

Joint Force Maritime Component Commanders (JFMCC) Flag Course

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(As Prepared)**

[Introductory remarks and welcome.]

Let's start off with a video clip that is a little lengthy – 4 minutes – but will hopefully start some thinking about our topic today...

<http://www.youtube.com/watch?v=cL9Wu2kWwSY> (video at this link)

I'll use some of my experiences and other examples to discuss the ever-changing information environment, some of the qualities of leaders and commands that have proven successful at strategic engagement in this new environment, and the challenges we face to achieve desired outcomes.

You can't talk about strategic engagement...about communication...without mentioning the ever-changing information environment. In order to communicate effectively you must know and understand your audience and know how this audience communicates and obtains their information.

What is different about operating in the information environment of the 21st Century?

- Today's environment is evolving as quickly as the battle itself. New adversaries with new –all changing faster than you can hit 'back-space'.
- News cycles no longer exist. Information is constantly pumped around the world.
- Technology has enabled individuals to disseminate information incredibly rapidly through various platforms that have become faster and cheaper.
- Information is no longer in the hands of a few large newspapers and three T.V. networks. New media has abolished these traditional gatekeepers and their roles as agenda setters.
- Technology has democratized access to information and democratized the dissemination of information. Now, anyone has the power to create and disseminate information. Powerful search engines cull through terabytes of information in fractions of a second.

- Broadcasting has become narrowcasting. Information must be tailored to reach fragmented audiences, which, in turn, requires greater audience analysis. You can't throw information out there and expect it to stick. You can't expect a press release to make the evening news.
- In contrast with the traditional, YouTube postings, tweets, and/or a blogs create interaction and build virtual communities with a new kind of credibility and immediacy.

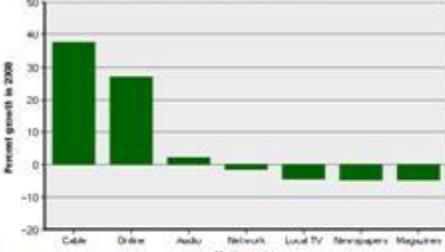
The Information Environment



"Mullah Zulfikar, the former Taliban ambassador to Pakistan, says he is 'addicted' to his iPhone...he walked into the room, sat down on the couch and pulled out an iPhone...The Taliban and other groups have been incredibly quick to latch on to new technology and methods of communication...It has enabled them to wage their war in a sophisticated fashion, using not just guns and bombs, but messages and propaganda too."
— Al Jazeera

Audiences Turn to Cable and Web

Percentage Change in Audience, 2007 to 2008, Across Media



Media Type	Percentage Change in Audience (2007 to 2008)
Cable	~38%
Direct	~28%
Radio	~2%
Network	~-2%
Local TV	~-5%
Printers	~-5%
Magazines	~-5%



The Washington Times

EDITORIAL: Iran's Twitter revolution

Winning a new chapter in the quest for freedom

By Tuesday, June 10, 2009



LTC William B. Caldwell IV, Commanding General

This phenomenon is clear when you look at the trends and statistics.

- Three of the top five most visited sites in the United States were social networking or video sharing sites, including Facebook, MySpace, and YouTube.
- Newspaper circulation, revenue, and stock prices have all continued to fall over the last year.
- The number of Americans who regularly go online for news jumped 19% in the last two years; in 2008 alone traffic to the top 50 news web sites rose 27%. In fact, a third of Americans below age 40 cite the internet as their main source of news.

We saw the stark reality that these trends are not limited to the United States just last month during the Iranian election and subsequent protests reported via twitter...

<http://www.youtube.com/watch?v=hkplDVWm7As&feature=PlayList&p=E364E816F49DD4> (video at this link)

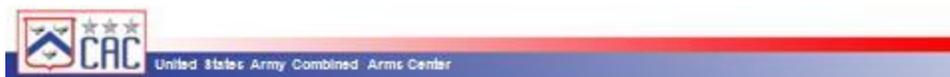
The first news and pictures...the first information sent out about world events are from the new media – the Mumbai attacks, US airline in Hudson river, protests in Moldova, and we are now seeing it in China and the unrest occurring there.

Some common traits of leaders and commands that are successful at strategic engagement...

- We must take a comprehensive approach to strategic engagement.
- We must create command climates that encourage communication and...
- We must provide clear commander's intent that addresses the information endstate as well as the traditional ends.

3 C's to Successful Strategic Engagement

- **Comprehensive Approach to Strategic Engagement**
 - must be nested in all phases of planning, all phases of execution, and across all appropriate agencies
- **Command Climate that Encourages Communication**
 - encourage and embrace speed, communication, and creativity
- **Clear Commander's Intent**
 - visualize the information endstate and help empower your organization



Comprehensive Approach to Strategic Engagement:

- Information and the way it is communicated must be nested in all phases of planning, all phases of execution, and across all appropriate agencies. We must take a comprehensive approach to this new environment.
- Communicating information cannot be an afterthought. In our planning, we typically start with a vision of the operational environment at endstate...but we

rarely consider – or even plan for – a vision of the information environment at endstate...that is a cultural shift.

- We now see many instances where the enemy stages an attack in order to film it...the main effort and success is measured by impact of the film not the attack itself.
- Are our measures of performance and measures of effectiveness accurate? When talking effects must also talk assessments: non-traditional measures of performance & measures of effectiveness – downloads, tweets, visits, blogs written.

Command Climate that Encourages Communication:

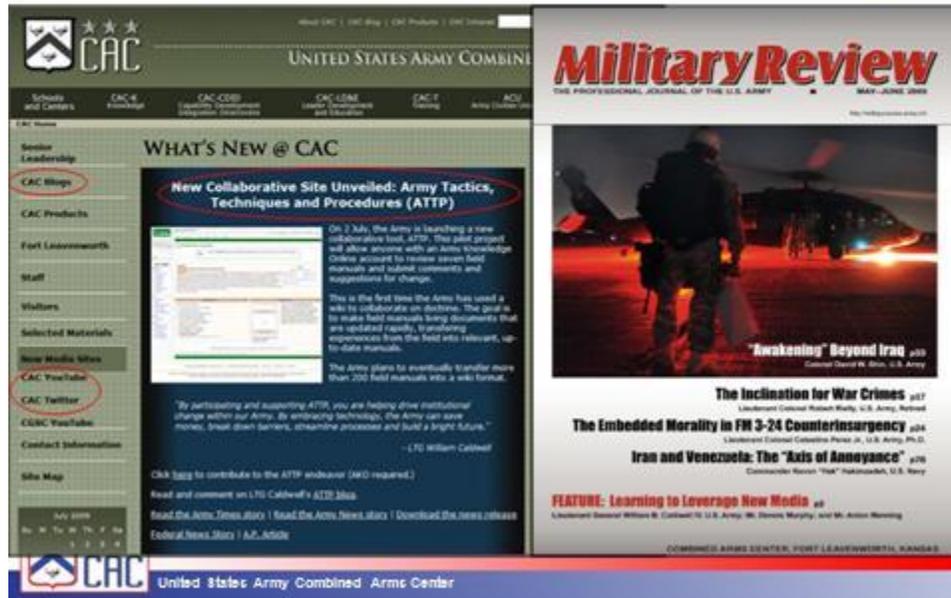
- 2 types of people actually touch the media and it is not the PAO – it is the commander and Soldiers/Sailors/Airmen/Marines in the unit. The PAO enables the commander to engage, he/she does not speak for the commander.
- Information is leaders' duty. Command climates that encourage and embrace speed, communication, and creativity are successful.
- A command climate that encourages communication must be more than just talk...in order to maintain this climate you have to underwrite honest mistakes...nothing stifles a proactive organization more than being “flamed” the first time an initiative doesn't pan out.
- Our young servicemen and women are “growing up digital” – we cannot confuse rank with ability. Every organization will have “digital natives” – find them and harness their talents.

Clear Commander's Intent:

- Commander's intent helps your organizations visualize the information endstate we've talked about, which, in turn, empowers your unit.
- Speed is one of the most important factors in today's information environment. With clear intent your organization is now taking advantages of opportunities because they understand your intent.
- Today's leaders often give clear commander's intent in regards to many facets of their organization, except strategic engagement. A positive communication command climate and clear intent creates an organization that is encouraged to be proactive and creative.

At the Combined Arms Center, we've taken these lessons learned and have integrated them throughout our organizations.

Meeting the Challenges of the 21st Century



- We gave our CAC Homepage an overhaul and saw the visitors jump to almost 300,000 last month.
- We've seen increases in visits from the Middle East, Asia, Europe, Australia, and now the Pacific Rim. We have a CAC YouTube site, CAC Twitter site, and CAC blog site...all available right off our homepage. Working on Facebook.
- Both our YouTube and Twitter sites have continued to show increases in viewers and followers respectively. We have seen the power of these tools many times since we created them just over a year ago, especially our blog site.
- On 2 July 2009, the Vice Chief of Staff for our Army posted a blog on Training for Full Spectrum Operations.
 - The Army is facing hybrid threats in an era of persistent conflict creating a proliferation of missions across the spectrum of conflict, as I'm sure the Navy is as well. This blog by GEN Chiarelli talks about the challenges of training to meet these varied threats...but more importantly his blog is creating interaction about the subject.
 - Everyone is chiming in...DA civilians, faculty at West Point, Majors in our Command and General Staff College, Director of Army Training, the Commanding General of First Army...and on 6 July GEN Chiarelli came back up on the net to say, "Keep the conversation going. I'm learning from you everyday."

