

Tactical C4 Conference Remarks
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Thank you for that warm reception and thank you, General (BG) Bouchard for the kind introduction.

Distinguished guests and fellow General Officers, I thank you very much for this opportunity. I am honored to speak to this distinguished audience and share a few thoughts with you this morning.

Before I go further, I want to thank all of the Veterans in the audience for their service. Many of you came through Fort Leavenworth at some point in your career. Your hard work has laid the foundation for our strong organization.

Our path to the future is marked by the rising threat of a violent extremist movement that seeks to create anarchy and instability throughout the international system. Embedded in this system, we also face emerging nations not satisfied with the status quo and seeking a new global balance of power. As our Nation continues into this era of uncertainty and persistent conflict, the lines separating war and peace, enemy and friend, have blurred and no longer conform to the clear boundaries we once knew.

Understanding how to operate successfully in this complex and ambiguous environment of the 21st Century is critical to the development of our leaders. This environment will require leveraging every element of our national power and includes cooperating, collaborating, and coordinating with non-government and international organizations.

The increasing competitiveness of the future security environment suggests that we may not be able to dominate everywhere and within and across all dimensions of the spectrum of conflict as we have for the past quarter century. However, we must remain capable of gaining and maintaining superiority at times and in places of our choosing. Moreover, this increasing competitiveness exists in an environment of increasing complexity requiring leaders who are adaptive and innovative. They must also function in a variety of situations against a myriad of threats and with a diverse set of national, allied and indigenous partners.

It is extremely difficult to predict our constantly changing security environment. The fact is the only thing certain in our future operational environment is uncertainty. When

dealing in a world of certainty you can afford to take short cuts in your approaches. With increasing uncertainty you must be methodical in your analysis and approaches.

Since we will never be able to accurately predict the exact threat we will face next... if our future environment is uncertain... the difference between success and failure will and arguably has always been the quality of our leaders. This is why our leaders must be creative, agile, and adaptive.

When looking to change an organization, we must look at the way it develops its leaders. Our country needs agile and adaptive leaders to lead us in this ever-changing world. And what may be more important, for our leaders, will be the ability to anticipate and to recognize change is happening or the term we use, to recognize the transitions.

Our adversaries have shown the ability to make these transitions rapidly and use combinations across the spectrum of conflict... between full scale war and stable peace. We must develop leaders capable of operating between these extremes and meeting those inherent challenges.

This shifting balance of operational and tactical views, combined with decentralization, requires more, not less, leader development.

At the Combined Arms Center, we have a larger responsibility to examine Leader Development for the entire Army, and last December we published the Army Leader Development Strategy, and I thought it would be important to talk about it today.

The Army Leader Development Strategy articulates the characteristics we desire in our leaders as they progress through their careers. It establishes eight imperatives for the integration of policies, programs, and initiatives to produce leaders, and provides guidance for career-long development of Army leaders through education, training, and experience.

Most importantly, this strategy will make certain that our most important core competency—leader development—will produce confident, competent, and versatile leaders for our 21st Century Army.

My number one priority is to implement the Army Leader Development Strategy across the institutional training base by the end of this calendar year. In doing so, we will have to revise the programs of instruction at all TRADOC schools to ensure consistent and nested outcomes. We also must establish a governance structure and formal Leader Development Forum that fully integrates the programs, policies, and procedures and ensures compliance.

We started out by thinking about characteristics we wanted to develop in our future leaders. From these outcomes, we developed eight leader development **imperatives** to guide our policy and actions when developing these leaders.

These characteristics will remain constant and consistent across a life-time of service.

We will deliver these principles through a framework of education, training and experience. What prepares leaders to make decisions in a complex, uncertain environment is the appropriate blend of all three and is also what gives us our greatest agility.

Let me say a little bit more about each of these.

Education. We must have a flexible and responsive education system that accurately reflects the environment today and an education system that prepares our leaders for the uncertainties of tomorrow. Education should emphasize how to think and not what to think, and must allow for creativity.

There will always be a friction in building a curriculum with the right balance between the enduring concepts of warfare and increased emphasis in areas that are “age” appropriate or specifically needed for any current fight. One guidepost to our continuum is that certain topics or areas are appropriate throughout a career and are things that must be taught and learned from accession onward. These are represented by the lifelong educational outcomes such as leadership and cultural studies. These topics are foundational and apply across the operational environment and spectrum of conflict.

