



*“The Intellectual Center  
of the Army”*



## **Training To Win in a Complex Environment**

### **LTG Brown, Commanding General, Combined Arms Center**

*Release of the information in this briefing does not imply any commitment or intent on the part of the U.S. Government to provide any additional information on any topic presented herein. This briefing is provided with the understanding that the recipient government will make similar information available to the U.S. Government upon request.*

As of: **5 Feb 15**

This briefing is: **Unclassified**



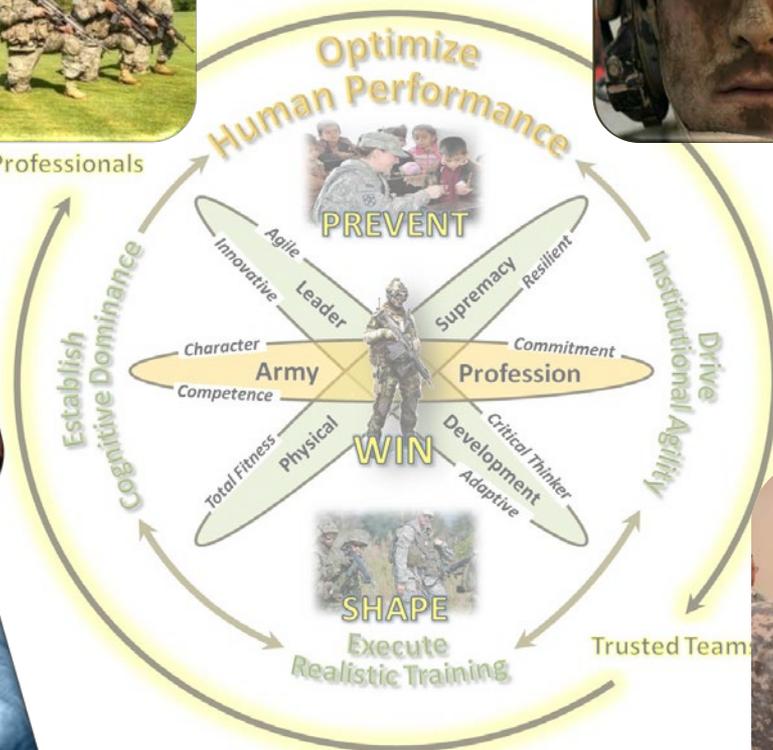
## For the Army to continue to win in a complex world, we must ...

**Improve and Thrive in  
Ambiguity**



Trusted Professionals

**Optimize Human  
Performance**





**LTC Hal Moore, Battalion Commander, 1-7 Cavalry  
Interview during the battle of Ia Drang Valley, Nov 1965**





- Adversary
  - Rapidly Adapts
  - Native to Ambiguous Environment
  - Translates Commercial Innovation into Military Advantage
- Information - Diffuses Rapidly



Megacities Video



# Warfare Then and Now...



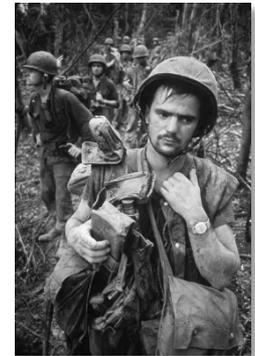
**LTC Creighton W. Abrams, Jr.**  
Commander  
37th Tank Battalion  
4th Armored Division  
Battle of the Bulge, WWII

**1945**



**COL Robert B. Abrams**  
Commander,  
1<sup>st</sup> Brigade Combat Team  
1<sup>st</sup> Cavalry Division  
Op Iraqi Freedom in 2003-05

