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**THANK YOU FOR THAT KIND INTRODUCTION
EVEN MORE...THANKS FOR THE HONOR TO DELIVER
THE GRADUATION ADDRESS ON THIS HISTORIC
OCCASION.**

**GEN RICHARDSON, OTHER DISTINGUISHED GUESTS,
FELLOW GENERAL OFFICERS, GRADUATES, FRIENDS,
AND FAMILIES.**

**CONGRATULATIONS TO TODAY'S GRAD
UATES. YOU MAY THINK THAT YOUR SAMS
EXPERIENCE ENDS WITH YOUR MONOGRAPHS AND
ORAL EXAM. LET ME ASSURE YOU, IT IS JUST
BEGINNING.**

**WITH THE SAMS IMPRIMATUR, EXPECTATIONS
WILL BE HIGH ONCE YOU REACH YOUR FIELD
ASSIGNMENTS. GOOD LUCK TO EACH OF YOU.**

**WHAT A GREAT PLEASURE TO BE HERE AMONG SO
MANY FRIENDS AND INTELLECTUAL MENTORS...GEN
RICHARDSON, BG WASS DE CZEGE, BOB EPSTEIN,
JAKE KIPP...AND AMONG THE MEMORIES OF THOSE
WHO ARE NOT HERE**

**FORMER TEACHERS AND PEERS UNABLE TO BE
HERE....AND FALLEN COMRADES WHOSE SACRIFICE
GIVES MEANING TO THE NATION AND VALUES WE
SERVE**

**BEFORE I BEGIN, I WANT TO RECOGNIZE THEIR
SACRIFICE, THOSE OF THEIR FAMILIES, AND ALSO
RECOGNIZE THE SACIFICES OF THE FAMILIES
PRESENT HERE. 1% OF THE POPULATION—
MILITARY MEMBERS AND OUR FAMILIES—IS
CARRYING NEARLY 100% OF THE BURDEN OF THIS
WAR.**

**THE NATION IS LUCKY TO HAVE SUCH PATRIOTS
AND WE ARE ALL LUCKY TO HAVE EACH OTHER.**

APPLAUSE FOR ONE ANOTHER.

**AND THANKS TO CANDI HAMM...THE REAL
OPERATING DIRECTOR OF SAMS.**

SO I BROUGHT TWO “PROPS” WITH ME TODAY

FIRST THIS WINE GLASS....LET ME TELL YOU ABOUT IT...PASS IT AROUND...LAST PERSON BRING IT BACK UP

SECOND, MY COPY OF ON WAR—NOT JUST ANY COPY, THE ONE THE LATE GEN WAYNE DOWNING GAVE TO ME MAY OF 1980—ALMOST 30 YEARS AGO....COMPLETE WITH INSTRUCTIONS FOR READING.

I KEEP THIS NOT JUST IN HIS MEMORY AND A REMINDER OF HOW IMPORTANT IT IS FOR SENIOR OFFICERS TO TAKE THEIR ROLE AS INTELLECTUAL MENTORS SERIOUSLY...WE ALL HEARD LAST NIGHT OF A SIMILAR RELATIONSHIP BETWEEN GEN RICHARDSON AND BG WASS DE CZEGE, AND HOW IMPORTANT THAT RELATIONSHIP WAS TO THE DEVELOPMENT OF SAMS.

BUT ALSO TO REMIND ME OF THE MOST “ROTTEN” QUESTION DURING MY SAMS ORAL EXAM. I THINK ASKED BY ROGER SPILLER, BUT GIVEN THE GROUP—ROGER, JIM SNEIDER, BOB EPSTEIN, RICK SWAIN, AND MAYBE BOB BERLIN?—IT COULD HAVE BEEN ANY OF THEM. SO I NOTED ON P.578 THE QUESTION:

NAME SIX PHILOSOPHERS THAT INFLUENCED CLAUSEWITZ’S THINKING. GIMME A BREAK, EH? (DECARTES, KANT, HUME, ARISTOTLE, NEWTON, AND HEGEL) ...SO ALL I HAVE TO SAY IS “BE READY” FOR YOUR OWN COMPS.

