

UFMCS Resident Courses

9E-SI/ASI7G/920-ASI7G

Red Team Leaders Course/SOCAP (18 wks. ASI 7G): The course emphasizes critical thinking skills, fostering cultural empathy, self awareness and reflection, groupthink mitigation strategies, and Red Team methodologies. Planning processes include the Military Decision Making Process (MDMP), the Joint Operations Planning Process (JOPP), and Army Design Methodology (ADM). Students apply these methods and processes to a broad range of case and country studies. The program includes interagency classes and classified planning exercises with Joint and Interagency partners.

9E-SI/ASI7G/920-ASI7G ALT

Stop-Gap Red Team Leaders Course (9 wks, ASI 7G): The course emphasizes critical thinking skills, fostering cultural empathy, self awareness and reflection, groupthink mitigation strategies, and Red Team methodologies. Planning processes include the Military Decision Making Process (MDMP) and the use of Red Team Tools. Students apply Red Team methods and processes to a limited range of case and country studies.

9E-SI/ASI7J/920-ASI7J

Red Team Members Course (6 wks, ASI 7J): The course emphasizes critical thinking skills, fostering cultural empathy, self awareness and reflection, groupthink mitigation strategies, and Red Team methodologies. The course is designed to help students anticipate change, reduce uncertainty, and improve operational decision making.

9E-F16/920-F6

Critical Thinking for Red Team Practitioners (2 wk, no ASI): The course familiarizes students with critical thinking skills, cultural empathy, and groupthink mitigation strategies to help them challenge assumptions and consider alternative perspectives in support of better decision making.

9E-F30/920-F21

Red Team Hybrid/Mobile Training Course (2-28 days, no ASI): *Custom tailored curriculum* for organizations with specific requirements related to planning and operations, critical review and analysis of existing plans, and generation of solutions to organizational problems through groupthink mitigation strategies.

ATRRS Enrollment

The Commander must select the student. Each course is taught at the graduate level in a seminar style. Students meet in the classroom for 4 hours a day and prepare for the next day (i.e., homework, reading, etc.) in the afternoons.

ATRRS Course Catalog provides information. Contact **UFMCS Operations for assistance**.

1. Go to "Search the ATRRS Course Catalog" <https://www.atrrs.army.mil/atrscc/search.aspx> .
2. Select a Fiscal Year, i.e., 2015.
3. Select the School Code: 159 (UFMCS).
4. Click Search the ATRRS course catalog button near the bottom.
5. Select a UFMCS course (table).

The University of Foreign Military and Cultural Studies (UFMCS)



