

## **Armor Warfighting Conference**

### **“Building Agile and Adaptive Leaders to Meet the Challenges of Full Spectrum Operations”**

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**13 MAY 09**

Thank you for that kind introduction. I am excited to be here and be a part of the Armor Warfighting Conference.

Armor branch has continually produced leaders on the cutting edge of change...leaders that are able to recognize transitions in warfare and the need for change to meet future challenges

Leaders like GEN Patton, who was the first officer assigned to the tank corps and embraced maneuver warfare after having seen it in action during World War I. He was later assigned to Fort Riley and met up with another decent leader named Dwight Eisenhower where they developed the armored doctrine which would be used so successfully by our Army in World War II.

Leaders like GEN Abrams who became the commander of the Vietnam War in 1968 and brought with him a strategy to clear and hold the countryside by securing the population then building upon those gains through the CORDS program – a comprehensive approach that involved synchronization of military, civilian, and host nation agencies.

Leaders like our Vice Chief of Staff of the Army, GEN Chiarelli, who used new media in creative ways such as blogging in his effort to get at one of our Army’s biggest challenges in recent history – PTSD and increasing suicides.

And leaders like GEN Dempsey who is driving change in leader development to ensure our Army can meet the challenges of the 21<sup>st</sup> Century.

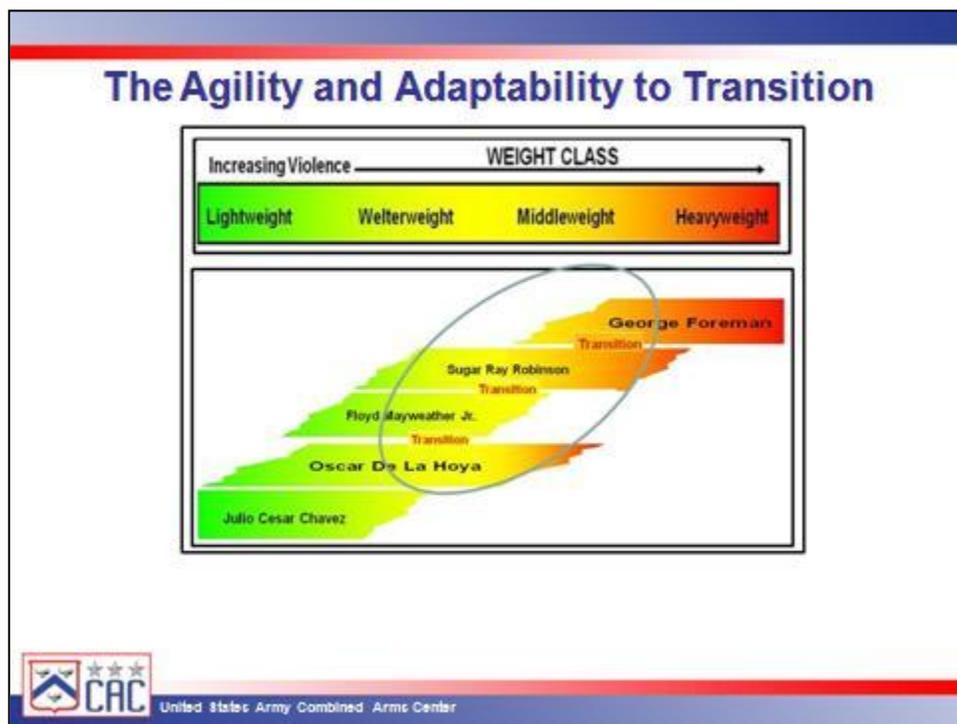
A 21<sup>st</sup> Century that is marked by the rising threat of a violent extremist movement that seeks to create anarchy and instability throughout the international system. Within this system, we also face emerging nations discontented with the status quo seeking a new global balance of power. As 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 delineations we once knew. Future conflicts will be unpredictable, waged among the people. Conflict will expand into new areas such as cyberspace.

Understanding how to operate successfully in this complex and ever-changing environment of the 21<sup>st</sup> Century is critical to the development of our leaders. This environment will require

