



U.S. ARMY

DRAFT
Version 4.0

BUILDING COHESIVE TEAMS TO WIN IN A COMPLEX WORLD

COGNITIVE DOMINANCE - REALISTIC TRAINING - INSTITUTIONAL AGILITY

THE ARMY HUMAN DIMENSION STRATEGY

2015

2 Foreword

3

4 War fundamentally remains a human contest of wills. This contest will only intensify as the
5 rate of human interaction increases and the spaces between groups diminish. No one can predict
6 where the next challenge to American interests will emerge, only that it will appear suddenly
7 from an unexpected direction and require rapid adaptation to address. In a future marked by
8 diminishing advantage and growing uncertainty, the Army must focus its investment in its most
9 agile asset - its people.

10 The *Army Operating Concept* describes a world that is becoming increasingly complex. The
11 increased rate of human interaction, driven by the rapid diffusion of information, leads to
12 sudden, unexpected, emergent behavior in societies - often grounded in ancient grievances. In
13 addition, the technological edge that the United States military has enjoyed since the ending of
14 World War II is eroding. The rapid pace of commercial innovation in the twenty-first century
15 provides great opportunity for potential adversaries to achieve short - term military advantage in
16 niche capabilities. A sustained investment in the human dimension of combat power is the most
17 reliable insurance against this uncertain future.

18 The education, training, and leader development systems we have today are not adequate to
19 produce the Army Professionals that we require for tomorrow. Producing these professionals
20 demands a comprehensive Human Dimension Strategy, nested with the *Force 2025 and Beyond*
21 initiative, and simultaneously oriented on the individual, the team, and the institution. Where the
22 Army once prepared leaders for known battlefield conditions, it must now prepare for them to
23 thrive in chaos and ambiguity. Operating with a smaller force structure, the Army must also
24 optimize the performance of our diverse talent through better analysis of individual potential and
25 more customized learning programs and career management. This will require a greater
26 investment to fully develop the knowledge, skills, and attributes of every Soldier and Civilian to
27 reach their unique potential.

28 The Army's success in future conflict will be determined largely by our ability to adapt our
29 people and our institutions to the nature of that conflict in advance of need. This strategy lays out
30 the ends, ways, and means necessary build the cohesive teams of professionals that the Army
31 will require to win in a complex world.

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32
33 “Above all, we will take care of our people. We will recruit and retain the best talent
34 while developing leaders committed to an ethical and expert profession of arms.”
35

36 *National Security Strategy, 2015*
37

38 39 **Introduction** 40

41 The nation and the Army face an ever-evolving security environment. Unprecedented levels of
42 global connectedness allow for the rapid transfer of ideas and technology. Potential adversaries are
43 able to close the technology gap and, in many cases, gain near-peer capabilities. This evolution is
44 leading to increasingly contested land, air, sea, space, and cyber domains. In past times of crisis,
45 America turned to its superior industrial base, informed by a robust research and development
46 capability to maintain the decisive edge. Today, as the closing technology gap and global fiscal
47 austerity erode US overmatch, the Army must find new ways to ensure it is capable of meeting
48 adaptive threats and dominating across the range of military operations. **In order for the United**
49 **States Army to endure as a dominant land force, it must also evolve.** The *Army Operating*
50 *Concept* and the *Force 2025 and Beyond* initiative define the way ahead for this evolution.
51

52 In the changing world the Army must actively seek innovative approaches to leverage its
53 asymmetric strength, its people. Through investment in its human capital, the Army will maintain
54 its decisive edge in the **human dimension – the cognitive, physical, and social components of**
55 **the Army’s trusted professionals and teams.** With this investment, the Army will be capable of
56 developing **cohesive teams that improve and thrive in ambiguity and chaos.** This will ensure
57 the Army maintains overmatch and can exploit a decisive edge in the face of uncertainty.
58 Achieving overmatch in these three areas requires evolutionary change in the way the Army
59 recruits, trains, and educates its Soldiers and Civilians. **The cognitive edge** requires a renewed
60 investment in education, training, ethics, leader development, talent acquisition, and talent
61 management. **The physical edge** requires investment in holistic health, injury prevention, and total
62 fitness. Finally, **the social edge** calls for an appreciation of cultural context through regional
63 alignment, professional judgment, and language proficiency. Together, investment in the cognitive,
64 physical, and social components will better optimize the human performance of Soldiers and
65 Civilians. This will yield cohesive teams whose solutions to complex and often-violent human
66 problems are ethically right, tactically sound, and strategically appropriate. Through this renewed
67 investment, the Army will optimize the performance of every Soldier and Civilian to maintain a
68 credible military deterrent into the future.
69