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UFMCS Website

<http://usacac.army.mil/organizations/ufmcs-red-teaming>

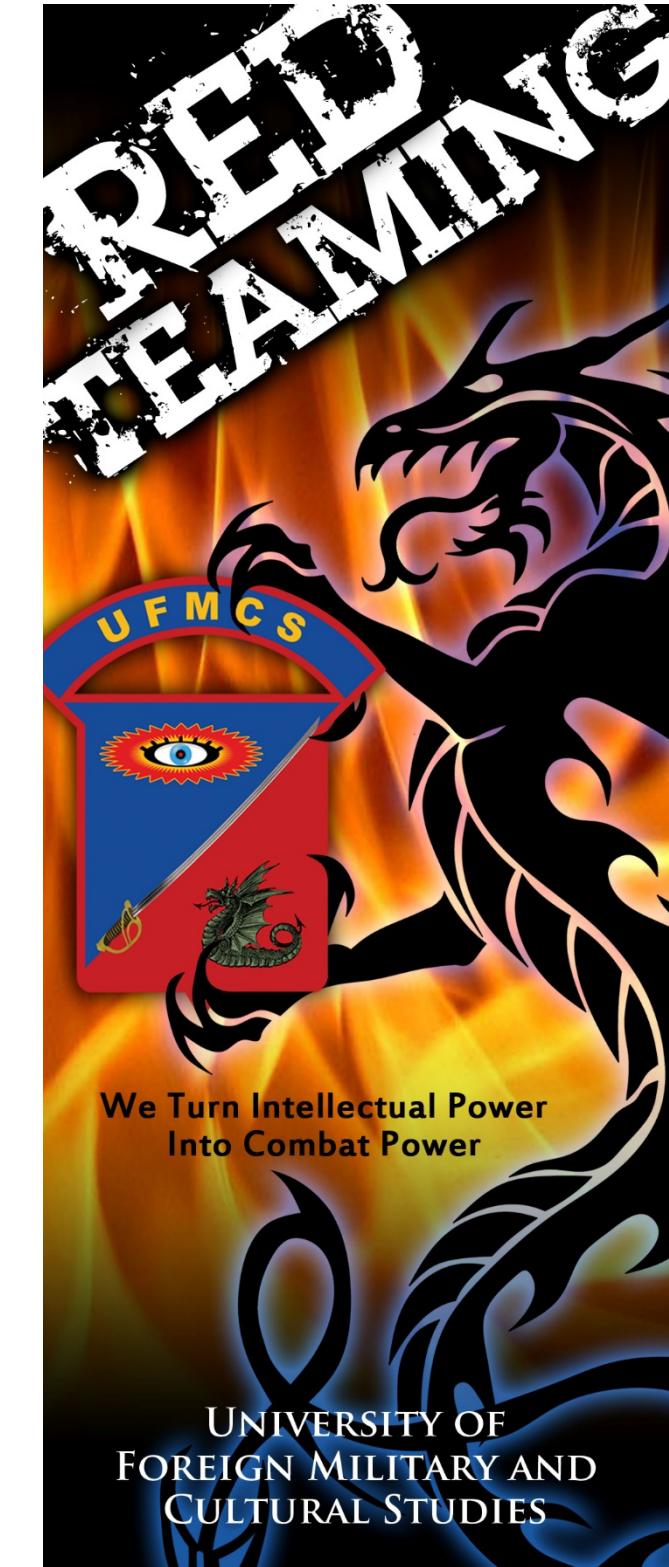
Our Mission

The University of Foreign Military and Cultural Studies (UFMCS) mission is to develop Army leaders who maintain the cognitive edge when operating in complex and rapidly changing operational environments. The mission of the UFMCS is multidimensional:

- UFMCS provides functional training for ASIs 7G and 7J – Red Team leaders and members.
- UFMCS, in concert with Army University provides Applied Critical Thinking (ACT) and Groupthink Mitigation (GTM) education across all Army Centers and Schools.
- UFMCS provides tailored programs of education or problem facilitation to operational units associated with training or pre-deployment
- UFMCS supports combat development and 2025 conceptualization with education and facilitation
- UFMCS engages with organizations external to the Army as an engine for continued innovation across the cognitive dominance domain
- UFMCS serves as the Executive Agent for the Army proponent for Red Teaming and serves as a repository of tools and best practices for Red Teaming across DoD.

Lines of Effort:

- LOE 1 - Continue to educate to RT ASI coded positions
- LOE 2 - Deliver ACT to TRADOC Educational Institutions
- LOE 3 - Support to Operational Units
- LOE 4 - Support to Capabilities Development and 2025B Initiatives
- LOE 5 - Engage with External Partners
- LOE 6 - Maintain UFMCS as Leading Edge of Applied Critical Thinking (ACT)



UNIVERSITY OF
FOREIGN MILITARY AND
CULTURAL STUDIES

UFMCS – What you'll learn

- All culture is local - tools designed to force planners to contend with other frames of reference, and to better understand others' perspectives.
- While orders come from the top-down, understanding flows from the bottom up - how to co-create context between those with the best local understanding, and those controlling resources and setting priorities.
- Groupthink is a human phenomenon - good leadership can mitigate groupthink, it cannot preclude it. Methods to Think-Write-Share, talk in small groups, and use role play. The only way to develop divergent thought and still make a timely decision is to improve our processes for thinking, planning and deciding.
- Self-awareness, introspection, and empathy change your worldview – before you can be open to how others think, you first need to understand how you think and why you think that way.
- In order to make better decisions planners need to be more divergent in thought before they converge on a COA.
- Generating a course of action is not equal to generating a truth – it is only a hypothesis. The COA you select is one of a universe of possibilities. Knowing that allows you to be more adaptive as the operational environment changes.
- The more complex the problem, the less willing we are to let go of our frames. Once we think we understand something complex in an easy to articulate way – we resist changing our minds - there are tools and methods that help you maintain an open mind in the face of complexity - we will teach them to you
- Developing alternative perspectives in the planning process is an unnatural act and requires tools beyond MDMP to generate options.

Program is proven to work

- Used for Solariums
- Successful in broadening programs
- Used to support ISAF, USFK, MEDCOM, Corps and Divisions, CBP, CYBERCOM, USAID and others
- Great reviews (a third describe the program as a 'life changing experience') from graduates.

Fostering Cultural Empathy



Applied Critical Thinking

Premortem Analysis



Assume Future Failure And Describe What it Looks Like

How Well Does The Plan Mitigate Things That Cause Failure?

Pillars of UFMCS Curricula



Red Teaming Tools and Methods

I wonder why he/she/they think differently - what has shaped their perspective?



I wonder WHY I think the way I do? What events have shaped my perspective?

Self Awareness & Reflection

Irving Janis author of Groupthink identified 3 major causes of poor group decisions:

1. Hierarchy in the room
 2. Sense of team identification leading to self-censoring
 3. Risk associated with the decision leading to self-censoring
- Hierarchy, team play and high risk are embedded in military decision making.
 - Tools to combat include; creating time to think, small group discussion, role play, and anonymity

Decision Support & Groupthink Mitigation