

## **Fire Support Seminar 2009**

### **“A Comprehensive Leader Development Strategy”**

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Thank you for that kind introduction. I am excited to be here and be a part of the 2009 Fire Support Seminar.

I would like to thank MG Vangjel for his invitation to speak today and would also extend my gratitude to GEN Peay for his attendance and taking the time to continue his involvement and support to our serving men and women. We also have a great representation of international officers here, to include some from Fort Leavenworth. Recognizing that we will always operate in a joint, interagency, intergovernmental, and multinational environment make your participation in this seminar and your engagement with us all the more important. Thank you for coming.

For over 230 years the Field Artillery has been making historic contributions to our Nation. Throughout the early years of our country, artillerymen were considered the Army's elite and were therefore paid more than the cavalry and infantry – I'm sure there are a few here that wouldn't mind seeing that come around again. In 1784 when all the Army was abolished except for 80 men, those men were artillerymen...making the artillery the only part of the Army which has been in continuous service since the revolution. Yours is a branch with an amazing history -- you have an innate ability to look forward, produce leaders able to synchronize and deliver lethal fires, and to leverage the non-lethal spectrum in unique and powerful ways.

Before coming to the Fire Support Seminar this week I had a chance to read through the March-April edition of the Fires Bulletin...and let me tell you the quality of contributions to that journal are terrific. As you all have probably read this month's edition...you know the Fires Bulletin serves as a professional journal that is absolutely on the cutting edge and gets after the challenges we face in the 21<sup>st</sup> Century...it explores the potential of hybrid operations, it draws critical lessons learned from the Israelis in Operation Cast Lead, it illustrates bold ideas on leader development, and it brings everything full circle to the centerpiece of our Army formations – our Soldiers.....

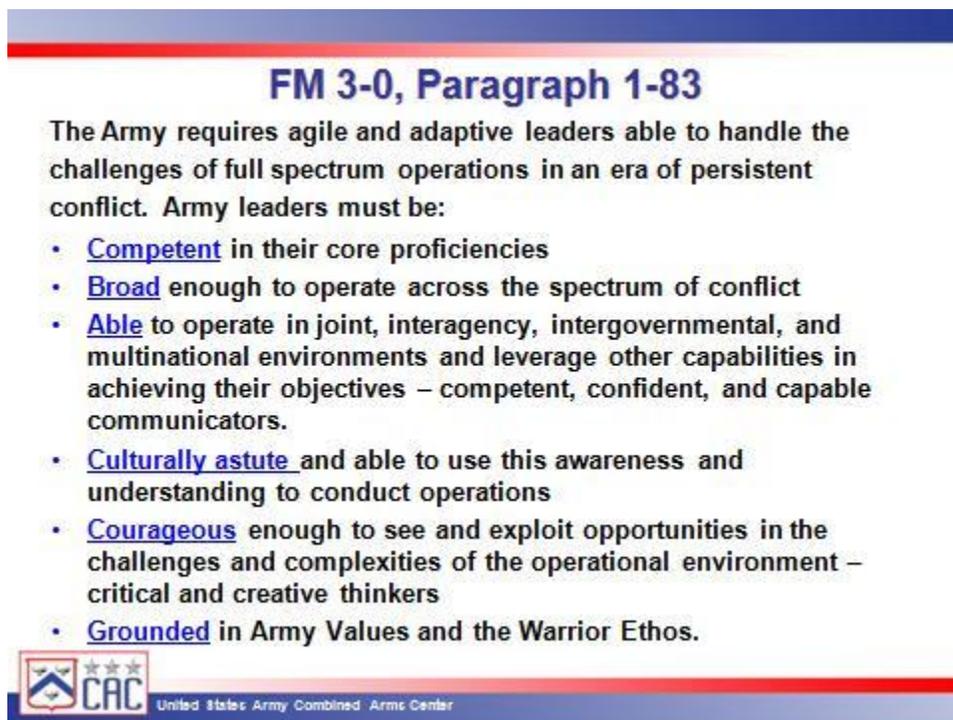
Our path to the future is marked by the rising threat of a violent extremist movement that seeks to create anarchy and instability throughout the international system. Within this system, we also face emerging nations discontented with the status quo . . . seeking a new global balance of power. As our Nation continues into this era of uncertainty and persistent conflict, the lines separating war and peace...military and civilian...enemy and friend...have blurred and no longer conform to the clear delineations we once knew.

Understanding how to operate successfully in this complex and dynamic environment is critical to the development of our leaders. This environment requires leveraging all of the instruments of our national power and includes agile and adaptive leaders who fully embrace the comprehensive approach necessary to achieve success -- leaders who understand that leadership is more than command and control . . . that success comes through collaborating, coordinating, and cooperating with our JIIM partners.

