

The draft Human Dimension Strategy defines cognitive dominance as optimizing cognitive, physical, social abilities to achieve advantage over a situation or adversary. This directly supports the strategy's first supporting objective -- The Army has the capability and capacity to optimize the human performance of every Soldier and Civilian in the Total Force to improve and thrive in the strategic environment of 2025 and beyond. The below specific questions are areas which directly support this strategic objective and the current human dimension Army War Fighting Challenges learning demands. They are focused on three topic areas which include building trust between leaders and subordinates, optimizing brain functions, and dealing with cognitive biases. These three areas advance the Army's first human dimension strategic objective, and move towards Optimizing Human Performance & Cohesive Teams that improve and thrive in ambiguity and chaos.

Specific questions:

1. What type of research can be conducted to better understand how trust between leaders and subordinates is built or lost in the Army?
2. What type of research can be conducted to better understand which Army policies and practices tend to increase and which tend to decrease the levels of trust between leaders and subordinates?
3. How can the Army evaluate individuals for the qualities associated with building trust between leaders and subordinates?
4. What research, data, and experimentation is available to pinpoint which games or cognitive training improve cognitive ability and thus enhance a Soldier's cognitive, physical, and social performance?
5. What are the attributes that generate cognitive dominance within a Soldier, how does the Army assess, train, and sustain these attributes? Example: grit; we know that there is a correlation between grit and performance potential.
  - a. Which aspects of these attributes inherited (Nature) and which are learned (Nurture)?
  - b. How can the Army effectively measure these attributes?
  - c. How can the Army effectively develop these attributes in leaders and Soldiers?
6. Which cognitive biases are the most detrimental to Soldier and leader performance, what are the negative outcomes associated with these cognitive biases, and in what situations are Soldiers and leaders most susceptible to each of them?
7. How can the Army use selection, development, and assessment to minimize the instances and negative impact of Soldier and leader cognitive biases?

## HD Learning Demands

To build the force 2025 and beyond, it is critical that the Army focus on the Human Dimension of Improve soldier leader and team performance. To accomplish this mission, the Army is looking at ways to develop resilient Soldiers, adaptive leaders, and cohesive teams committed to the Army professional ethic that are capable of accomplishing the mission in environments of uncertainty and persistent danger.

Combined Arms Center (CAC) is requesting a one to two page information papers that will address one or more of the following key areas:

a. **Adaptive Leaders/Cognitive Dominance.** How can the Army best build ethical, creative and critical thinking leaders at all echelons with refined problem solving skills and the knowledge required to understand political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) variables and who effectively lead, train, and mentor their subordinates?

b. **Talent Management.** How can the Army best manage individual talent throughout the career lifecycle with an integrated approach that leverages recruiting, retention, accessions, professional development, promotion, succession planning, and assignment strategies to ensure the optimal employment of all Soldiers, leaders, and teams?

c. **Assessments.** How can the Army best employ cognitive, physical, and social assessments that identify the attributes and measure the abilities (baseline and subsequent) of Soldiers, leaders, and teams to predict potential performance, enhance talent management, and help sustain or improve the following: decision making, problem solving, holistic health and fitness, adaptability, resilience, commitment to the Army Ethic, and the skills required to effectively lead and interact with others?

d. **Physical Readiness.** How can the Army best implement a comprehensive system for holistic health and fitness that screens prospective recruits to ensure they meet the minimum standard baseline and then educates, trains, and inspires Soldiers, leaders, and teams to sustain or improve both general physical fitness and functional fitness while reducing the risk of injury and facilitates the assessment of individual and unit physical readiness?

e. **Resiliency.** How can the Army best enhance the resilience of Soldiers, leaders, and teams to resist the negative effects of prolonged exposure to stress and thus optimize holistic health and fitness?

f. **Accelerated Learning.** How can the Army best accelerate the learning, experience, training, and education of Soldiers, leaders, and teams to develop the technical, tactical, social, and cultural skills and knowledge necessary to support ULO?

g. **Team Building.** How can the Army best facilitate positive team dynamics at all echelons that promote mutual trust, shared understanding, disciplined initiative, prudent risk taking, and foster cohesive and collaborative environments?

The Government does not presently intend to award a contract, but wants to obtain market information and capabilities for planning purposes in an effort to improve the quality of our force. NLT 30 days after the Cognitive Dominance Symposium, a request for proposal will be published to Federal Business Online website <https://fbo.gov>