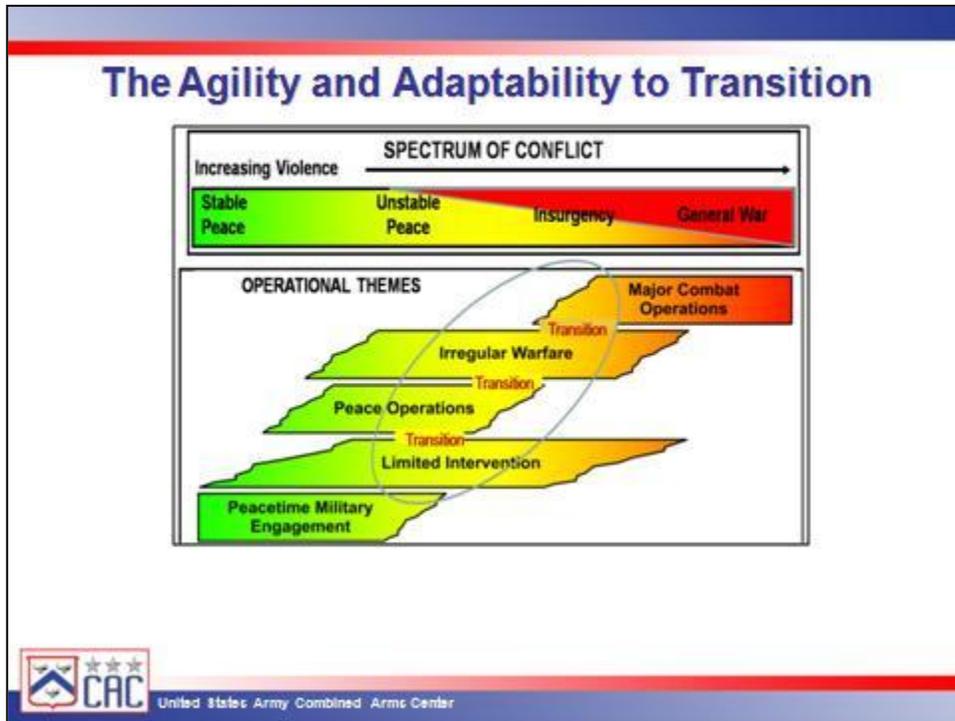
leveraging every element of our national power and includes cooperating, collaborating, and coordinating with nongovernment and international organizations.

As our President said this year during his announcement of a comprehensive Afghanistan strategy, “A campaign against extremism will not succeed with bullets or bombs alone...to achieve our goals we need a stronger, a smarter more comprehensive strategy.” This means our Army has a requirement to develop leaders capable of operating effectively within this strategy.

Our country needs agile and adaptive leaders to lead us in this changing world – the 21<sup>st</sup> Century. The Chief of Staff of our Army has used the analogy that our force must resemble a middleweight fighter.



The middleweight fighter, as our Army, must be a lean, agile, and rapidly adaptive force with the endurance and knockout power to take on and defeat any opponent, regardless of weight class. By carefully studying his adversaries and with modification to the fighter’s training and diet, the middleweight can easily move between weight classes and defeat any opponent. Just as with that middleweight fighter, our Army needs to be equally versatile, equally decisive, and equally lethal.



And what may be more important, for our leaders, will be the ability to anticipate and manage the transitions that occur between these “weight classes” – that is between MCO and IW or IW and Stability Operations or somewhere in the grey area between these categories. Our adversaries have shown the ability to make these transitions rapidly and use dynamic combinations across the spectrum of conflict in the form of hybrid threats. We must develop leaders capable of meeting these challenges. The Armor branch is no stranger to being agile and adaptive...and leaders in this branch know about transitions. You have leaders that might be in a tank unit in one assignment, in a Hummer as a part of a RSTA in a light infantry unit, or in a Stryker in the next assignment.

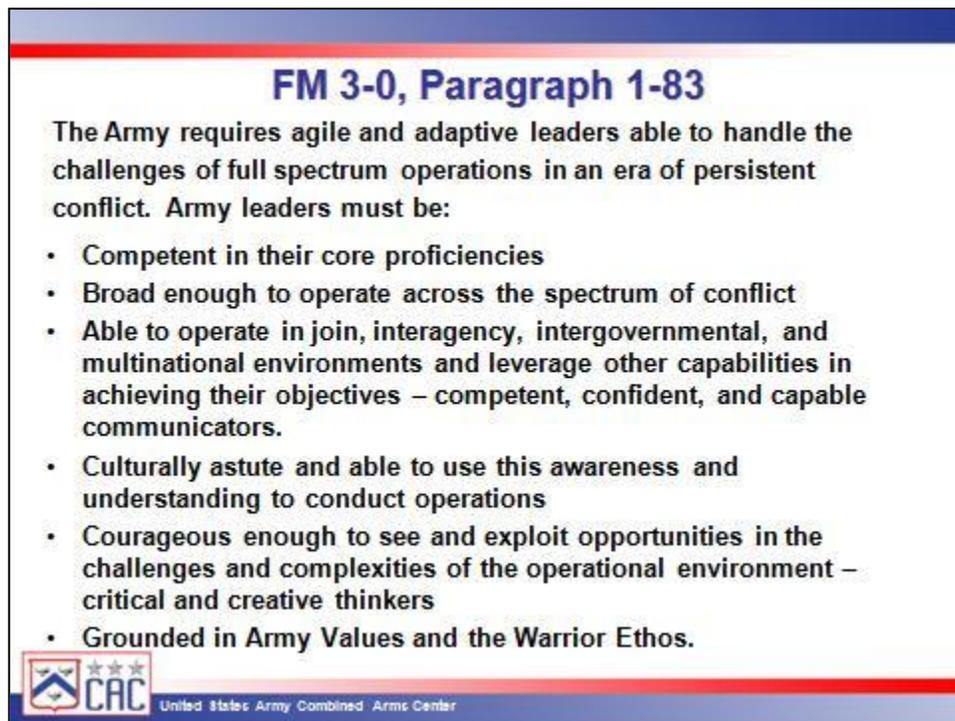
We know many of our leaders have developed these skills through the crucible of combat over the past 8 years...and we must recognize and leverage these experiences, BUT we must also recognize that experience is never a complete substitute for education and training. The breadth of experiences often needs to be much broader than just those gained in one particular assignment, situation or deployment. When our operating force is rotating in and out of similar tactical and operational experiences, the pressure on our schoolhouse to provide challenging leader development becomes greater. This compels us to learn from these experiences, and replicate and even increase the complexity of education and training for these experienced leaders.