As Secretary Gates said just last week at West Point, “The Army has always needed agile and adaptive leaders with a broad perspective and range of skills. Now, in an era where we face full spectrum of conflict...we cannot succeed without military leaders who are just as full spectrum in their thinking.” This means our Army has a requirement to develop leaders that are capable of operating effectively across the full spectrum.

So let’s look at what our doctrine says about these agile and adaptive leaders Secretary Gates is referring to:

In FM 3-0 it states that .....Army leaders must be...



**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 joint, 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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The King of Battle is no stranger to being agile and adaptive...just look at the change that has occurred over the past decade in the Field Artillery and the emphasis your leaders place on continuing to adapt so that you are prepared to meet the challenges of the 21<sup>st</sup> Century.

One just has to look at the 41<sup>st</sup> Fires Brigade and the incredible work they have done over the past year as a maneuver element and partner with the Iraqi Police and Army in Iraq. Last month, Railgunner 6, COL Francey, took the Commander of his Iraqi Army partner unit (32<sup>nd</sup> IA BDE) to the United States with him . . . to visit Washington D.C. and Fort Hood. At Fort Hood,

this commander spent time with COL Francey at the 41<sup>st</sup> Fires Brigade HQ and conducted a VTC back to his unit in Iraq. There are countless units, as MG Formica mentioned 4-25 FA BN – “Wolfpack”, 3 BCT 10<sup>th</sup> Mountain Division in Afghanistan. Field Artillery units and leaders are agile and adaptive...they are fighting as maneuver units...they are conducting lethal and non-lethal targeting...and they are performing MiTT missions...there are as many different missions sets as there are units!

So how is our Army going to develop the agile and adaptive battalion and brigade commanders of 10-15 years from now?

As you may know, our Army will soon release the draft leader development strategy for feedback from across the force...actually from across more than our force...we are being as inclusive and transparent as possible with the Army and outside agencies to ensure everyone understands the magnitude of this effort and can contribute. These ideas are being developed in a very collaborative manner through an iterative process.

If you look at this leader development strategy, you will see that there are four central themes that run throughout this strategy. As we go through these....you'll notice these 4 Themes are closely tied to the challenges of the 21<sup>st</sup> Century.

## Themes for the Army Leader Development Strategy

- **Cross-walk of abstract attributes to concrete actions**
  - Derived from FM 3.0 and Capstone Concept for Joint Operations
  - First imperative is to crosswalk the description of Army leaders to expected operational outcomes.
- **Complexity over extended time**
  - Train leaders for the complexities of a hybrid campaign that more resembles complexity plus extended time
  - Develop through education and training
- **Solving complex, ill-structured problems through Design**
  - Design is not a process, but a set of “thinking tools”
  - Complement and reinforce our operations process with a rational, logical approach
- **The shifting balance of operational and tactical art.**
  - Operational art moving down our organizational structure with components of extended time
  - Requires more, not less, leader development

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1) Crosswalking leader attributes to expected outcomes:

How we want our Army to look like in the future is how we should develop our Leaders of today...we must pinpoint outcomes necessary at each stage of a leader’s career, as well as when, where, how to deliver, and then measure our effectiveness against a well-articulated standard.

2) There is a paradigm shift...complexity over extended time vs. mass over compressed time. The level of complexity seen throughout our formations is growing across the entire operating environment. The operational environment is increasingly ambiguous and uncertain, especially with the evolution of hybrid threats.

These hybrid threats of the future will be complex and present problems that are ill-structured and undefined...this will be the norm – not certainty. Leaders must also have the ability to anticipate and manage the transitions across the spectrum of conflict. Our adversaries have shown the ability to make these transitions rapidly and use dynamic combinations across the spectrum of conflict. This means developing leaders who thrive in complexity and ambiguity, respond effectively to ill-structured problems, and understand the essence of Design - think before you plan.

To develop leaders we introduce complexity not by compressing time or throwing a more massed enemy at the leader; we replicate complexity by adding societal, religious, tribal, and economic factors – with occasional mass. This requires us to redefine and integrate complexity and ambiguity into leader development at every opportunity – in the classroom, at home station and CTC training, through self-development, and through broadening experiences.

This complexity also requires us to shift away from our former training model of mass plus compressed time to train leaders. The equation we need now, and for the future, to train leaders for the complexities of a hybrid campaign more resembles complexity plus extended time.