BUT I'M NOT GOING TO TALK ABOUT ANY OF THESE GUYS, RATHER, I WANT TO START MY TALK WITH THREE OF MY FAVORITE RALPH WALDO EMERSON LECTURES.

FIRST, FROM "MAN THE REFORMER" (AND REMEMBER EMERSON WROTE IN THE 19TH CENTURY, SO "MAN" WAS A FORMAL TERM REFERRING TO MEN AND WOMEN).

IN THIS LECTURE, HE CLAIMS THAT CERTAIN HUMAN BEINGS SEEK TO RE-FORM IN REACTION TO CHANGE. REFORMERS STRIVE TO CREATE THE BEST POSSIBLE IN THE ACTUAL WORLD. REFORMERS ARE NOT SATISFIED WITH THE STATUS QUO.

BUT THEN IN HIS LECTURE OF "THE CONSERVATIVE," EMERSON REMINDS US THAT EVERYTHING DOESN'T NEED RE-FORMING. RATHER, THE CONSERVATIVE MAN POINTS OUT THE GOODNESS OF WHAT IS...THE TRUTH AND UTILITY IN WHAT IS...AND THEREFORE, WHAT SHOULD BE CONSERVED.

**I COMMEND THESE TWO LECTURES TO YOU,
ESPECIALLY GIVEN WHAT THE ARMY HAS BEEN
FACING AND CONTINUES TO FACE: MASSIVE, RAPID,
CONTINUAL, AND FUNDAMENTAL SHIFTS**

**IN THE STRATEGIC ENVIRONMENT, IN THE
TOOLS WITH WHICH WE FIGHT WARS,
IN THE CONDUCT OF WAR, AND
IN SO MANY OTHER ASPECTS OF OUR
PROFESSION.**

**JUST A QUICK BROWSE OF BOOKSHELVES OF ANY
WORTHY SAMS GRADUATE WOULD YIELD TITLES
LIKE THESE:**

**THE AGE OF ACCESS
THE AGE OF ANXIETY
THE AGE OF THE NETWORK
THE POST CAPITALIST SOCIETY
THE FUTURE OF CAPITALISM
THE NEW REALITIES
*THE BIRTH OF THE CHAORTIC AGE
POWER SHIFTS
THE AGE OF EXTREMES
*THE WORLD IS FLAT
*THE WORKD IS CURVED
*FLAT, HOT, AND CROWDED
*THE END OF HISTORY
THE CLASH OF CIVILIZATIONS
*A WORLD TRANSFORMED
THE END OF THE 20TH CENTURY
THE FUTURE OF WAR
*THE NEW FACE OF WAR
*THE TRANSFORMATION OF WAR**

FUTURE WARFARE

THE NEXT WAR

WAR IN 2020

***RETHINKING THE PRINCIPLES OF WAR**

***WAR AND ANTI WAR**

THE PRINCIPLES OF WAR IN THE INFORMATION AGE

***ENVISIONING FUTURE WAR**

**HOW DOES ONE KNOW WHAT TO REFORM AND
WHAT TO CONSERVE AMID SO MANY
CHANGES...AND SO MANY ALTERNATIVE FUTURES?**

**EMERSON NEVER TOOK THIS QUESTION UP
DIRECTLY, BUT HE HINTED AT AN ANSWER IN HIS
LECTURE ENTITLED, "USES OF GREAT MEN."**

IN THIS LECTURE, HE TELL US THAT THE GREAT MAN

--DOES SOMETHING NEW, HE OR SHE CREATES SOMETHING NEEDED

--IS A MODEL TO THE REST OF US, A CONNECTION TO SOMETHING GREATER THAN ANY INDIVIDUAL

--TRANSCENDS THE CONVENTIONAL WISDOM OF THE DAY

A GREAT PERSON, ACCORDING TO EMERSON, IS INFECTIOUS...THEY IGNITE OTHERS TO FOLLOW

THE GREAT PERSON LEADS US, ESPECIALLY IN TIMES OF GREAT CHANGE OR GREAT PERIL.