The complexity and uncertainty of the future environment requires more than experiences...we must use education, training, and experience together to deliver the leaders of tomorrow. We have to think about how we develop the agile and adaptive battalion and brigade commanders for 10-15 years from now.

That is exactly what GEN Dempsey and GEN Casey have us looking at right now. We are working to develop a comprehensive leader development strategy that will allow us to grow our leaders now...and for the future. We are looking at leader attributes, cross walking them from doctrine into concrete outcomes, then figuring out how we incorporate those outcomes throughout our three components of leader development...education, training, and experience.

These ideas have been developed in a very collaborative and iterative process, done in an inclusive and transparent manner. We are reaching across the Army and to outside agencies to ensure everyone understands the magnitude of this effort.

So, as Steven Covey says, let's "begin with the end in mind" and look at what we mean by agile and adaptive leaders. We need agile and adaptive leaders broad enough to handle the challenges of full spectrum operations. Let's take a look at what qualities our doctrine says these agile and adaptive leaders should have.



**FM 3-0, Paragraph 1-83**

The Army requires agile and adaptive leaders able to handle the challenges of full spectrum operations in an era of persistent conflict. Army leaders must be:

- **Competent in their core proficiencies**
- **Broad enough to operate across the spectrum of conflict**
- **Able to operate in join, interagency, intergovernmental, and multinational environments and leverage other capabilities in achieving their objectives – competent, confident, and capable communicators.**
- **Culturally astute and able to use this awareness and understanding to conduct operations**
- **Courageous enough to see and exploit opportunities in the challenges and complexities of the operational environment – critical and creative thinkers**
- **Grounded in Army Values and the Warrior Ethos.**

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These critical qualities will enable our agile and adaptive leaders to execute offensive, defensive, and stability operations simultaneously...leaders that can integrate combined arms, integrate with host nation forces, and are perceptive enough to discern and adapt themselves and their units to changes in the operational environment.

Understanding these leader qualities allows us to take another step in our leader development strategy...we develop these agile and adaptive leaders through education, training, and experience. We must be mindful as we move forward that we don't make the mistake of substituting experience for education. Experience is critical, as long as it is the right experience, and our training is outstanding, as long as it is the right training. What prepares leaders to make

decisions in a complex uncertain environment is the combination of education, experience, and training...the appropriate blend of all three is what gives us our greatest versatility.

Let's take a brief look at these components of leader development:

### Components of Leader Development

**Education**

- Flexible, adaptable, and responsive
- How to think, not what to think
- Critical and Creative Thinkers – solve complex problems

**Training**

- Introduce complexity
- Introduce hybrid threats
- Complement education and experience

**Experience**

- More than just specific events
- Provides context for developing leaders
- Broadening experiences (JIIM) - complexity

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**Education:** We must have a flexible and responsive education system that accurately reflects the environment today and prepares our leaders for the uncertainties of tomorrow. Education should emphasize how to think and not what to think. It must allow for creativity and “break the mold” thinking – we all know that 21<sup>st</sup> century problems cannot be solved by 20<sup>th</sup> century thinking.

**Training:** Our training scenarios must introduce complexity and hybrid threat scenarios. It prepares leaders for near term requirements and develops them for the uncertainties of the future.

**Experience:** comprises the environment, culture, and opportunity. 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. We need to provide broadening experiences that many currently consider outside the “normal career” paths to further develop leaders.

So, understanding our ends – agile and adaptive leaders and the means – our components of education, training, and experience, now what ways are we using to fuel these means or components of education, training, and experience?

These methods describe ways to achieve this overarching goal and lay the foundation for developing agile, innovative, versatile and adaptive leaders.

Let's focus on each of these for a moment.

**Methods for Leader Development**

- **The focus for developing agile leaders**
- **Constants in leader development**
- **Talent Management**
- **Culture, Language, Information, and JIIM mentality**
- **Mastering transitions**
- **Emphasis on self-development**
- **Systemic process**

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The focus for developing agile and adaptive leaders represents the basis for how the Army leader development process will consistently deliver the right mix of education, training, and experiences. The focus can change as the environment allows more or less time for leader development.

Certain leader qualities, centered on Army values, are necessary in any environment. These constants – moral and character development, team-building, self-awareness, mentoring and comprehensive fitness – do not just occur within a specific domain; they are inherent in all realms of the leader development model and at all levels.

The concept of talent management recognizes that people are different, with different capabilities, skill sets, and talents. We're looking for the right people, in the right position, at the right time. Talent management goes beyond tracking these competencies or producing leaders who are generalists, specialists, or leaders with skill sets in multiple areas. Talent management over the course of an entire career will provide high performers with additional opportunities for broadening and advanced assignments, places other leaders into niches that capitalize on their natural talents, and culls non-performers. The challenge in broadening leaders is to assign them to a variety of positions over the span of their careers in such a way that the leader is better prepared for follow-on assignments, while also balancing time for reflection with the needs of the Army. This is illustrated in no better way than the debate over the Army's TTHS

account. For 13% of our force dedicated to this account we are getting a 100% return for our Army. If you look at this account as an investment account...an investment in the Army's future...then I think we would all agree nobody would turn down 13% in for 100% out.

Leaders for the foreseeable future will require increasing levels of competence in culture, language, information, and JIIM environments. Personal interaction between Soldiers and indigenous populations could mean the difference between success and failure. Soldiers and leaders must feel confident in their ability to interact with people of different cultural backgrounds and perspectives within an unfamiliar social environment. The importance of conducting successful engagements with the host nation population, defense forces, local and national leaders is clearly evident in our current conflicts and will continue to be central to our success as an Army. The decentralized nature of conflict in the 21<sup>st</sup> Century means we will require smaller units to operate in more culturally complex situations requiring even greater cultural awareness from every Soldier. Cultural awareness, however, is not just confined to an international context or a multi-national environment. Cultural differences occur between military services, interagency and intergovernmental organizations, congressional staffs, the media, and even within the Army, as well.

Additionally, in the past we have always thought about C2 – command and control, now our leaders need to think about C3 – they must be able to cooperate, coordinate, and collaborate across multiple agencies both within and outside the US government. Leaders who can unite diverse groups of people and work toward a shared goal...agile and adaptive leaders comfortable in the complex and ambiguous environments we already face today are going to be the combat multiplier we need in the 21<sup>st</sup> Century.

Our leaders must also be cyber savvy. They must have the ability to recognize and understand how to leverage information as an element of combat power and operate with confidence in the cyber domain. Our leaders must look at media space...as maneuver space.

The threat doesn't confine itself to a single operational theme. We cannot expect that we will have the option of selecting a category of conflict and then implementing a corresponding plan — the enemy gets a "vote. Our model of the spectrum of conflict in FM 3-0 can be somewhat misleading, as it implies gaps among the different operational themes. What our model does not portray is the affect that time has on conflict and the likelihood that our enemies will seek to migrate among these themes. A successful leader development program builds critical and creative thinkers with the capability to understand, anticipate and manage transitions to exploit opportunities among operational themes and along the spectrum of conflict. This requires leaders agile enough to deal with complexity and anticipate the changes inherent in an extended campaign.

Self-development is how leaders blend experiences and studies to produce knowledge and competencies for future use. Leaders are responsible for their own professional self-development to enhance their three components of education, training, and experience. Army leaders who intrinsically value self-development understand the profession of arms requires a life-long commitment to learning. This is not an easy task, it requires a balance our leaders must maintain to include family, community, and social commitments. Leaders also create the

conditions for life-long learning by mentoring subordinates to adopt a self-development program centered on intellectual responsibility, passion for knowledge, consideration of new concepts, self-assessment and reflection.

And all of this must be synchronized with ARFORGEN, the personnel management system, broadening experiences, and other agencies. This synchronization is critical to supplying a steady stream of leaders who possess the desired attributes and competencies.

So that's a broad overview of the goals, components and methods we must have in our leader development strategy...a strategy to build the agile and adaptive leaders our Soldiers deserve...courageous, selfless serving leaders.

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. And those leaders...are sitting in this auditorium today.

Each and every one of you bears this mantle of leadership for our Nation and for our Soldiers and for their families.

Thank you, again, for the opportunity to speak with you today. I'd really like to take some time and answer any questions you may have.