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Thank you for that kind introduction. It is a great pleasure and honor for me to be here today and I thank you for inviting me.

This morning I want to touch on three issues:

- the nature of the military threat to our security and interests abroad
- what your Army is doing to address it
- and, how you can help

Military threats to our security and interests abroad

We live in a fast-moving age - an age of high technology, rapid and often real-time communications and an increasingly globalized economy. The global stock market never sleeps, and new centers of economic and political power are emerging as countries which once were in the early stages of development are now becoming commercially and industrially stronger, providing us with fresh challenges and new opportunities. Here in New York City, in this vital financial and commercial hub, I am sure that you see this every day. America's strategic interests and requirements remain global and as business men and women you must remain nimble and sure-footed as the world changes around you... our Army must do the same.

With the collapse of the Soviet Union in the 1990s, some threats to our security have diminished. And yet, in the past decade others have emerged in the form of terrorism and asymmetric warfare. Traditional threats – those that demand the full spectrum of combat capability in hardware, communications, logistics, command and control, and above all that essential ingredient the highly

trained, properly equipped, effective and confident soldier – remain. But the new threats and the new environment often require different skills and approaches, not in place of, but as well as, maintaining our traditional capabilities.

Fighting an established military opponent on the traditional field of battle is one thing, but dealing with insurgents and urban warfare is something far different. Mao Zedong's dictum that "the guerilla swims like a fish in the sea of the people" is very appropriate. We are dealing with an enemy that dresses just like any other civilian... an enemy who secretly lays his improvised explosive devices and then melts away into the crowd... an enemy who is prepared to blow himself up in order to create public bloodshed and chaos. Such enemies demand different tactics and different military thinking.

Your Army is presently heavily committed in conflicts in Iraq and Afghanistan and working to counter the looming threat of terrorism worldwide. Our experience makes clear that no one can accurately predict the nature, location or duration of the next conflict or engagement. Therefore, we have to address the needs of an Army capable of deploying forces promptly anywhere in the world – in other words, its expeditionary capability – and capable of operating for extended periods in any environment at any point across the spectrum of conflict, from stable peace to general war through to stable peace – in other words, its campaign capability.

What is your Army doing to address such threats?

First, let me tell you how well your soldiers are doing in the field. From my own experience in Iraq last year, I can assure you that you should be very proud of their performance. Life for the soldier in Afghanistan and Iraq can be very hard, wearing combat gear in summer temperatures of over 130 F, carrying out his or her duties against an unpredictable and deadly opponent, and away from

family for perhaps a third or fourth tour of duty. For the vast majority, morale is high and they are deeply committed to the mission. At the command level, we pay close attention to their welfare and we work hard to provide them with well-trained officers.

That said, what are we doing to respond to the threats that I have described?

Insurgencies are wars among people. Their root causes and circumstances may vary from situation to situation. Terrorism is war against people. Again the root causes and methods used will vary from situation to situation. Nevertheless, they have certain characteristics in common, and the challenge is to identify the best ways of conducting counterinsurgency and counterterrorism campaigns, train the military accordingly, and then implement to achieve maximum effectiveness.

In December 2006, my predecessor at Fort Leavenworth General Petraeus and General Amos of the Marine Corps developed a new manual for counterinsurgency operations. It described a mix of offensive, defensive and stability operations and called for a combination of familiar combat skills along with skills more often associated with nonmilitary agencies. The manual called for unity of effort and integration of civilian and military activities. We have already seen the first positive results in the past year in Iraq.

But that is only part of the answer. It has been said that for a well-equipped and well-trained military winning the war is comparatively easy: it is winning the peace that is often very difficult. To address this challenge, we recently published our new Operations Manual, Field Manual 3-0, which recognizes that lethal military means alone are not sufficient to resolve many conflicts and that there must be a broader campaign representing the application of all the elements of national power. Army doctrine will now give equal importance to tasks that focus on the population. While defeating the enemy with

offensive and defensive operations, Army forces must simultaneously shape the broader situation through stability actions aimed at restoring security and normalcy to the local populace. It is the return of stability and normalcy that will reduce the chaos of insurgency and sharply limit the recruiting ground for terrorists.

The use of the military's destructive capabilities is sometimes called 'hard power', whereas the application of the military's constructive capabilities together with the tools of civilian diplomacy, humanitarian assistance, and the many strands of civilian help to improve the local population's safety, security, social and economic well-being, and livelihood can be described as soft power. The effective combination of soft and hard power is what Dr. Joe Nye calls "smart power"... which is what we are trying to accomplish.

It is not the military's job alone to take such actions: they must often be conducted in close cooperation and coordination with civilians, but it is the military that has the ability to apply both hard and soft power, and the judicious application of one or the other, or perhaps both, can demand very thoughtful and careful decision-making. Additionally, we find that whenever the security situation is tenable, the Nation leans hard on our military forces to meet both the soft and hard power requirements.

Moreover, such decisions no longer remain the sole responsibility of senior officers. Actions and decisions may involve the delicate nurturing of relationships with the local sheikh or village headman by a lieutenant-colonel or a major, or they may have to be taken on the spur of the moment by a junior officer or a sergeant with a CNN or Al Jazeera camera looking over his shoulder.