I READ INTO HIS LECTURE THAT THE GREAT MAN IS A COMBINATION OF BOTH REFORMER AND CONSERVATIVE.

IS THIS WHAT THE ARMY NEEDS NOW? A "GREAT PERSON" TO RIDE IN AND TELL US WHAT TO REFORM AND WHAT TO CONSERVE? GIVE US "THE ANSWER" SO-TO-SPEAK SO THAT WE CAN JUST FOLLOW?

PERSONALLY, I DON'T THINK SO. AS USEFUL AS A GREAT PERSON IS, AND AS MUCH AS WE ALL HOPE THEY WILL EMERGE, THE LECTURE THAT I WISHED EMERSON WOULD HAVE GIVEN—ONE ON "GREAT INSTITUTIONS—WOULD HAVE BEEN MUCH MORE APPLICABLE TO AN ARMY FACING AN UNCERTAIN FUTURE.

THE ARMY NEEDS A GREAT INSTITUTION TO HELP INCREASE THE PROBABILITY THAT A GREAT INDIVIDUAL EMERGES WHEN THE NATION NEEDS HIM OR HER.

THE ARMY NEEDS A GREAT INSTITUTION TO HELP DEVELOP A SET OF LEADERS WHO, COLLECTIVELY, WILL BE ABLE TO THINK THROUGH THE FOG OF THE FUTURE AND NOT ONLY DESCRIBE WHAT THE ARMY SHOULD RE-FORM AND CONSERVE BUT ALSO EXPLAIN WHY.

THE FUNCTIONS OF THIS GREAT INSTITUTION, IN MY MIND, ARE SIMILAR TO THOSE EMERSON OUTLINES:

--CREATES SOMETHING NEW, SOMETHING NEEDED...HELP THE ARMY ADAPT

--IS A MODEL TO THE REST OF US, A CONNECTION TO SOMETHING GREATER THAN ANY INDIVIDUAL

--TRANSCENDS THE CONVENTIONAL WISDOM OF THE DAY

AND...I WOULD ADD...DEVELOPS GREAT MEN AND WOMEN.

IN THE LAST 25 YEARS, SAMS HAS TRIED TO FILL THIS INSTITUTIONAL NEED FOR THE ARMY.

I'LL LEAVE IT TO YOU TO DISCUSS WHERE WE WERE SUCCESSFUL AND WHERE, NOT.

BUT THIS PAST QUARTER OF A CENTURY HAS SEEN, IN MY VIEW, A TENSION APPEAR AND RE-APPEAR: A TENSION BETWEEN A PRIMARY FOCUS ON PRODUCING GOOD PLANNERS AND ON PRODUCING GREAT MEN AND WOMEN IN THE EMERSON TRADITION.

THIS IS A HEALTHY TENSION AND A NECESSARY ONE, FOR IF EITHER IS CHOSEN EXCLUSIVELY, THE INSTITUTION WILL FAIL. IT'S IN THE RIGHT MIX THAT THE ARMY GETS ITS MAXIMUM BENEFIT.

BOTH ARE NECESSARY TO CHANGE INTELLECTUAL POWER TO COMBAT POWER, BUT THE PROPENSITY OF OUR ARMY IS TOWARD TRAINING. THE INSTITUTIONAL RISK FOR THE ARMY, THEREFORE, IS INSUFFICIENT FOCUS ON PRODUCING THE KINDS OF MEN AND WOMEN THE ARMY NEEDS IN THE LONG TERM...

THE KIND THAT WILL HELP US CHANGE INTELLECTUAL POWER TO FUTURE COMBAT POWER

THE KIND THAT WILL HELP THINK THROUGH AMBIGUITY, SEE THROUGH THE FOG OF UNCERTAINTY, HELP THE ARMY STEER A SOLID COURSE IN TIMES OF RAPID AND RADICAL CHANGE, AND EXPLAIN WHY IN A THOROUGH AND CONVINCING WAY.