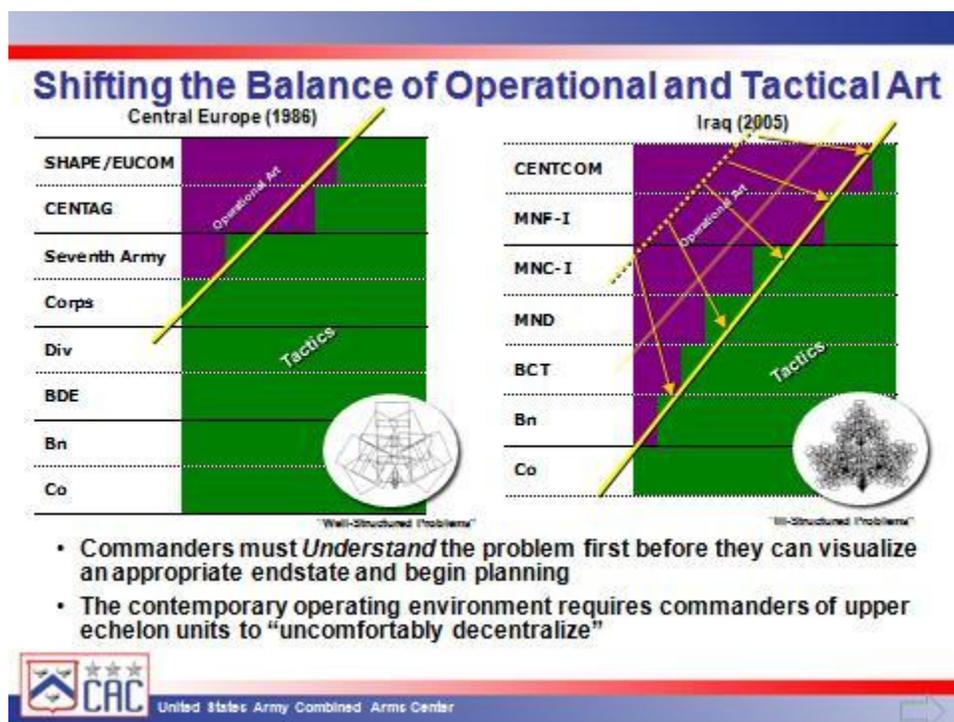
3) Solve complex, ill-structured problems through design: The topic of design is vital to our Army's ability to prevail in the 21<sup>st</sup> Century.....we must "think before we plan." Design is leader led, and is an iterative, problem-framing methodology to provide leaders the "thinking tools" to fully understand the complexities of a problem before developing a plan to solve it....so we do not solve the wrong problem. Design is not a replacement, but a complement to a deliberate planning process -- such as the Joint Operations Planning Process and the Military Decision-Making Process...giving it an appeal across organizational and service boundaries. Design is the next step on a path to maturing our battle command model for the complexities of operations in the 21<sup>st</sup> Century. ...."Understand-Visualize-Describe-Direct"

It will provide future generations of leaders with the tools necessary to master our operations process at a time when our adversaries are adapting at a rate unprecedented in our history – forging an approach that is as flexible and adaptive ....as the leaders we are developing.

We are taking some of the first steps at Fort Leavenworth through the use of problem framing and marketing of Dr. Jack Kem's recent design Text for CGSC to better understand battle Command (Understand and Visualize). I brought a copy today and it is available on our CAC website to download.

4) Shifting the balance of operational and tactical art: The hybrid threat and projected future operational environments...decentralized operations across the operational and tactical levels of war, and the modular organization of our force, has created a new set of challenges.

This captures today's leader reality...operational art moving down our organizational structure with components of extended time, interfacing with JIIM at lower and lower levels, and the use of design-like thinking to work through complex problems. As the operational environment becomes more complex, leaders at much lower levels must gain an appreciation for operational art. This shifting balance of operational and tactical art, combined with decentralization, requires more, not less, leader development. This is the slide GEN Dempsey uses and it does a great job to help us describe this shifting of balance.



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...these are our three components of leader development.

## Components of Leader Development

 Education	<b>Education</b> <ul style="list-style-type: none"><li>• Flexible, adaptable, and responsive</li><li>• How to think, not what to think</li><li>• Critical and Creative Thinkers that are Life-long learners</li></ul>
 Training	<b>Training</b> <ul style="list-style-type: none"><li>• Introduce complexity and hybrid threats</li><li>• Prepares for near term requirements <u>and</u> develops for future uncertainties</li></ul>
 Experience	<b>Experience</b> <ul style="list-style-type: none"><li>• Cumulative effect across multiple venues</li><li>• Broadening experiences (JIM) - complexity</li><li>• Provides context for developing leaders</li></ul>

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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. 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.