In addition, success in stability operations also has to recognize the unparalleled power of information in modern conflict situations, where the outcome often rests with the perceptions of the local population. Soldiers and

leaders must secure the trust and confidence of the population, ensuring consistency in their actions and messages.

All this and more is asking a great deal of the modern soldier. We are requiring them to win in battle, and also be able to prevail in peace. We have to arm and equip them with the best possible tools for combat, and at the same time train them to think through the consequences of various options for action in post-combat situations. We demand them to succeed in war, and then revitalize neighborhoods and marketplaces, and train host nation security forces, to rebuild schools and hospitals, and contribute to the re-establishment of institutions of local governance, we are asking our soldiers to execute increasingly complex tasks intended to bring stable peace to the most volatile regions of the world.

So, how can senior business executives such as you help?

As I just mentioned, we know that many of the functions our Soldiers are performing are not traditional military missions. We need a “whole of government” approach in exerting our influence abroad. Our military can set the conditions for success, but they can never win the peace alone.

Many legislators already realize this critical need. In our recent visits to Capitol Hill, we found that at least three of our Congressional leaders were already working on legislation that would mandate an integrated “whole of government” approach to future operations... Much like Goldwater-Nichols fostered a joint focus and cooperation between the military services in 1986. But, we need to keep the pressure on them. Our elected officials are very busy and easily distracted by other issues and projects. We must ensure this remains a top priority for our legislators.

At the Combined Arms Center, we are working on some initiatives to strengthen the interagency cross training and education and cooperation. We

have been pushing hard to get individuals from the interagency to attend our Command and General Staff College. But it is an uphill fight. For example, if the State Department sends an individual to our CGSC, their job goes unfilled and therefore, their work goes undone. The State Department and other government agencies just don't have the programs or incentives where they can afford to send a person away for ten months or a year. I am going to say something that you very seldom hear from a member of a government organization who is competing for scarce resources with another large government organization – As Secretary Gates said recently - Our government needs to fund and resource these other agencies so they can better support our efforts abroad. We have been working on initiating an exchange program with other governmental departments like Dept of State where we send them an officer and they send an individual to attend our CGSC. This could be a win/ win. The officer learns about how the State Dept operates and gets some practical knowledge for the field. The State Department official learns how the DOD works and imparts some of their expertise on everyone who they interact with in the classroom. And let's not forget the benefits of the contacts and networks built; expert contact that the individuals can call upon later.

Our focus needs to expand even more... It has been said that we are a Nation at war, but that is not really the case... As illustrated above, we aren't even a full government at war. Currently, we are a military at war and the Army and Marine components are bearing the brunt of the fighting of the war. Now, I have made the case that we need to expand our involvement to include a "whole of government" approach but we need to do more than that... we need a whole of nation approach and that is where you can help the most. You can help in two significant ways. First, we encourage you to get involved... go back to your board rooms and your companies and think of ways to get involved. As stated earlier, our military does an excellent job at fighting... wielding hard power... the destructive nature of our work. You and your organizations have expertise in the constructive. Think about how you can get your organizations involved so we

become a nation at war. When Hurricanes Katrina and Rita struck you all got together and devised creative ways that the business community could help in the relief effort. You have already demonstrated that you can effectively partner with the military domestically. We need you to expand that approach to the international stage!

Next we need your help to get individuals outside of your organizations focused... engage your communities and sharing the story of our Soldiers. The American people need to hear more about the absolutely incredible sacrifice of our Soldiers. Sacrifices made by folks like New York's own Corporal Seamus Davey. Seamus was the son of a Marine who joined the Marines himself immediately after high school. While deployed to Iraq, Seamus and his team took fire after entering a room while clearing houses. Seamus returned fire and stood his ground enabling his comrades to exit the room. His buddies survived, thanks to his quick thinking and bravery but unfortunately, Seamus was killed three days before his 26th Birthday. For his actions that day, he was posthumously awarded the Bronze Star Medal. Seamus exemplifies the values our Soldiers live and fight for... including Selfless Service and Courage. Seamus' story needs to be told... and heard.

And there are thousands of other stories of bravery and sacrifice from Iraq and Afghanistan and more stories occur everyday.

How many of you knew that we have three Medal of Honor winners in the war on terror? How many of you have heard their stories? Their stories need to be told!

Everyday our troops are standing on point in the harshest and most dangerous conditions imaginable. They get up each day and lace up their boots and strap on their body armor, pick up their weapon and move out on point for our Nation. Share their stories!

Conclusion

In closing, we are in an era of persistent conflict.... We didn't want it... nor did we ask for it, but it is here all the same. We know there are challenges.... Or perhaps, opportunities ahead. The greatest generation didn't desire the depression or World War Two either, but the great thing about Americans is our resolve to overcome. When those events occurred, our parents and grandparents buckled down and stepped up and because of their hard work and sacrifice our nation emerged from the Second World War as a super power. Today we find new challenges. The evil of terrorism and extreme ideologies abound. We need to energize the whole of our nation to ensure victory and create a world that is better and safer for people around the globe.....and for our children!

Will we meet the challenges of our generation? Edmund Burke once said "All that is necessary for evil to triumph is that good men do nothing." Good men... and women I ask you today to do something.