IN MY PERSONAL EXPERIENCE, THE TRAINING I RECEIVED AT SAMS WAS HELPFUL BUT MOST HELPFUL WAS THE EDUCATION. WHEN I FACED A PROBLEM OR A SET OF PROBLEMS THAT I HAD NOT FACED BEFORE, OR TO CREATE SOMETHING NEW, IT WAS MY EDUCATION IN THEORY AND HISTORY THAT HELPED ME MOST.

ANY THEORY, I LEARNED, IS A MOST PRACTICAL CONSTRUCT. A GOOD THEORY HAS FOUR IMPORTANT ELEMENTS THAT MAKE IT USEFUL:

DESCRIPTIVE (of a portion of reality)

EXPLANATORY (of how that portion of reality works)

PREDICTIVE (of what will happen in that portion of reality)

ADAPTIVE (changes as reality changes)

THEORIES ARE USEFUL WHEN YOU ARE TRYING TO FIGURE OUT WHAT IS GOING ON? WHEN YOU ARE TRYING TO THINK IN ADVANCE WHAT EFFECT CONTEMPLATED ACTIONS WILL CREATE? ...USEFUL IN TRANSLATING INTELLECTUAL POWER TO COMBAT POWER.

WHAT I ALSO LEARNED IS THAT ONE THEORY DOES NOT A PROFESSIONAL OUTLOOK MAKE.

MULTIPLE THEORIES GIVE A PROFESSIONAL MULTIPLE VANTAGE POINTS FROM WHICH TO VIEW A PROBLEM. YOU DON'T GOLF WITH ONE CLUB IN YOUR BAG, WHY TRY TO SOLVE PROBLEMS OR UNDERSTAND A PHENOMENON AS COMPLEX AS WAR WITH ONE THEORY.

SO THE STUDY OF CLAUSEWITZ, SUN TZU, JOMINI, LIDDLE-HART, VAN CREVELD, LUTWAK, SIMPKIN, BRINTON, BLANEY, KAGAN, MAO, CHE---JUST TO NAME A FEW...

AND I MIGHT ADD ROBERT BAER, GIVEN HIS DESCRIPTION OF IRAN'S NEW FORM OF WAR IN HIS NEW BOOK *THE DEVIL WE KNOW*.

**IT'S THIS SET OF INTELLECTUAL VANTAGE POINTS THAT MAKES A SAMS GRADUATE USEFUL TO THE ARMY IN THE LONG TERM...AND TO SENIOR COMMANDERS IN THE SHORT TERM.
...TRANSLATING INTELLECTUAL POWER INTO FUTURE COMBAT POWER.**

BUT IT'S THEORY AND HISTORY...

HISTORY PROVIDES THE CONTEXT WITHIN WHICH THESE THEORIES AROSE AND WERE APPLIED. SO HISTORY BECOMES THE BIRTH PLACE AND PROVING GROUND OF THEORY.

HISTORY, WHETHER NEAR-TERM OR LONG-TERM, PROVIDES ONE WITH THE ABILITY TO SEE PATTERNS AMONG THE DATA.

THE PERSPECTIVE OF HISTORY PROVIDES US WITH A VIEW TOWARD

WHICH THEORIES WORKED AND WHICH DID NOT;

WHAT PART OF A THEORY WAS ACCURATE AND WHAT PART NOT;

WHICH THEORIES WERE AHEAD OF THEIR TIME—SO COULD NOT BE IMPLEMENTED—AND WHICH BEHIND

HISTORY ALSO PROVIDES INSIGHT INTO HOW THEORIES ADAPTED—OR SHOULD HAVE ADAPTED—AS THE SOCIAL, POLITICAL, TECHNOLOGICAL, MILITARY, ECONOMIC, AND STRATEGIC CONDITIONS CHANGED.

BUT ONLY IF WE HAVE THE “LENS OF THE FUTURE”...KNOWLEDGE OF CURRENT TRENDS THAT WILL HELP US INTERPRET HISTORY AND TRANSLATE INTELLECTUAL POWER INTO FUTURE COMBAT POWER.

REMEMBER THE FOURTH ELEMENT OF A GOOD THEORY IS ITS ADAPTIVENESS. (A THEORY THAT DOESN'T ADAPT IS A DOGMA)

WITH A BROAD FOUNDATION IN THEORY AND HISTORY, WE CAN GET TO EMERSON'S CHALLENGE: FIGURING OUT WHAT TO REFORM AND WHAT TO CONSERVE.

THE PRACTICAL WISDOM THAT LIES AT THE HEART OF OUR PROFESSION EMERGES FROM THIS BROAD FOUNDATION IN THEORY AND HISTORY APPLIED TO THE REAL SITUATIONS OUR ARMY IS FACING AND WILL FACE.

REMEMBER: PRACTICAL WISDOM IS THE COMBINATION OF PRINCIPLES APPLIED TO A SPECIFIC CASE THAT YIELD JUDGMENT AND ACTION.

PRACTICAL WISDOM ASSUMES THAT THE PRACTICIONER

- HAS A SET OF WELL FORMED PRINCIPLES**
- UNDERSTANDS THE FACTS OF THE SPECIFIC CASE**
- CAN SELECT THE RIGHT PRINCIPLE OR SET OF PRINCIPLES THAT APPLY TO THE CASE**
- AND CAN APPLY THEM CORRECTLY SO AS TO ARRIVE AT THE BEST DECISION POSSIBLE IN THAT SITUATION**

ABSENT A CADRE OF MEN AND WOMEN WHO HAVE THIS BROAD FOUNDATION IN THEORY AND HISTORY, THE ARMY'S FUTURE IS CAST ADRIFT AND SUBJECT TO THE FADS OR BUDGET OF THE MOMENT OR THE MOST DOMINANT PERSONALITY IN THE ROOM.

SAMS MUST FUNCTION AS A GREAT INSTITUTION FOR THE ARMY, A FORUM THAT PRODUCES GREAT PLANNERS BUT MORE IMPORTANTLY PRODUCES MEN AND WOMEN IN THE “EMERSON TRADITION.”

MEN AND WOMEN WHO ARE WISE ENOUGH TO KNOW THE DIFFERENCE BETWEEN WHAT NEEDS REFORMING AND WHAT NEEDS CONSERVING

AND PRACTICAL ENOUGH TO HELP LEAD THE ARMY TOWARD WHATEVER FUTURE FINALLY EMERGES.

MAYBE EVEN WISE AND PRACTICAL ENOUGH TO REALIZE THAT THERE IS NO “FUTURE” IN THE SENSE OF ARRIVING AT TIME WHEN THINGS NO LONGER CHANGE.

OH, YA...THE SECOND PROP...A WINE GLASS.

WHAT WAS THE ONE DOMINANT THOUGHT AS EACH OF YOU HELD AND PASSED THIS GLASS? (Don't drop it!)

WHAT YOU HOLD IN YOUR HAND—GRADUATES AND FACULTY ALIKE—IS MUCH MORE PRECIOUS THAN THIS GLASS.

YOU, GRADUATES, ARE THE INSTITUTION...NOT THE BRICK AND MORTAR HERE AT LEAVENWORTH. NOTICE LAST NIGHT AND TODAY THAT WE CELEBRATED PEOPLE, NOT PLACES.

YOUR STUDY OF

**OUR PROFESSION,
THE CONDITIONS IN WHICH WE CARRY OUT
OUR DUTY TO THE NATION, AND
THE ORGANIZATIONS AND PROCESSES WE USE
TO EXECUTE OUR DUTY**

**MUST CONTINUE BEYOND WHAT YOU HAVE READ
AND STUDIED HERE.**

**WHAT YOU HOLD IN YOUR HANDS IS NOT JUST SOME
PIECE OF GLASS BUT THE FUTURE OF OUR
PROFESSION...CARRY IT CAREFULLY.**

**DARE TO BECOME THE GREAT MEN AND
WOMEN THAT OUR ARMY (AND OTHER SERVICES
AND AGENCIES) NEED. RE-FORM WHAT NEEDS
REFORMING; CONSERVE WHAT NEEDS CONSERVING.**

**DARE TO GO BEYOND CONVENTIONAL
WISDOM.**

THANK YOU.