

As Delivered Remarks by LTG William B. Caldwell, IV

West Point Global Leadership Conference 2009

“Understanding the Human Dimension in an Era of Persistent Volatility”

26 March 2009

Thank you Mike for the introduction, and I'd also like to thank the Department of Behavioral Sciences and Leadership for providing this venue and giving me the opportunity to take part in this very important conference. I'm excited to see the level of participation we have here today, and I look forward to interacting with each of you as we seek to broaden our understanding of the human dimension of leadership and look for new and better ways to prepare our Army leaders for the increasing challenges they will face in the coming years.

At the Combined Arms Center at Fort Leavenworth, it is our responsibility to oversee the development of all of our Army Leaders from the Officer Basic and Warrant Officer Courses through the Command and General Staff College and the United States Army Sergeants Major Academy. Within the Combined Arms Center we pride ourselves on providing Centers of Excellence for training and excellence that support field commanders with well-trained and well-educated leaders.

Our Army has always understood the importance of providing leaders who are capable and confident in leading our Nation's most precious asset its Sons and Daughters into harm's way.

Understanding the complex and ever-changing environment in which we operate today and will in the future is critical to the development of our leaders. This includes all of the

education, training, and experiences that support the Human Dimension. The enormous challenges of this era of persistent conflict are extremely demanding on the mind, body, spirit and relationships particularly family relationships. Looking through the lens of the human dimension, we need to ask ourselves certain questions.

- How can we support our Soldiers learning and equip their understanding for the challenges they will face both mentally and physically?
- Before Soldiers deploy, how can we inoculate them, or at least minimize known causes of stress?
- And while they are deployed, how do we sustain and strengthen their spirit and cognitive capacity?
- When they return, how do we rebuild family bonds and provide them with a deliberate and quality reintegration period with loved ones?

In my opinion, these are just a few of the key questions that research, training, and education on the Human Dimension must address.

The potential return on investment in this area is huge; likewise the complete lack of understanding of its potential can be very costly. We understand all too well what is at stake if we fail to properly prepare our Soldiers for the missions they will be asked to execute. But in today's extremely complex and ever-changing environment, with a highly adaptable adversary, how do we continue to do this?

Our Army Chief of Staff and other senior leaders recognize that agility and adaptability will be key. Not only for our Leaders in the field, but for those of us who are charged with providing those leaders with relevant training and educational environments.

This idea of the Human Dimension that we will be discussing here for the next two days gets to the heart of how we need to adapt as a learning organization to develop leaders by addressing the social, cognitive and physical components... as well as the organizational policies required to support them. It is extremely important work that we are about to undertake, and it is imperative that each of us openly participates and collaborates in an inter-disciplinary manner to identify those areas where we can have the greatest impact on our future force.

In preparation for this discussion today, we asked ourselves, “How can we most effectively integrate social, cognitive, and physical components of the Human Dimension to accelerate our understanding?”

For instance:

- What advances in cognition and neuroscience promote an understanding of social aspects of leadership that can impact the way in which we relate to one another?
- How can lack of social support affect our physical wellness?
- How can a lack of physical wellness impact our cognition?

Next we asked:

- What qualities and attributes do we want our Army Leaders to have in the year 2015, and how much different will those Leaders look than the ones we have today?

Paragraph 1-83 of our Army's Capstone Operations manual, FM 3-0, identifies those attributes that Army doctrine views as necessary for agile and adaptive leaders to handle the challenges of full spectrum operations in an era of persistent conflict.

It states 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.
- Culturally astute and able to use this awareness and understanding to conduct operations innovatively.
- Courageous enough to see and exploit opportunities in the challenges and complexities of the operational environment.
- And they must be Grounded in Army Values and the Warrior Ethos.

FM 3-0, Paragraph 1-83:

The Army Requires agile and adaptive leaders able to handle the challenges of full spectrum operation in an era of persistent conflict.

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Many things have changed since I received my commission from this great institution I don't want to date myself but I will tell you that it was back when we used slide rulers It seems that with each new class that is commissioned; our expectations and our requirements of skill that they must master have steadily risen. Today leaders must be masterful at the art of destructive power but also must be equally competent in the constructive skills, such as negotiation, communication, and many others.

Just as during the Cold War era the requirement to acquire and master the warfighting skills will still be the most fundamental requirement of future Soldiers. In fact, just this past January I was here speaking to the Yearlings as part of their Winter Weekend, and I impressed upon them that their first responsibility is to remain masters of their trade... for this is their core competency—to fight and win our Nations Wars. However, in addition to the mastery of this competency, we expect today's Officers and NCOs, and those of the future, to be agile and adaptive leaders who are creative and critical thinkers... and who personify the warrior ethos.