Our second guidepost is recognizing that some topics are appropriate at specific points in one’s career, but not before. That is why our model depicts lifelong educational outcomes and timed educational outcomes. Education technology and concepts have really advanced over the past ten years, and there is less direct connection between our fixed facilities and students. Don’t get me wrong, we are not going to change because of technology, but we are going to use technology to leverage the learning that will occur with this new generation.

For example, using simulation and gaming will better deliver educational outcomes and create better learning opportunities so we can replicate the complexity and hybrid threat scenarios of today’s battlefield. Hybrid threats meaning combinations of insurgency one day, full scale attack the next day, and intermittent cyber attacks all focused on countering our advantages.

Training. Our training scenarios must introduce complexity and hybrid threat scenarios and present the challenge of extended campaign lengths. These types of scenarios prepare leaders for near term requirements and develop them for the uncertainties of the future. Training is critically important and the Army is the best in the world at it, but alone does not prepare leaders for the complexity of today's conflicts.

Experience. Experience, as we all know, goes beyond a specific deployment; it includes experience in the joint and interagency communities, in academia, and in the private sector. Additionally, we need to provide broadening experiences that many currently consider outside the normal career paths to further develop their ability to "think outside the box."

So what are some examples of how have we changed at CGSC to cultivate agile and adaptive leaders?

Let me tell you about 3 significant changes:

- Integration of our interagency partners
- Importance of our international program
- New emphasis on operations in the Information Environment

Our Soldiers deployed around the world are working daily with multiple agencies including the United States Agency for International Development, and the Departments of State, Justice, and Treasury. Realizing that this interagency integration is imperative to our success is just the first step. We have increased cooperation, coordination and collaboration at our training centers and educational institutions.

This past month, we had 20 Department of State Provincial Reconstruction Team leaders and Foreign Service Officers participating in a Combat Training Center exercise at Fort Irwin, CA with an Army Brigade. Also, we are learning from the different experiences of 15 interagency students from 8 different agencies who are currently studying with our military students at the Command and General Staff College; the largest number of interagency participants we have had to date.

And yesterday we hosted the ground breaking ceremony for the "COL Arthur D. Simons Center for the Study of Interagency Cooperation" at Fort Leavenworth. The center's charter will be to foster and develop an interagency body of knowledge to enhance education at CGSC. This will broaden the cooperation within the US Government and the operational and tactical levels through study, research, analysis, publication, and outreach.

We have also realized that solutions cannot just be joint and interagency, but must also be multinational. Therefore, we have continued our integration of international partners in education and training.

We currently have 127 students from 81 different countries. This new class brings our total number of nations who have sent students to Fort Leavenworth to 113. Our international program would rival any public diplomacy program in the world. Simply put, this program builds life-long relationships and understanding. In practicality, it enables in a crisis for us to make the right phone call at the right time to the right person. Building these relationships enable connections that can often equal or exceed battalions of combat power with one phone call or hand-written note.

We are also integrating this new information environment into the education of our future leaders.

Technology has enabled individuals to use information faster and cheaper. As the operational environment becomes more complex, leaders at much lower levels must gain an appreciation for the operational level of conflict and how their actions fit in to the overall campaign plan... "The Big Picture".

Today, a YouTube posting, a Facebook message, a tweet, and/or a blog creates interaction. We gave our CAC Homepage an overhaul and saw the visitors jump from 24,000 to 514,000 in the last 2 years. We've seen increases in visits from the Middle East, Asia, Europe, Australia, and now the Pacific Rim. We have shared the Army story, provoked thought, and created discussion through our CAC YouTube site, CAC Facebook, CAC Twitter site, and over 40 CAC blog sites... all available through our homepage and accessible by anyone with an internet connection, not just people associated with the U.S. Government.

This has allowed us to be inclusive, transparent, and open. To enhance this interaction and increase understanding, each student at the Command and General Staff College must meet Information Engagement Requirements for graduation.

These requirements include writing a blog, conducting a media engagement, submitting a written work for publication, and conducting a community outreach event. These requirements may sound elementary, but it engages our mid and junior level leaders today – and gets them thinking beyond doctrine and field manuals. We believe, if you are competent and confident you will be a capable communicator of information.

Though mindful of our past, we understand that these changes are essential for the development of our leaders.

The tenets of complexity, decentralization, and operational adaptability also caused us to reconsider the traditional concept of command and control, which permeates every level of our doctrine, education, and training. As our understanding of the future operational environment increased, we came to realize that our leaders would need to evolve beyond the boundaries of contemporary command and control to be successful.