**2014**



	The "Basics" Then	The "Basics" Now
Shoot	<ul style="list-style-type: none"> <li>- Effectively Engage Targets</li> <li>- Accuracy and precision</li> <li>- Hit targets with iron sights</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing importance of discriminate Fires</li> <li>- More complex Rules of Engagement</li> <li>- Employ optics/ night vision</li> </ul>
Move	<ul style="list-style-type: none"> <li>- Squad/Platoon Battle Drills</li> <li>- Situational awareness derived from a map</li> <li>- Company AO may include several grid squares</li> <li>- Operate in difficult terrain</li> </ul>	<ul style="list-style-type: none"> <li>- Dispersed, independent movements</li> <li>- Situational awareness derived from a COP (common operating picture)</li> <li>- Company AO may include multiple districts and villages</li> <li>- Operate among the people in complex societies in any terrain</li> </ul>
Communicate	<ul style="list-style-type: none"> <li>- FM Radio Procedures</li> <li>- Military to military</li> </ul>	<ul style="list-style-type: none"> <li>- Voice and Digital networks</li> <li>- Host nation, media, Interagency</li> <li>- Cultural awareness, negotiations, social media</li> </ul>
Physical Fitness	<ul style="list-style-type: none"> <li>- Basic physical conditioning</li> </ul>	<ul style="list-style-type: none"> <li>- Total Fitness (physical, mental, social, resilience)</li> </ul>
Discipline	<ul style="list-style-type: none"> <li>- Do the right thing when no one is watching</li> </ul>	<ul style="list-style-type: none"> <li>- Do the right thing as the whole world is watching</li> </ul>

**The cognitive and social demands on the Soldier have a greater potential for strategic impact than ever before.**

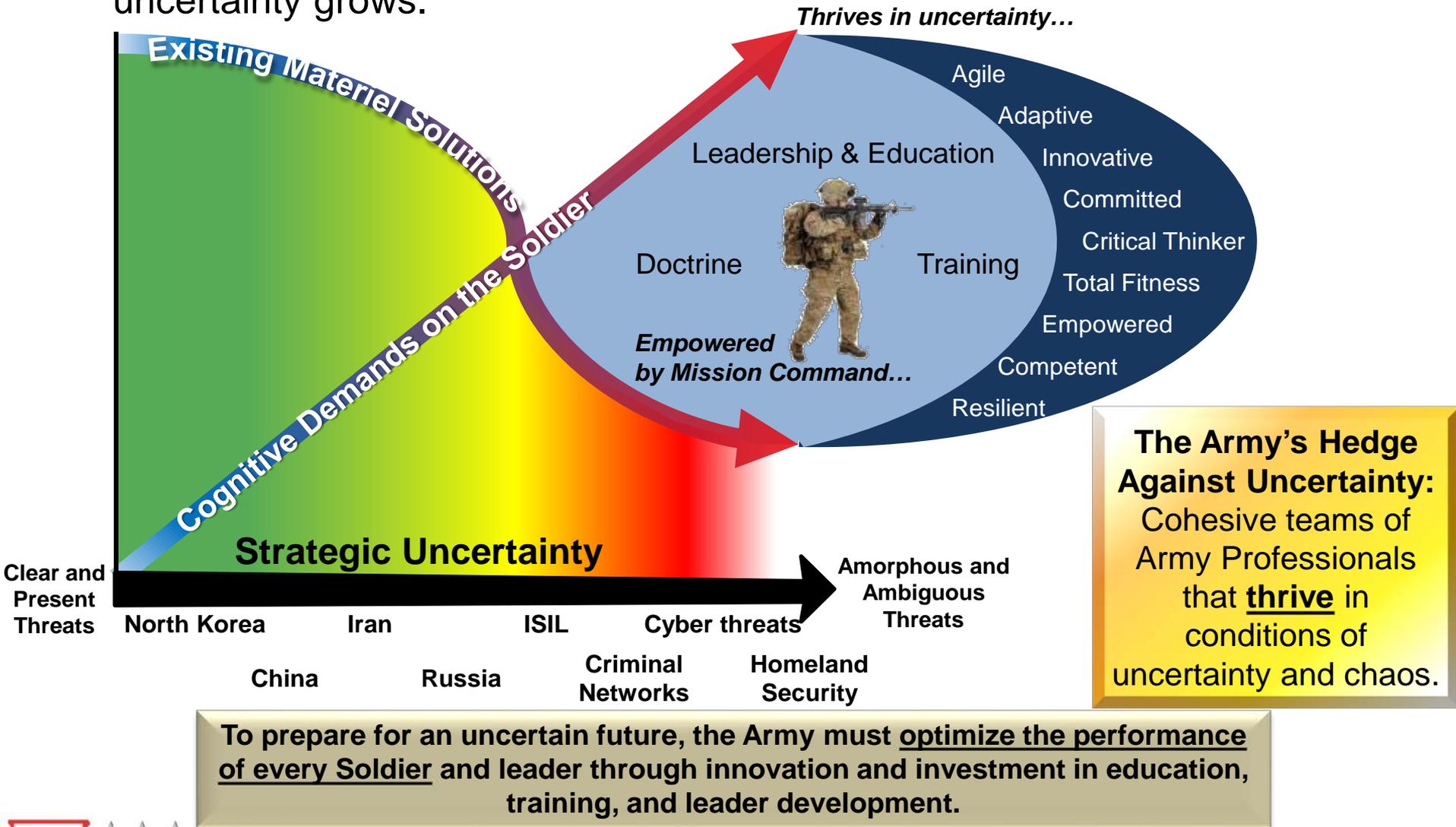


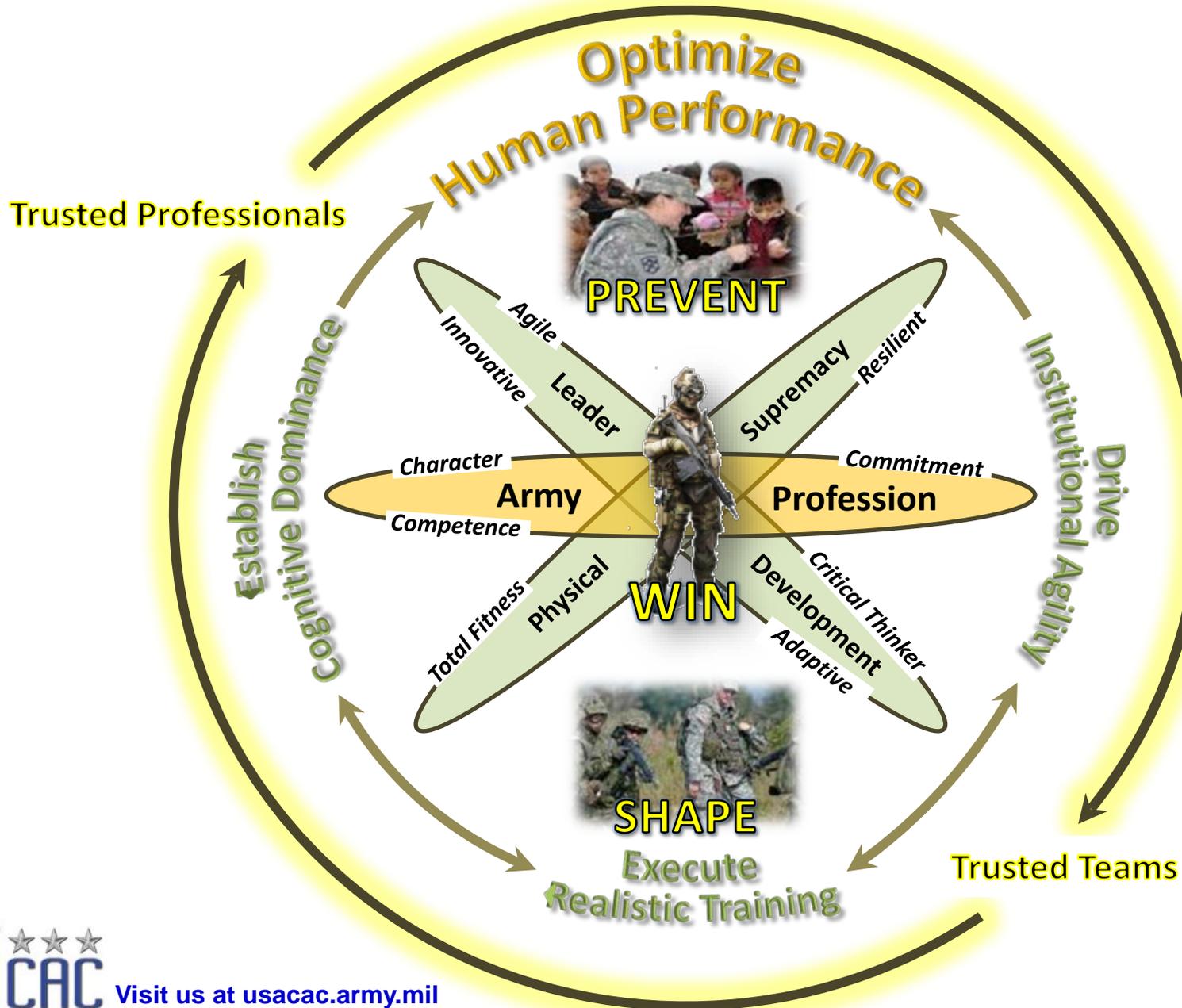
**The "Basics" have evolved over time, growing more complex**



# A Hedge Against Uncertainty

The cognitive demands on the Soldier grow more important as strategic uncertainty grows.







# F2025B Human Dimension Campaign Objectives

Ways

Overall HD Integration

ARCIC (Force 2025B) ★★

Human Dimension Council

CAC (HD Lead) ★★

End

## Optimize Human Performance

Endstate

Army leaders are trusted professionals of character who demonstrate comprehensive improvement of knowledge, skills, and attributes in education, training, and experience to optimize and sustain an individual's ability to succeed at any assigned mission as part of a trusted team.

Continuous Assessment through F2025 Maneuvers and Institutional Army Warfighting Assessments (IAWA) 8

LOE #1

### Cognitive Dominance



CAC Lead Integrator Director, MCCOE ★

#### LOE#1: Campaign Objective

By 2025, the Army has the tools and capacity to optimize the performance of every Soldier and Civilian in the Total Force.

LOE #2

### Realistic Training



CAC Lead Integrator DCG, CAC-T ★

#### LOE#2: Campaign Objective

By 2025, the Army implements a realistic training strategy that replicates the complex future operating environment. This strategy progressively builds cohesive teams that can thrive and improve in conditions of uncertainty and chaos.

LOE #3

### Institutional Agility



CAC Lead Integrator DCG CAC-E ★

#### LOE#3: Campaign Objective

By 2025, Army institutions are able to adjust rapidly to changing requirements in the operating environment allowing them to field integrated DOTMLPF –P solutions to emerging problems in advance of need.

Physical Supremacy

Talent Management

Army Profession, Leader Development

Cross-cutting Concepts



Current Army home-station training is not realistic, demanding, nor challenging enough to properly prepare our forces to improve and thrive in ambiguity and chaos.

## Training



## Reality





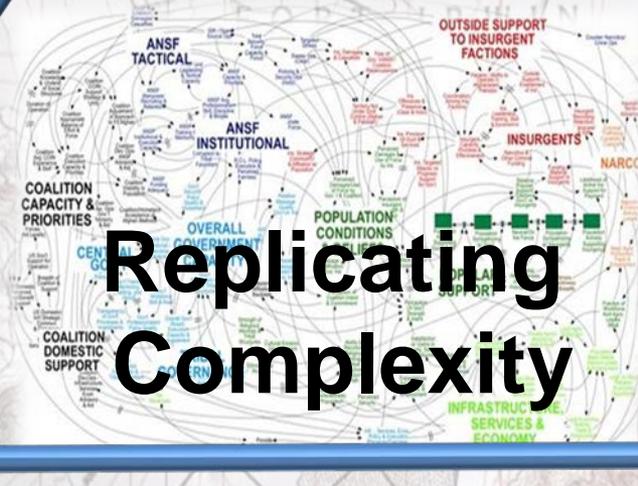
# What Works Well at CTCs



Professional  
OC/Ts

Experienced  
Training Cadre

Comprehensive  
After Action Review



## Replicating Complexity

Realistic Performance  
Feedback



World Class  
OPFOR



High-fidelity  
Instrumentation

What are the next evolutionary steps for training in 2025?





## U.S. Army Combined Arms Center and Fort Leavenworth

"We cannot expect to capture the imagination of combat-seasoned forces that have been in some of the most complex environments imaginable for almost a decade by sitting them in a classroom and bludgeoning them with PowerPoint slides. We must make the 'scrimmage' as hard as the 'game' in both the institutional schoolhouse and at home station."

-- General Martin E. Dempsey



The comprehensive improvement of knowledge, skills, and attributes to optimize and sustain an individual's ability to succeed at any assigned mission as part of a trusted team.

## Past

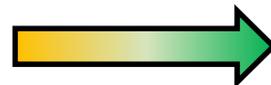
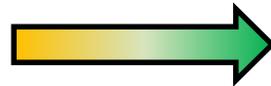
The Known:  
Complicated but not Complex



“Big 5”, Training Revolution  
*Bridge to AirLand Battle*

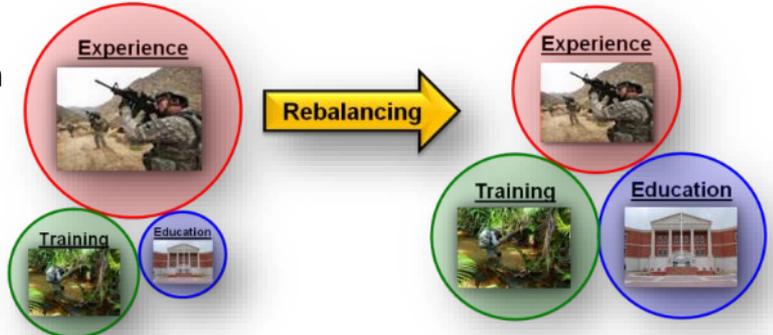
DoTMLPF

Optimize Human Dimension  
Realistic Training  
Education  
Global Landpower Network  
Mission Command



## Future

The Unknown:  
Complicated and Complex



Experience, Training, and Education  
*Bridge to F2025*

DoTMLPF

“I believe the Army should be the experts, the best in the world at optimizing human performance.”  
-- General Raymond T. Odierno



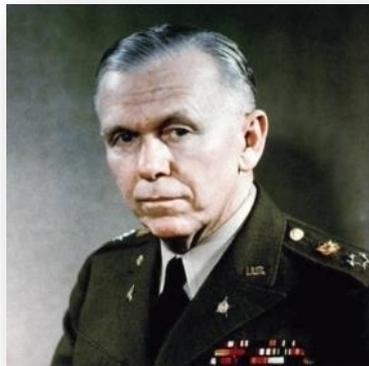


A position of intellectual advantage over a situation or adversary that fosters agility over adaptation, facilitating the ability to anticipate change before it occurs.



Conner

Mentorship



Marshall



Eisenhower

### Education (Army University)



Complex Training  
(Numerous Reports,  
Moral Dilemmas)

**MORAL DILEMMA**

All Intelligence Sources

“To subdue the enemy without fighting is the acme of skill.”  
-- Sun Tzu





The ability to prepare regionally aligned forces and leverage teams that will dominate against future complex global threats and challenges.



Moore



Vuono



Wallace

Current Army training is not realistic, demanding, nor challenging enough to properly prepare our forces to improve and thrive in ambiguity and chaos.

## Training

## Reality



"Demanding training, accomplished to standard today, is one of the best investments we can make in the Army of tomorrow."  
-- General (R) Carl Vuono





The ability to anticipate changing conditions *in stride*, lead through innovation, and develop crucial capabilities in advance of need.



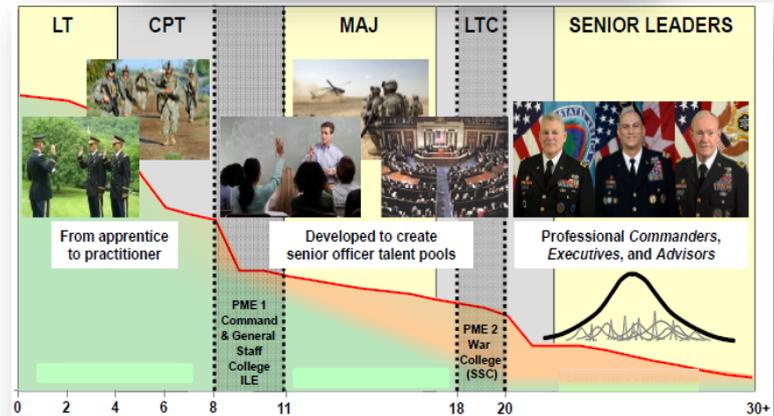
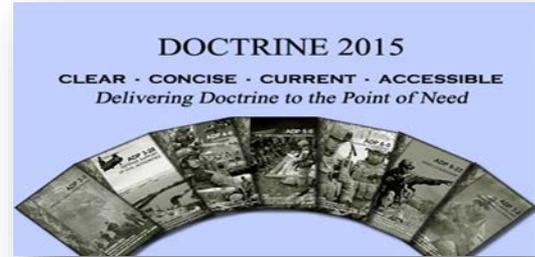
Abrams



DePuy



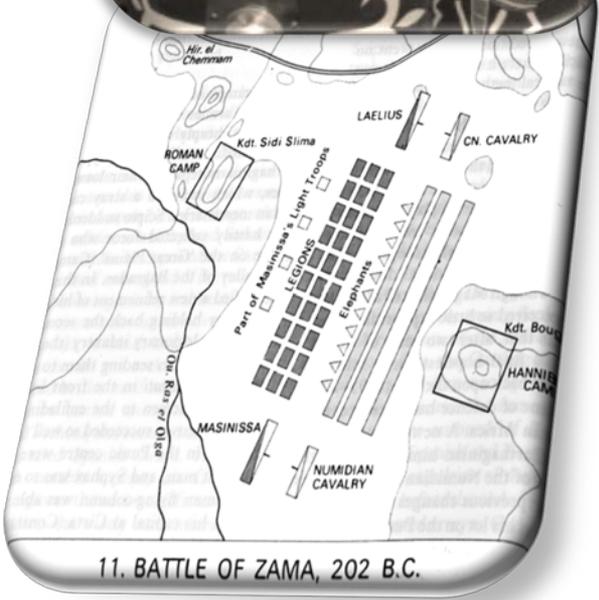
Dempsey



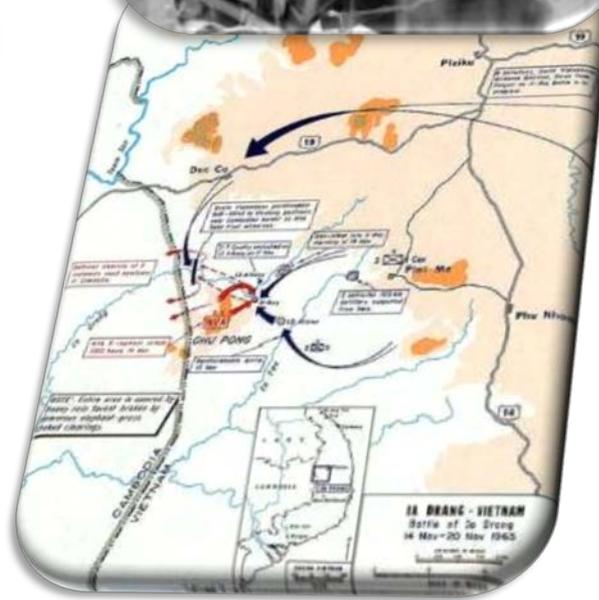
Pioneering 21st Century Education and Leader Development Programs

“Going forward, the force that you lead will have to be more agile than the one I currently lead... We’ll have to embrace change, not just accept it or riskier elements.”  
-- General Martin E. Dempsey





11. BATTLE OF ZAMA, 202 B.C.





**AMERICA'S ARMY**  
OUR PROFESSION – LIVING THE ARMY ETHIC

# Agile and Adaptive Leaders





**Problem Statement:** *The Nation faces a more complex and ambiguous threat environment than ever before. For the first time in history, we must design the Army to face an enemy that can rapidly adapt to exploit our weaknesses and avoid our strengths.*

## Changes in the Environment

**Threat organization:** Many potential adversaries are native to an ambiguous environment and remain indistinguishable from protected populations.

**Technology:** Adversaries can rapidly translate commercial innovation into military advantage.

**Information:** Information diffuses rapidly to a global audience leading to unexpected, emergent behaviors in societies.

**Societal Expectations:** Society increasingly demands Soldiers and leaders to be expert at choosing if to use violence, not just how.



**“In the struggle for survival, the fittest win out at the expense of their rivals because they adapt themselves best to their environment.”**

**-- Charles Darwin**

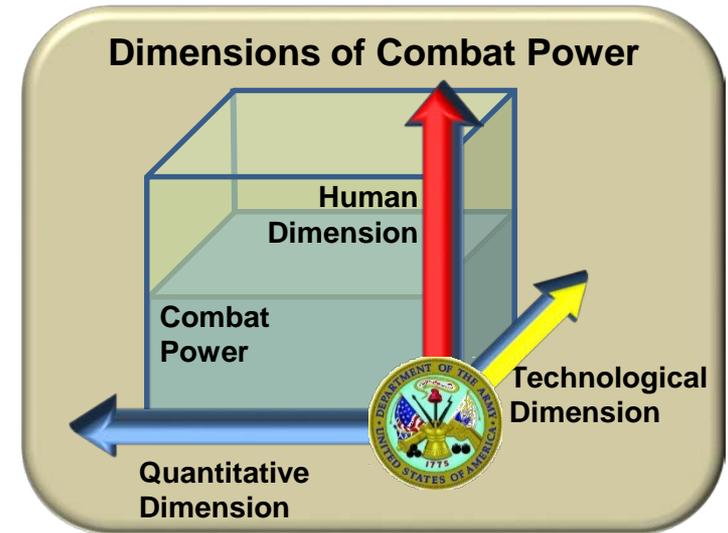


## Realities of the Future Operating Environment:

1. Future adversaries can and will **be able to rapidly adapt** to avoid our strengths and exploit weakness.
2. Equipment and technology alone **cannot keep up** with the rapid changes in the contemporary environment, but **our people can.**

## Rationale:

Where previous Army Transformations have focused on establishing a quantitative or technological edge over adversaries, the future demands the addition of a **decisive cognitive edge** and a focus on the '**human dimension of combat power.**'



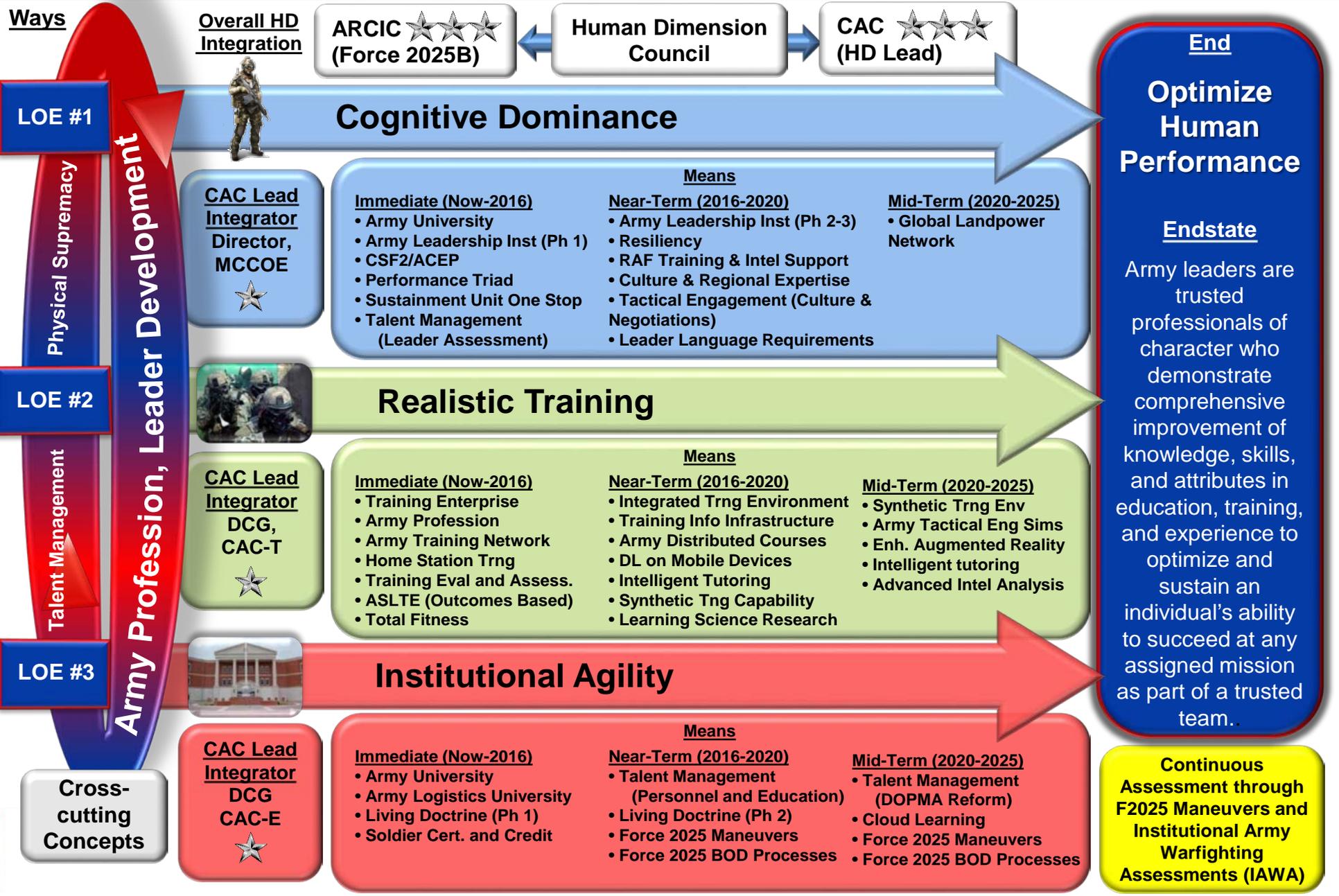
**Quantitative Edge:** Concept to defeat Nazis in 1940s (Rainbow Plans)

**Technological Edge:** Concept to defeat Soviets in 1970s (Big 5 & AirLand Battle)

**Human Edge:** Concept to face an uncertain future

In addition to continued investment in modernization and force structure, the Army must build **cohesive teams of Army Professionals that thrive in conditions of ambiguity and chaos.**

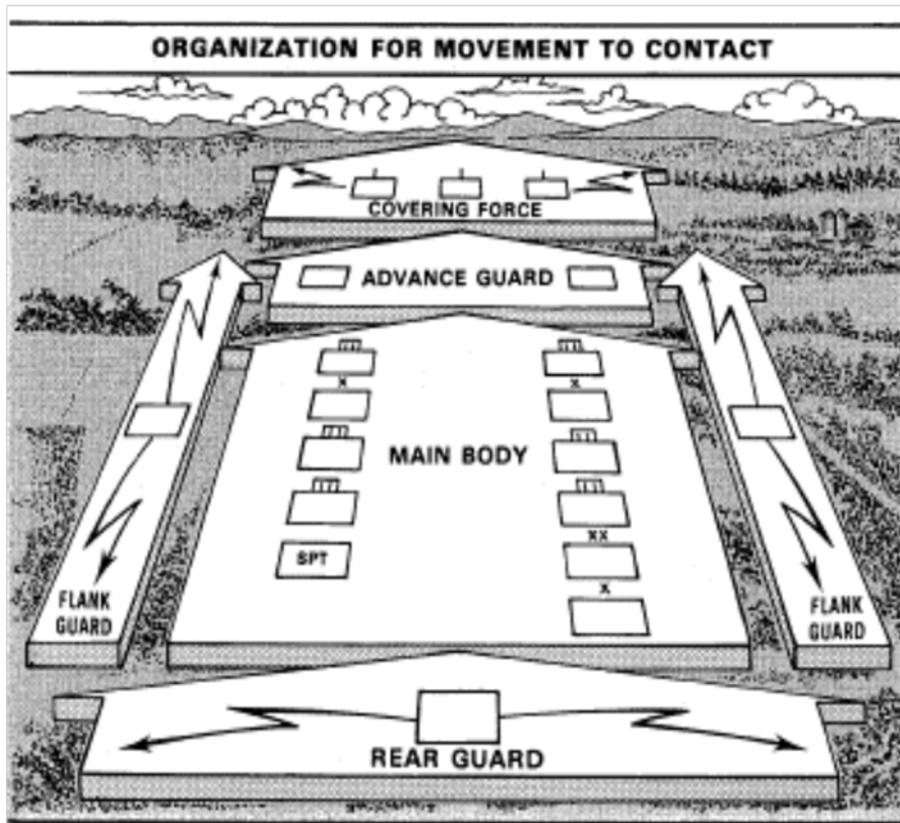






## AirLand Battle:

*Fight outnumbered, and win*



## Unified Land Operations:

*Win in a complex world*





## U.S. Army Combined Arms Center and Fort Leavenworth

"We must make the 'scrimmage' as hard as the 'game' in both the institutional schoolhouse and at home station."

-- General Martin E. Dempsey