- All this was made possible by leaders who created positive command climate using clear commander's intent, and a comprehensive approach to strategic engagement.

We now realize that we must inculcate this idea of strategic engagement and communication in our leaders for the future...

- We are already doing this in our Command and General Staff College. Each student must meet Information Engagement Requirements for graduation.
- We are constantly looking at ways new media and information are leveraged across the globe. We recently published an article co-authored by Anton Menning, Dennis Murphy, and myself in MILREVIEW titled "Learning to Leverage New Media" where we look at some of the same principles we discussed today, but also examine how those principles were applied in the Israeli Defense Forces' fight against Hezbollah in 2006 and Hamas this past winter.
- We've also applied these lessons in strategic engagement to our daily operations at CAC Headquarters. We are as inclusive as possible...each major subordinate organization has a STRATCOM element looking to leverage every opportunity across CAC.

As we move forward, we must continue to meet the challenges of the new information environment. We have to look for information age solutions to information age problems. Some of the new initiatives we are looking at to continue this momentum are...

- Codifying this leader characteristic we call "culture of engagement" in our new leader development strategy – working on defining it and understand how we can integrate into the training, education, and experience of our future leaders.
- We just posted a blog on our CAC site and on Small Wars Journal about a 21st Century approach to writing doctrine using Wiki. The pilot program—Army Tactics, Techniques and Procedures (ATTP)—converts the contents of field manuals into a wiki format and posts them online. Anyone with an AKO account can edit the manuals by submitting changes in the wiki system. We chose 7 manuals...some of the manuals are.

FMI 3-04.155 Army Unmanned Aircraft Systems Operations

FM 3-07.20 Modular Brigade Augmented for Security Force Assistance

FM 3-09.15 Site Exploitation

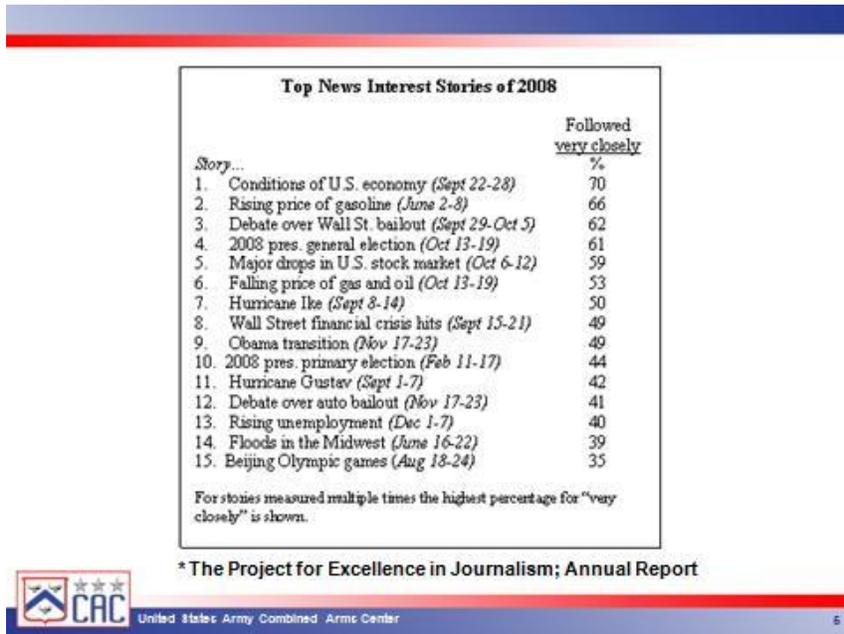
FM 6.01-1 Knowledge Management Section

- By converting manuals into wikis, the Army hopes to make doctrine a living document and reduce the traditional three to five year period it takes to staff and

write field manuals. This system will allow lessons learned in the field to become an immediate part of doctrine, with rapid dissemination. More than 200 manuals are slated to be converted into ATTPs.

From the creation of the new Cyber Command to the Navy's recent staff reorganization combining intelligence and information technology operations under a new Fleet Cyber Command, it is clear that we cannot afford to ignore this new environment.

We must prepare thoroughly for the roles that new and traditional media are so certain to play in a less-than-stable future. ...I'd like to share just a couple more statistics with you before I conclude here...



What major story is missing from the top 15 here? In a recent study, 75% of journalists read one or more blogs for research...where are we telling the story our wonderful servicemen and women? The story our heroes write everyday across the globe while engaged in two wars...and it isn't even in the top 15. Only by fostering a culture of engagement where the military proactively tells its own story in an open, transparent manner can we successfully navigate the many challenges of the information environment now and in the future.