Our legacy terms -- the very taxonomy of command and control -- were no longer sufficient. The term we were searching for, the term that best describes how our leaders will command in the future, is Mission Command. Mission command is essential to “empowering the tactical edge” of our formations now and in future operational environments.

Mission Command focuses on developing leaders who are comfortable with uncertainty, are skilled critical and creative thinkers, and are adept operating independently within the commander’s intent. This requires agile and adaptive leaders comfortable with complex and rapidly changing situations, leaders who possess both the authority and the judgment to make decisions and develop the situation through action. Effective mission command permeates the conduct of full spectrum operations. It reflects the art of command, while grounded in the science of control. Commanders continuously combine analytic and intuitive approaches to decision making over time. They leverage technology and processes, and make decisions based on knowledge, judgment, and character.

Mission command is inherent in the ability of the commander to successfully integrate and synchronize the warfighting functions and enablers in time, space, and purpose to accomplish the mission. To realize the potential of mission command, the Army requires a balanced and comprehensive approach to developing leaders and organizations at all echelons that advances both the art and science of mission command, and is integrated and synchronized from inception through employment -- from the outset rather than as an afterthought. Army leaders and organizations must possess operational adaptability grounded in the tenets of mission command -- critical and creative thinking, comfort with ambiguity, a willingness to accept prudent risk, and an ability to adapt quickly to a dynamic operational environment based on continuous assessment.

Mission command recognizes the commander as the hub of mission success, and is essential to integrating and synchronizing forces and other assets and capabilities in time, space, and purpose to accomplish the mission. It provides the greatest possible

freedom of action to subordinates and focuses on decentralized execution through mission orders, essential to an agile and adaptive force.

The complex OIF and OEF operational environments coupled with the nature of a decentralized and adaptive enemy have posed many challenges to commanders at all levels. Many of these operations are decentralized and decentralized operations, as you know, are key in a counterinsurgency fight. They enable increased contact with larger portions of the population, secure the population, increase situational awareness and in understanding the operational environment. However, decentralization poses many leadership challenges as well.

As you know, lower level leaders are being asked to do increasingly more tasks with much less experience, training, and education. Such is the nature of complexity and the current fight. But what I want to highlight with this issue are risk and standards.

A critical piece to decentralized operations is the risk assessment discussions between the small unit leader and his or her more senior commander. Such a command climate must be present where subordinate commanders can come forward with the necessary candor to tell their boss what they feel is acceptable risk or not. This command climate must create a degree of trust between these leaders. The special trust between leader and led is essential and is earned through integrity, competence, and nurturing relationships.

When senior leaders spend time understanding their subordinate's situation, their subordinate leaders will in turn feel comfortable enough to provide a frank and honest assessment of the affiliated risk. It is crucial that this be a reciprocal process between commanders, as well as between staffs and NCO's.

Our Army has been at war for 8 and a half years and as a result we have become an Army that, as our Chief of Staff says, "we know how to fight". There are not many men and women out there who feel inadequate in their unit's ability to successfully work their way out of a fight, despite how grim it may appear.

However, given the great confidence we have in our unit's ability to fight, we must never become complacent in demanding and implementing standards and discipline. Tasks like force protection and other basic Soldier skills may at times seem redundant. But as we all know, these are the tasks and skills that will make the difference in a tight situation, and often when we least expect it.

Leaders should always remain focused on the basic skills that make our Army effective. Experience shows that the further a unit decentralizes the greater the emphasis that must be placed on standards, discipline, values, and character. Oversight of these and monitoring of command climate become more challenging the further we distribute our forces.

At the Combined Arms Center at Fort Leavenworth, leader development is our number one priority. We have completed a very broad based and comprehensive reworking of the way we develop leaders across all ranks.

Our success will be measured by how well we implement this strategy in CAC and across TRADOC schools and centers. It is the area in which we must succeed over everything else.

We owe it to our Nation to develop leaders of character and value... leaders who have the mental agility to anticipate and adapt to uncertain or changing situations... leaders who can integrate the tools of statecraft with our military forces, international partners, humanitarian organizations, and the private sector... leaders who can forge unity of effort among a very rich and diverse group of actors to shape a better future... a better tomorrow. Cultivating agile and adaptive leaders is essential to meeting the challenges in this uncertain world.

Thank you, again, for the opportunity to speak with you today, and thank you for all that you do and continue to do for Our Soldiers, Our Army, and Our Nation! Army Strong!