70 This document, *The Army Human Dimension Strategy*, serves as a broad statement of the
71 Army’s long-term vision for the investment in its most valuable resource. Implementation of the

72 *Army Human Dimension Strategy, will enhance the Army’s ability to prevent conflict, shape*
73 *the international environment, and win decisively.*

75 *“One advantage we have, especially in times of decreasing budgets, derives from our*
76 *ability to develop the right leaders—non-commissioned officers, officers, and*
77 *civilians—who can think in this very complex world”*
78

79 *General Raymond T. Odierno*
80 *38th Chief of Staff of the Army*

83 Strategic Environment

84
85 Today, the nation faces numerous security challenges and increasing strategic uncertainty.
86 Summarizing these challenges in his opening remarks to the 2015 *National Security Strategy*,
87 President Obama highlighted a complex picture of the future where he states, “Violent
88 extremism and an evolving terrorist threat raise a persistent risk of attacks on America and our
89 allies. Escalating challenges to cybersecurity, aggression by Russia, the accelerating impacts of
90 climate change, and the outbreak of infectious diseases all give rise to anxieties about global
91 security.” Together, these challenges illustrate many of the cognitive, physical, and social
92 demands placed upon future Soldiers and Army Civilians.

93 In every region of the
94 world, potential
95 **adversaries** disrupt the
96 security environment and
97 foment uncertainty. Many
98 of these potential
99 adversaries are **native to an**
100 **ambiguous environment**
101 and remain
102 indistinguishable from
103 protected populations.

104 Strong states, often backed
105 by powerful militaries and
106 weapons of mass

107 destruction, provoke their

108 neighbors and generate regional instability. In weak states, poverty, in conjunction with ethnic
109 and sectarian tensions, often exacerbate each other increasing the likelihood and severity of
110 conflict. Failing or failed states allow safe-havens for violent extremist groups to flourish and
111 prepare future attacks. Collectively, these security challenges threaten to further destabilize many
112 regions and increase the risk of attacks on America and its partners.



113 Rapid evolution of **technology** coupled with the increasingly urban and interconnected globe
114 allow individuals and governments to challenge US interests across multiple domains.
115 **Information diffuses rapidly** to a global audience leading to unexpected, emergent behaviors in
116 societies. In the **cyber** domain, the proliferation of social media and streaming video allow
117 bloggers, groups, and traditional media outlets to mobilize people or challenge cybersecurity. In
118 the more traditional domains of land, sea, air,
119 and space, rapid technological innovation
120 provides state and non-state actors' access to
121 affordable technologies, challenging the
122 traditional security apparatus. These changes in
123 technology facilitate potential adversaries'
124 ability to rapidly translate **commercial**
125 **innovation into military advantage.**



126 The growth of urban and coastal populations,
127 often in states already struggling to provide basic
128 services, creates increased vulnerability to large-
129 scale disaster from the effects of climate change or an outbreak of infectious diseases. The
130 increasing number and intensity of storms will disrupt vast populations, increase refugee flows,
131 create conflicts over basic resources, and act as a catalyst for groups to control of vulnerable
132 populations. Infectious disease outbreaks, like the Ebola epidemic in West Africa, highlight the
133 danger of a raging virus and the need for humanitarian intervention. While few will reach a
134 global scale, the intentional release of pathogens, the increasingly drug-resistant nature of



135 bacteria, and the globalization of travel
exacerbate global exposure to disease. These
effects of these natural disasters, coupled with
large coastal populations, could lead to Army
disaster response on an unprecedented scale.

In these uncertain security environments, US
interests are increasingly vulnerable to a variety
of actors and a range of man-made or natural
disasters. Rogue nations and groups will
continue to challenge US interests and traditional

145 advantages, especially as technology diffusion allows for a wider dispersion of products with
146 military application. Hostile groups will exploit weakness in ungoverned or under-governed
147 areas in order to plot future terror attacks on the US homeland. Potential natural disasters from
148 global pandemics to super-storms will challenge America's ability to respond rapidly to secure
149 and assist populations. In these environments, sustainable political outcomes will require the use
150 of land power.

151

152
153 *“The All-Volunteer Army will remain the most highly trained and professional land*
154 *force in the world...both today and against emerging threats.”*
155

156 *Army Strategic Planning Guidance, 2014*
157

158 **Vision**

159
160 Operating successfully in the environment described above by 2025 requires the Army to
161 focus research and investment in two key concepts.

162
163 **(1) The Army must build cohesive teams of**
164 **trusted professionals who thrive in ambiguity**
165 **and chaos.** In the past Soldiers and Department
166 of the Army Civilians trained to excel in known
167 fields of tactical and technical competence.

168 While these competencies remain important, the
169 increasing uncertainty of the future environment
170 will require teams who are not just comfortable
171 with ambiguity and chaos, but thrive in it.

172 Building these teams requires resilient and fit

173 **Army Professionals** of character who are competent, committed, and agile. They must also
174 embody the ethnic, cultural, and intellectual diversity of America. To lead these Soldiers, **Army**
175 **Leaders** at every level must think broadly about the nature of the conflict, display a nuanced
176 sense of social context, and operate effectively with unified action partners. They will also need
177 to develop creative solutions to complex problems in a timely manner. Leaders must also be able
178 to appreciate strategic context, always prepared for global scrutiny of the smallest tactical
179 actions. These **Army Teams** of trusted professionals must be able to innovate rapidly, especially
180 in the face of complexity and ambiguity requiring a culture of trust empowered by mission
181 command.

182
183 **(2) The Army must optimize the human performance of every Soldier and Civilian in**
184 **the Total Force.** Human performance optimization goes beyond just a focus on the individual
185 Soldier. Soldiers fight as part of cohesive teams and are empowered by effective institutions that
186 equip, train, and employ them. Optimizing the performance of Soldiers and Civilians therefore
187 requires simultaneous efforts focused on the individual, the team, and the institution. As
188 decreasing resources narrow the margin for error, the Army must apply advances in learning
189 sciences and predictive analytics to ensure the optimal development and best use of our talent.

VISION

- **Build cohesive teams of trusted professionals who thrive in ambiguity and chaos**
- **Optimize the human performance of every Soldier and Civilian in the Total Force**

Ends

This strategy seeks to produce **an Army of trusted professionals in cohesive teams who adapt and win in a complex world**. Additionally, these Army Professionals and teams must effectively shape the environment, prevent conflict, and, when required, win the nation's wars. To accomplish this, the strategy defines three overarching objectives for the individual, team, and institution.

Strategic Objective #1: By 2025, the Army has the capability and capacity to optimize the performance of every Soldier and Civilian in the Total Force.

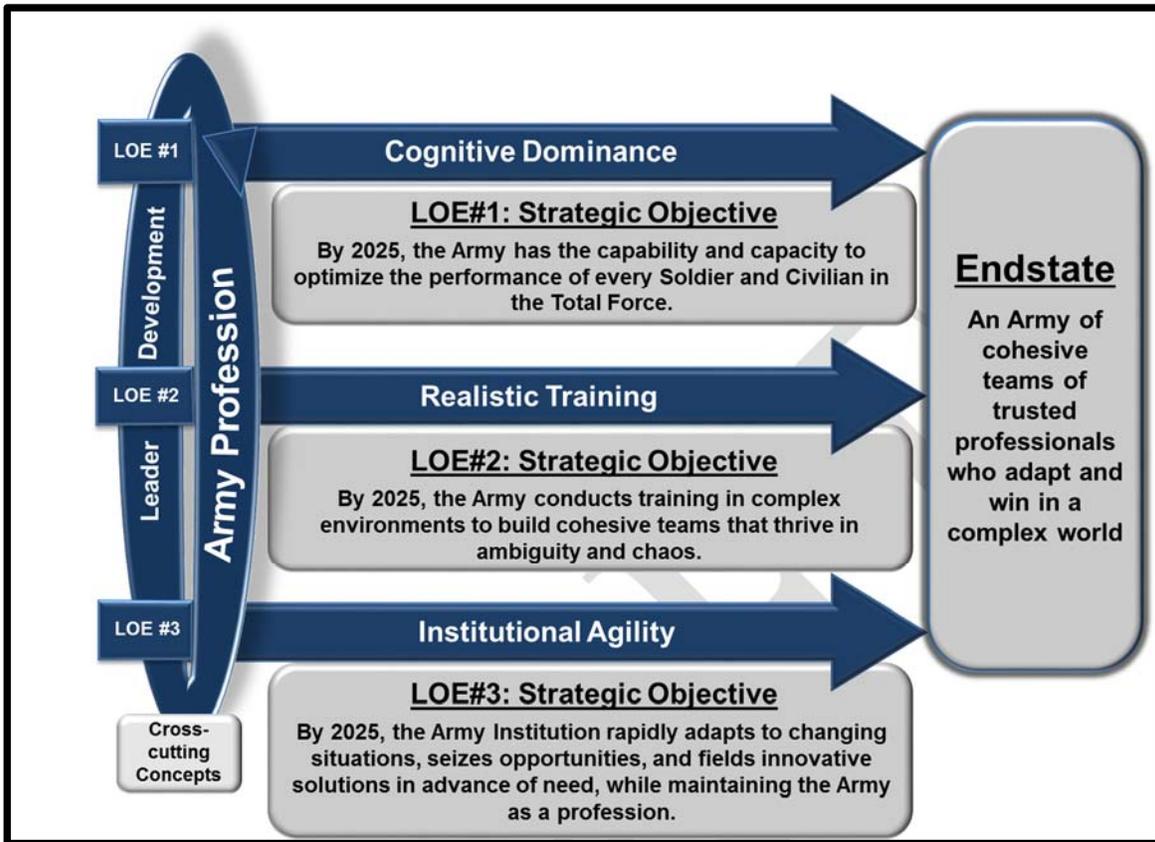
Strategic Objective #2: By 2025, the Army conducts training in complex environments to build cohesive teams that thrive in ambiguity and chaos.

Strategic Objective #3: By 2025, the Army Institution rapidly adapts to changing situations, seizes opportunities, and fields innovative solutions in advance of need, while maintaining the Army as a profession.

This strategy nests with the Army's *Force 2025 and Beyond* initiative, the comprehensive strategy to change the Army and deliver landpower capabilities as a strategic instrument of the future Joint Force. It also supports the Army Operating Concept, which describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as art of our Joint Force and working with multiple partners.

Ways

With the vision and end state outlined above, the strategic approach organizes the human dimension effort into three broad lines of effort (LOEs) oriented on the strategic objectives. These LOEs are organized by purpose and conceptually link supporting objectives and key tasks to the strategic objectives that they support. Each LOE has supporting objectives listed below and key tasks listed in Annexes A, B, and C. The **supporting objectives** define those outcomes that are necessary and sufficient to achieve the strategic objectives and, in turn, achieve the desired end state. The **key tasks** are the specific efforts identified as most likely to produce the desired outcomes. It is also important to note that the *Army Human Dimension Strategy* fully integrates and informs the Army Warfighting Challenges, which Annexes A, B, and C detail.



The Army Human Dimension Strategy's Strategic Approach

233
 234 **LOE #1: Cognitive Dominance.** The definition of cognitive dominance is optimizing
 235 intellectual, physical, emotional strength to achieve advantage over a situation or adversary.
 236 Cognitive dominance **focuses on improving the individual** through training, education, and
 237 experience. The Cognitive Dominance LOE has five supporting objectives.

238
 239 **Supporting Objective #1.1. Intellectual Optimization.** Develop innovative and
 240 individualized learning programs to equip Army Professionals with the intellectual diversity and
 241 capacity to succeed in complex environments.

242
 243 **Supporting Objective #1.2. Social Intelligence.** Develop trusted Army Professionals as
 244 effective team members who thrive in complex social environments, adapt to diverse cultures,
 245 communicate effectively, and build relationships.

246
 247 **Supporting Objective #1.3. Holistic Health and Fitness.** Enhance Soldier and Army
 248 Civilian health and physical readiness through an individualized comprehensive training system
 249 that improves human performance and resilience.

250

251 **Supporting Objective #1.4. Decisionmaking.** Improve the decision-making ability and
252 ethical conduct of Soldiers and Army Civilians through individual and collective learning
253 programs that challenge Army Professionals in complex operational and ethical situations.
254

255 **Supporting Objective #1.5. Human Performance Research and Assessment.**
256 Continuously improve the cognitive, social, and physical performance of Army Professionals
257 through the conduct and application of research, development, and assessment.
258

259 **LOE #2. Realistic Training.** The definition of realistic training is developing cohesive teams of
260 Army Professionals who can thrive and win in ambiguous, complex, and challenging situations.
261 Realistic training **focuses on improving the team.** The Realistic Training LOE has four
262 supporting objectives.
263

264 **Supporting Objective #2.1. Accelerated**
265 **Training.** Accelerate team learning through innovative
266 training management and improved training capabilities
267 that immerse units in complex and realistic
268 environments, increasing opportunities and decreasing
269 required resources.
270



271 **Supporting Objective #2.2. Team Building.**
272 Provide training to forge diverse individuals and
273 organizations into cohesive teams that facilitate mission command, based on mutual trust and
274 unity of effort.
275

276 **Supporting Objective #2.3. Complex Training.** Integrate all aspects of training support and
277 development, including a synthetic training environment that replicates a complex reality,
278 enabling geographically dispersed teams to train together.
279

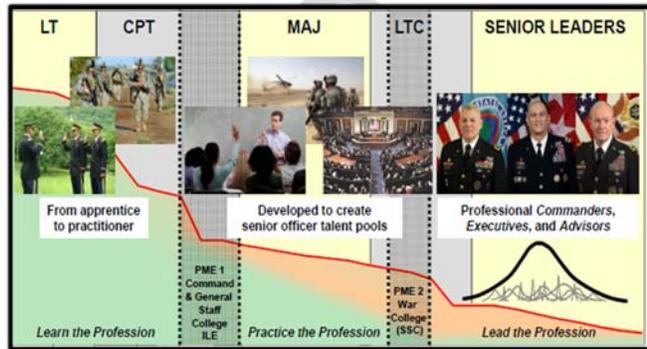
280 **Supporting Objective #2.4. Team Performance Research and Assessment.** Improve
281 training and performance of Army teams through continuous research and assessment of training
282 methods, technologies, and team dynamics.
283

284 **LOE #3. Institutional Agility.** The definition of institutional agility is developing the
285 institutional capability to anticipate changing conditions in stride and lead through innovation in
286 advance of need, while maintaining the Army as a profession. Institutional agility **focuses on**
287 **improving the institution** to support LOE #1 and LOE #2. The Institutional Agility LOE has
288 three supporting objectives.
289

290 **Supporting Objective #3.1. Talent Management.** Recruit, assess, develop, and manage
291 Soldiers and Army Civilians throughout their life cycle, with increased focus on individual
292 competencies and attributes, to build effective teams and meet Army needs.

293
294 **Supporting Objective #3.2. Education.** Increase educational effectiveness and agility
295 through academic rigor and relevance, faculty development, accreditation, and credentialing to
296 prepare Army Professionals to succeed in complex environments.

297
298 **Supporting Objective #3.3.**
299 **Institutional Performance Research and**
300 **Assessment.** Improve the Institutional
301 Army through a process of research,
302 assessment, and adaptation that aligns
303 professional development, education, and
304 training with the demands of a dynamic
305 environment.



306
307 **Crosscutting Concepts.** Two broad but critical concepts cut across the *Army Human*
308 *Dimension Strategy* LOEs and impact all aspects of the strategic approach. They are the Army
309 Profession and Army Leader Development. The **Army Profession** is the effective and ethical
310 application of landpower, serving under civilian authority and entrusted to defend the
311 Constitution and the rights and interests of the American people. The Army Ethic is the
312 foundation for the Army Profession. The Army Ethic inspires our shared identity as Trusted
313 Army Professionals with distinctive roles as Honorable Servants, Army Experts, and Stewards of
314 the Profession. Second, Army **Leader Development** efforts must build the next generation of
315 competent and committed leaders of character who thrive and improve in ambiguity and chaos.
316 Both the Army Profession and effective leaders at all levels are essential to achieve the *Army*
317 *Human Dimension Strategy* end state.

318
319 **Crosscutting Concept #1. Army Profession.** Reinforce an ethos of trust that supports
320 honorable service, military expertise, stewardship, and esprit de corps.

321
322 **Crosscutting Concept #2. Leader Development.** Train, educate, and provide experiences to
323 progressively develop leaders to prevail in Unified Land Operations using Mission Command.

324 Means

325 Effective implementation of the *Army Human Dimension Strategy* requires a formal and
326 effective governance process. This process will consist of two primary permanent structures: a
327 human dimension steering committee and a human dimension capability development structure.

329 **Human Dimension Steering Committee.** The Assistant Secretary of the Army for
330 Manpower and Reserve Affairs will co-chair a permanent steering committee with the Training
331 and Doctrine Command (TRADOC). The purposes of the committee are to: provide strategic
332 direction for human dimension efforts, recommend priorities for human dimension programs to
333 Army senior leadership, and ensure that human dimension initiatives get the sponsorship and
334 advocacy necessary to move from requirements to resourcing. Through this committee the
335 Assistant Secretary of the Army Manpower & Reserve Affairs and Commanding General,
336 TRADOC present to Army senior leadership recommended prioritization and allocation of
337 resources within the extant Capability Development, PPBE (Planning, Programming, Budgeting,
338 and Execution process) and PEG (Program Evaluation Groups) processes and provides
339 coherence and integration for bottom-up innovation. This human dimension committee
340 supplements the existing prioritization efforts, such as the Training General Officer Steering
341 Committee and the Army Professional and Leader Development Forum.

342
343 **Human Dimension Capability Development.** TRADOC will establish a permanent
344 capability development structure within the Mission Command Center of Excellence focused on
345 integration of HD efforts. This structure is responsible for cataloguing existing human dimension
346 efforts, analyzing key efforts, inventorying existing research, identifying gaps, developing
347 potential solutions, and implementing solutions.

348
349 **Army Organizations.** To make the human dimension process effective and efficient will
350 require the involvement of multiple Army stakeholders. These organizations include: Assistant
351 Secretary of the Army Manpower & Reserve Affairs, Headquarters Department of the Army G-
352 1, Headquarters Department of the Army G3/5/7, Program Executive Office Soldier, Training
353 and Doctrine Command, Forces Command, Army Office of the Surgeon General/Medical
354 Command, and Assistant Secretary of the Army for Acquisitions, Logistics, and Technology.
355 These organizations administer, manage, and integrate, human dimension programs and
356 resources for the Army. The human dimension steering committee and the capability
357 development structure will assist with ensuring unity of effort amongst these different Army
358 organizations and any organizations outside of the Army. This structure will mirror similar
359 capability development structures in the materiel development community.

360
361 **Programs and Initiatives.** Army programs and initiatives are also key means in achieving
362 the *Army Human Dimension Strategy* end state and vision. While there are many existing human
363 dimension programs and initiatives, the human dimension governance process will align them
364 and recommend prioritization focused on supporting objectives. The *Army Human Dimension*
365 *Strategy* provides a framework to enable Army leadership to prioritize existing and future human
366 dimension programs and initiatives. More importantly, the steering committee, the capability
367 development structure, and the overall human dimension governance process will ensure
368 efficiency and effectiveness of human dimension programs and initiatives.

Risk

There are three major risks to the implementation of the *Army Human Dimension Strategy*. First, **lack of unity of effort** could result in meeting tomorrow’s challenges with individuals and teams optimized for yesterday’s strategic environment and threats. This could require a long period of adaptation, risking strategic defeat at worst or carrying a higher price at best. In other words, the Army must take full advantage of the time it has to prepare for future conflicts, especially to prepare Soldiers and leaders who can thrive in ambiguity and chaos. Second, a lack of proper governance and non-material capability development could lead to **insufficient funding** for human dimension efforts, degrading the Army’s ability to adapt to future strategic environments. Third, **lack of shared understanding** and a common operating picture of ongoing human dimension efforts may result in redundant and unfocused human dimension programs that are ill-suited to the requirements of the operational force and do not fully optimize limited resources to support major human dimension objectives. An effective human dimension governance process will address all three of these risks by properly evaluating and prioritizing all existing and future human dimension programs, ensuring both efficiency and effectiveness.

“People define our Army, and they will remain our number one capital investment. Technology is no substitute for competent and committed professionals—our Soldiers and Civilians—who are the foundation of our Army.”

Army Human Dimension Concept, 2014

Conclusion

Succeeding in today’s uncertain strategic environment demands both a technological and human edge over future threats. Developing and maintaining this human edge requires a sustained investment in the **physical, cognitive, and social** aspects of our Soldiers and Army Civilians, along with continuous innovation in training, education, and leader development. This innovation develops leaders that **improve and thrive in ambiguity and chaos** and **optimizes human performance of Soldiers and Civilians**. Additional emphasis is also required on talent management. These efforts will result in human performance optimization that builds resilient Army Professionals, adaptive leaders, and cohesive teams, meeting the Chief of Staff of the Army’s vision and fitting within the broader context of *Army Force 2025 and Beyond*. Ultimately, this strategy seeks to produce **an Army of trusted professionals in cohesive teams who adapt and win in a complex world**.

This strategy seeks to produce:
An Army of trusted professionals in cohesive teams who adapt and win in a complex world.

410 **Annex A: Cognitive Dominance**

411 **1. Concept.** The Cognitive Dominance Line of Effort (LOE) describes those objectives and tasks
412 that equip Army personnel with the intellectual advantage, cultural understanding, physical
413 toughness and resilience to adapt and thrive in ambiguity and chaos. The Mission Command
414 Center of Excellence (MCCOE) is the lead integrator for the Cognitive Dominance LOE.
415 MCCOE is responsible for planning and coordinating Army Cognitive Dominance efforts, which
416 will optimize Army Professional's intellectual, physical, and emotional strength to achieve
417 advantage over a situation or adversary. The Cognitive dominance LOE includes existing
418 initiatives and programs focused on doctrine, leadership and ethics, the diversity and
419 modernization of individual education, athletic performance, resiliency, individual assessments,
420 cultural awareness and understanding the complex operating environment in order to support
421 optimization of human performance throughout the Army.

422
423 **2. Army Warfighting Challenges.** The Cognitive Dominance LOE supports four Army
424 Warfighting Challenges: WFC (Warfighting Challenge) 1: Develop Situational Understanding,
425 WFC 2: Shape the Security Environment, WFC 10: Develop Agile & Adaptive Leaders, and
426 WFC 14: Ensure Interoperability and Operate in the JIM Environment.

427 **3. Key Tasks.**

428
429
430 **a. Key Task 1A: Leadership.** Continually refine Army Leadership by incorporating research-
431 proven techniques in the assessment, training, education and development of future leaders.
432 Supports Obj. 1.2, 1.4, 2.2, 2.4, and 3.1.

433
434 **b. Key Task 1B: Educational Diversity.** Develop the Army's future leaders through
435 intellectual diversity and individualized learning programs in order to equip them to succeed in
436 complex and ambiguous environments. Supports Obj. 1.1, 1.2, 1.4, 2.3, and 3.2.

437
438 **c. Key Task 1C: Educational Modernization.** Adopt and continuously adapt innovative
439 learning programs in order to equip the future leaders of the Army with the most technologically
440 advanced education possible in order to help them win in an ever-evolving world. Supports Obj.
441 1.1, 1.2, 1.5, and 3.2.

442
443 **d. Key Task 1D: Critical Thinking.** Increase the use of critical thinking techniques across
444 the Army in order to reduce groupthink and deepen the understanding of the operating
445 environments confronting the Total Force. Supports Obj. 1.1, 1.2, 1.4, and 3.2.

446

447 **e. Key Task 1E: Doctrine.** Publish Army Doctrine in a learner-centric and interactive format
448 that is adapted to the way personnel learn in a digitally enabled society and ensure it is pushed to
449 the user at the point of need. Supports Obj. 1.1, 1.4, and 3.2.

450

451 **f. Key Task 1F: Individual Assessments.** Leverage scientific research to provide unbiased
452 feedback on the leadership traits and actions of individuals in order to enable continuous
453 improvement. Supports Obj. 1.5, 3.1, and 3.3.

454

455 **g. Key Task 1G: Professional Ethic.** Inculcate the professional Army ethic into education
456 and training at all levels; thereby providing a solid ethical foundation for decision makers
457 throughout the Total Force. Supports Obj. 1.2 and 1.4.

458

459 **h. Key Task 1H: Cultural Awareness.** Increase cultural awareness across the Army,
460 thereby allowing the force to understand the motivations, needs, methods of communication and
461 mindsets of others in order to mitigate culture shock in support of operations. Supports Obj. 1.2
462 and 2.2.

463

464 **i. Key Task 1I: Appreciation of the Complex Operational Environment.** Develop Army
465 professionals who can understand the complex nature of modern conflict as well as gain the trust
466 of and build relationships with a wide range of people. Supports Obj. 1.2 and 2.3.

467

468 **j. Key Task 1J: Athletic Performance.** Leverage the most advanced techniques in health,
469 sports medicine, nutrition, and fitness to increase wellness and optimize the physical
470 performance of personnel across the Army. Supports Obj. 1.3 and 1.5.

471

472 **k. Key Task 1K: Resiliency.** Actively spread the latest resiliency techniques and resources
473 to all Army personnel in order to maximize the productivity of the Total Force while reducing
474 the number of personnel lost to suicide. Supports Obj. 1.3 and 1.5.

475 **Annex B: Realistic Training**

476 **1. Realistic Training Concept.** The Realistic Training LOE describes objectives and tasks that
477 will improve Army team cohesion and ability to employ mission command in the midst of
478 ambiguous and chaotic scenarios. Where past training focused on mastery of basic tasks, future
479 training will add levels of complexity and ambiguity into training as units progress from initial to
480 expert levels of training. These efforts will ensure that innovative processes and technologies
481 develop training that accelerate learning, improve judgment, memory, reasoning, perception,
482 critical thinking. Additionally, these efforts will develop ways to assess training methods, and
483 provide efficient, low-cost training capabilities. Combined Arms Center - Training is the LOE
484 lead integrator and will plan and coordinate how the Army will conduct realistic training.
485

486 **2. Army Warfighting Challenges.** The Realistic Training LOE supports three Army
487 Warfighting Challenges: WFC (Warfighting Challenge) 8: Enhance Training, WFC 9: Improve
488 Soldier, Leader, and Team Performance, and WFC 10: Develop Agile and Adaptive Leaders.
489

490 **3. Key Tasks.**

491
492 **a. Key Task 2A: Training Management Capabilities.** Provide improved and innovative
493 training management capabilities that accelerate individual and team education and learning.
494 Supports Obj. 2.1 and 2.3.
495

496 **b. Key Task 2B: Mobile Training.** