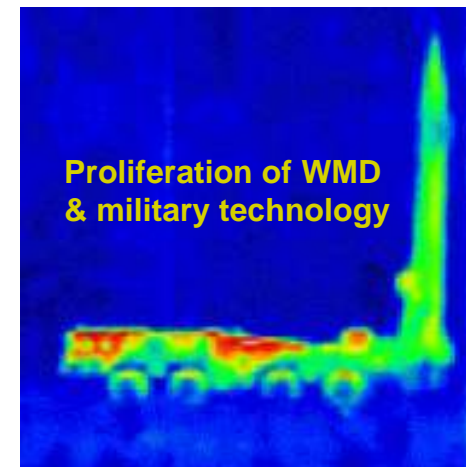
- Access to highly capable, low-cost IT
- Falling barriers to competitive entry -- sea, space, cyberspace



## *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

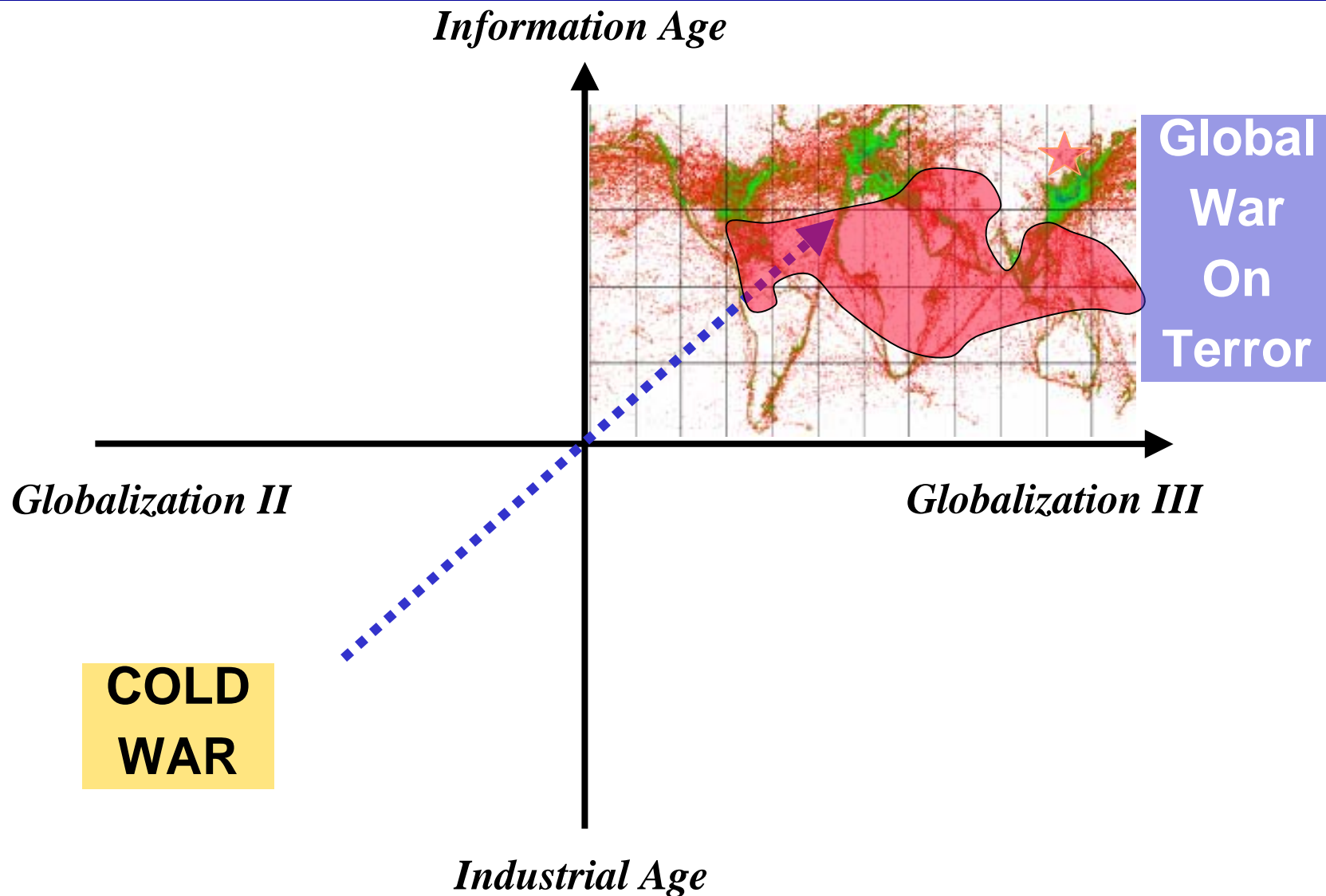




# Transformation: Meeting the Challenges *of the New Competitive Landscape*



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# Transformation

*...Elements*



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- ✓ **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*



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*Information Age*

*“Primary Axis of  
Technology  
School  
Competencies”  
AFIT / NPS / IRMC*



*Where DoD  
Needs to Operate –  
What Education needs to  
Facilitate*

*Globalization II*

*Globalization III*

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

*Industrial Age*



# Education for Transformation



*...The What - Background*

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- 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



# Education for Transformation

*...OFT Initiatives*



*Office of Force 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

} **Near Real Time Diffusion**
- **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*



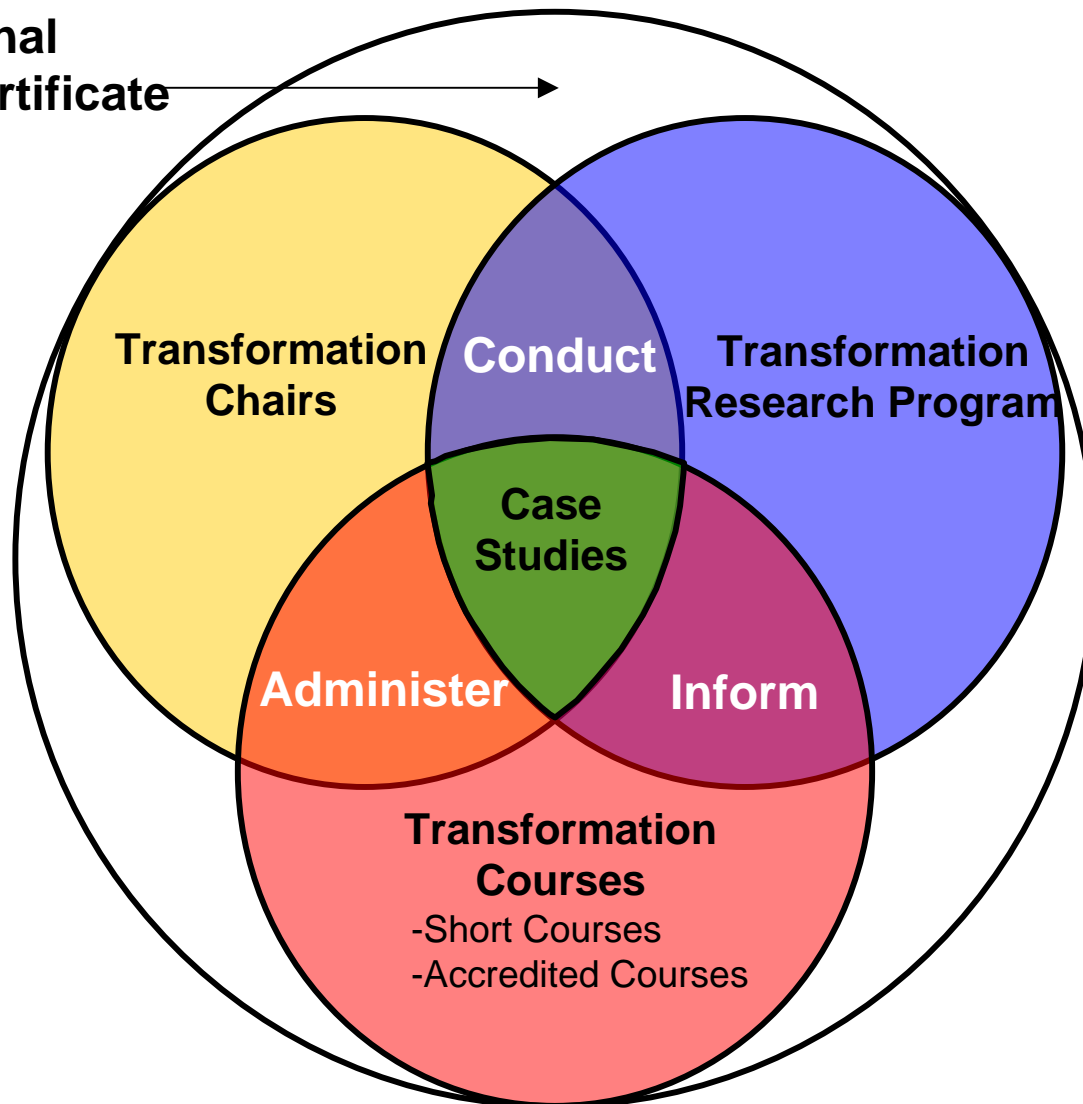
# Education for Transformation

*...Relationships*



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**Transformational  
Leadership Certificate  
Program**





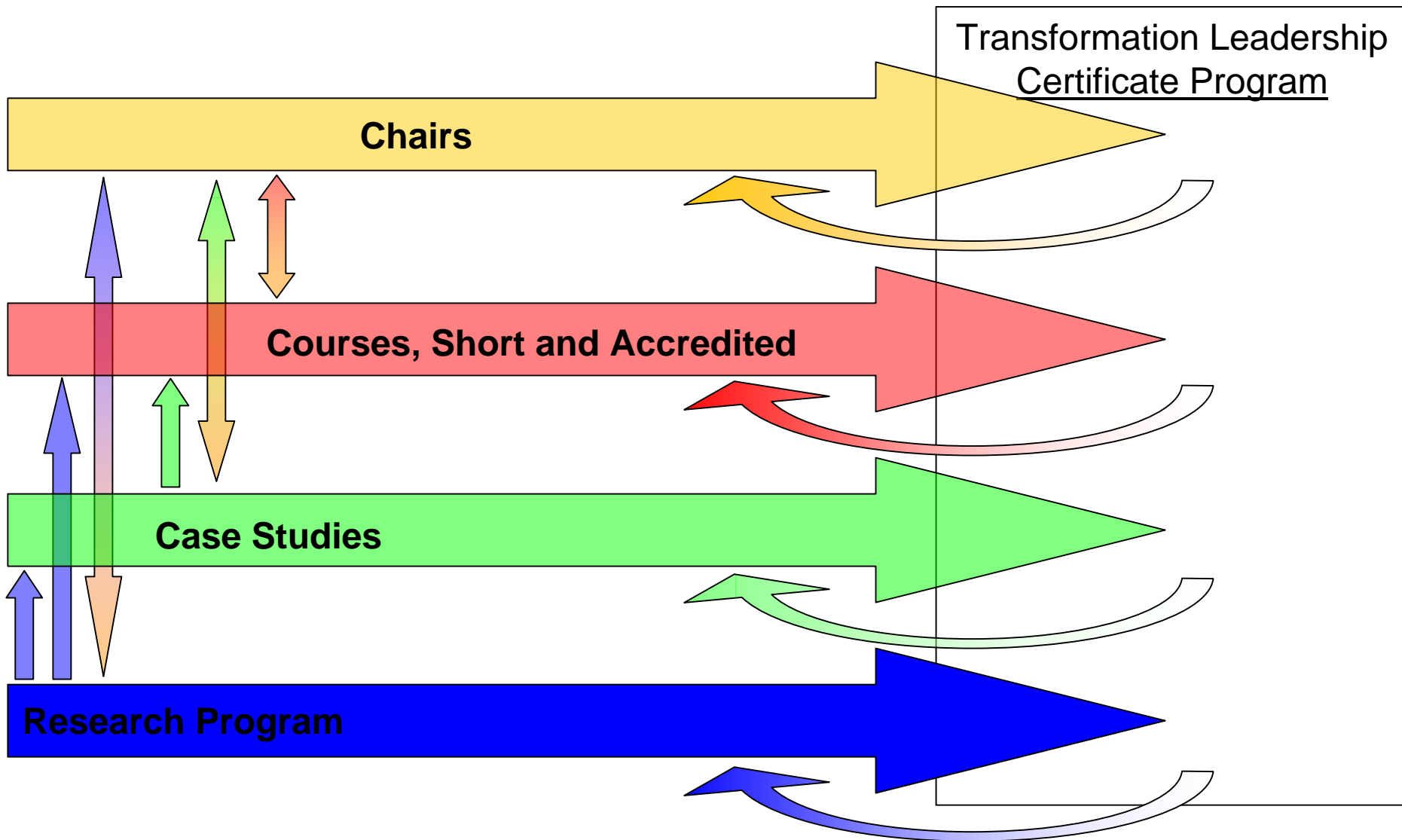


# Education for Transformation



*...Relationships*

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# Getting the Theory Right *...NCO Case Studies*



## Office of Force Transformation

- 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 3<sup>rd</sup> 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



## *Office of Force Transformation*

- 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*



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- 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)



# Transformation Chairs

*...Progress to Date*



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- 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



Office of Force Transformation

- 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



# Transformation Research Program



Office of Force Transformation

- 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*

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- 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)



Office of Force Transformation

- 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*



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- Existing Memorandum of Agreement with NDU's SNSEE being modified to address requirements of TLCP
- Collaborating with development of Short Courses



# International Collaboration - 1



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- 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





# Education for Transformation



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*Questions*

*[www.oft.osd.mil](http://www.oft.osd.mil)*



# Elements of an Action Plan: Assessment Criteria



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

# Defense Executive Education



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