As outlined in the Army's Leadership Manual FM 6-22, we expect our versatile leader of the future to be:

- A Leader of Character
 - Army Values
 - Empathy
 - Warrior Ethos
- A Leader with Presence
 - Military Bearing
 - Physically Fit
 - Composed and Confident

- Resilient
- And a Leader with Intellectual Capacity
 - Mental Agility
 - Sound Judgment
 - Innovation
 - Interpersonal Tact
 - Domain Knowledge

Leader Attributes

What an Army Leader is:

A Leader with Presence

- *Military Bearing*
- *Physically Fit*
- *Composed, Confident*
- *Resilient*

A Leader with Intellectual Capacity

- *Mental Agility*
- *Sound Judgment*
- *Innovation*
- *Interpersonal Tact*
- *Domain Knowledge*



A Leader of Character

- *Army Values*
- *Empathy*
- *Warrior Ethos*



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Further, there are expectations that these leaders will be able to do certain things. This includes:

- Lead
 - Lead Others
 - Extend Influence Beyond the Chain of Command
 - Lead by Example
 - Communicate

- Develop
 - Create a Positive Environment
 - Prepares Self
 - Develops Others
- Achieve
 - Gets Results

The challenge for us is how do you teach some of these attributes and competencies? For instance, how do you teach someone to be self-aware, or to have charisma, or to become a more versatile leader? What methods can be used to help leaders become more agile and adaptive?

Perhaps an even bigger challenge particularly for those of us in this room is. Can we change learning styles in order to speed up the learning process given the number of attributes and competencies we want Leaders to have and the limited time allocated to conduct professional military education and training? Also, how do we foster an environment of self-evaluation and independent learning, where leaders are able to identify their areas of weakness and actively seek opportunities on their own that will help them to improve? Our Army has taken some steps, such as the Multi-Source Assessment and Feedback (MSAF) program, an initiative at the Center for Army Leadership, that provides our Leaders with a 360-degree assessment and feedback on their performance Not only by superiors as many of us grew up with, but also by their peers and subordinates. This model, MSAF, then provides interpretation and coaching to those leaders who participate. I saw this very same type of evaluation being done at Google when I visited with them last year. This is the type of initiative that we need to continue to identify and create.

As I said earlier, there are many things that we may change with regard to providing the Soldier of the 21st Century with the educational tools and training necessary to remain dominant on the battlefield, but one thing that absolutely will not change is our focus on our Army Values and the Warrior Ethos. These will remain the underpinning for all of our educational and training efforts as they prescribe conditions that facilitate trust, interdependence, and cohesion among Soldiers. They also set the standard for how the Army will interact with individuals outside of the Army.

As I look around the room today, I see a tremendous amount of resources available to each of us I would challenge you all to dive into the various studies and publications and use them to help come up with a comprehensive inter-disciplinary solution to many of the challenges that will certainly come up over the next two days.

I would also remind you that in your effort to look at the Human Dimension, you remember that although we have been focusing on the Soldier, this Human Dimension applies to the entire Army Team, to include Army Civilians, Retirees, and Family Members, who are also a significant part of the overall equation.

With the help of all you here, we can form agile and adaptive leaders by accelerating the development of the, social, cognitive and physical components of Soldiers, Leaders, and organizational policies that will keep our Army Strong well into the future. We all have a deep commitment and responsibility to support those great men and women and their families who have sacrificed so much all ready. It is our solemn duty as leaders, and I am pleased to see that commitment reflected in the participants of this conference.

Again I am grateful to each of you for being a part of this important event and look forward to meeting with many of you.

Thank You!

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“BLOCK II: Challenges of the Human Dimension”
Panel A- Small Unit Excellence

I'd like to start off by saying that I am honored to be asked to participate today with Major General Scales and this esteemed panel this morning. I think most of you heard my remarks a few minutes ago so I'll keep my opening comments brief in order to give more time for the Question and Answer period.

This idea of Small unit excellence is one that is definitely near and dear to my heart. In the 82nd Airborne we had an acronym that everybody was pretty familiar with called LGOPS, which stands for Little Groups of Paratroopers.

Inculcate within junior leaders a sense of empowerment...to operate within the commander's intent, but with the greatest flexibility possible.

- Autonomy and greater authority... to recognize unique opportunities and exploit them as it contributes to mission accomplishment.
- “TIC” Factor – Trust, Interdependence, and Cohesion. Great teams exemplify these three traits.
- Competence Confidence Capable

I look forward to taking part as we open this up for questions and discussion. Thank you.