Education requires engaged learning that contributes to life-long learning skills grounded in critical thinking, problem solving, and decision making. Assigning high quality leaders to these essential positions is an investment in the development of our leaders.

Training. Our training scenarios must introduce complexity and hybrid threat scenarios and present the challenge of extended campaign time. It prepares leaders for near term requirements and develops them for the uncertainties of the future.

Training also provides leaders the opportunity to proactively recognize similarities between the current problem and their previous experience yet have the ability to identify distinguishing characteristics that make the problem unique, thereby enabling them to develop creative solutions.

Experience. Experience is the cumulative effect across multiple venues...education, opportunities, training events and exposure to new cultures and environments.

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. Assignments offer leaders the opportunity to acquire professional experiences. When sharing those experiences, the resulting knowledge transfer serves as a powerful enabler of learning vital to leader development.

We must be mindful as we move forward that we don't make the mistake of substituting experience for education.

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.

It helps, conceptually, to look at the leader development strategy as ends, ways, and means...if these 3 Components of education, training, and experience are our means used to develop the leaders of the future, then we must also look at what ways we can use to fuel these means?

There are several methods that address the fundamental ways to develop leaders with the desired qualities that must be integrated throughout the 3 Components. 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

- **Focus for Developing Agile and Adaptive Leaders**
- **Maintaining Leader Development Constants**
- **Implement Talent Management**
- **Inculcate Culture, Language, Information, Knowledge, and JIIM Mentalities**
- **Mastering Transitions**
- **Emphasis on Self-Development**
- **Implement Assessment Process**



1. Focus for developing agile and adaptive leaders. 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.

2. Maintaining Leader Development Constants. Certain leader attributes, centered on Army values, are necessary in any environment. These constants – competency, moral and character development, team-building, self-awareness, developing leaders 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.

3. Implement Talent Management. 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. A talent management approach recognizes that the Army needs and values a diverse set of talents. This approach 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.

4. Inculcate Culture, Language, Information, Knowledge, and JIIM Mentalities. 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. 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. Inculcating these mentalities sets the conditions for our Army to foster a culture of engagement among our leaders.

5. Mastering Transitions. 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”. 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.

6. Emphasis on Self-Development. 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. The Army has a responsibility to provide resources and tools for self-development. Examples include BCKS, AKO, the Army Training Network (ATN), libraries, education centers and voluntary distance learning opportunities, as well as, those provided by civilian institutions, businesses, charities, and civic organizations.

7. Implement Assessment Processes. The Army must develop a comprehensive, integrated, progressive and sequential assessment program to meet the intended goals of this strategy. Individual leader development is a combination of aptitude and performance. We must have the ability to measure, test, evaluate, and assess both individuals and leader development practices.

These 7 Methods will enable our agile & adaptive leaders to execute offensive, defensive, and stability operations simultaneously...to integrate combined arms...to integrate with host nation forces, and are give them the tools to be perceptive enough to discern and adapt themselves and their units to changes in the operational environment.

Of course, integrating combined arms, being adaptive, and being agile enough to transition quickly is not unfamiliar to this crowd. In an era of persistent conflict where integrating and synchronizing lethal and non-lethal fires is so very important to our success, Field Artillery leaders are the best in the business – as the comments from the field MG Vangjel shared with you yesterday indicated. It is no accident that your future programs address issues across the themes, components, and methods in the leader development strategy we discussed today. Your continued focus on moving forward new initiatives in Education – NCOES, OES additional time, Training – MTTs, Collective Training Evaluation Teams, and Experience

With these themes, components and methods we’ve discussed today the Army will develop a new 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 that understand selfless service and sacrifice, leaders of character and value...leaders like:

Emosi Time a recently commissioned 2LT in the Field Artillery. I met Emosi and his family about two weeks ago while I was at the Wentworth Military Academy Graduation and Commissioning

Ceremony. Emosi is from America Samoa. In December of 2004, Emosi lost his sister, Tina, in Iraq. The entire Time family was there celebrating his commissioning ceremony...and what is more amazing is this brand new 2LT has four older siblings in the military, two have served in Iraq more than once.

Every time we hear stories of incredible leaders and Soldiers we are reminded that leader development must be our number one priority.

Every Battalion and Brigade Commander comes through our PCC at Fort Leavenworth and I tell them they should make leader development their #1 priority.

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 always has been the quality of our leaders.

I would really like to congratulate you all on the proactive steps you have taken to meet future challenges and encourage you to continue to seek new ways of adapting, of changing to succeed in the 21<sup>st</sup> Century, to develop leaders, and to continue to be the King of Battle.

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.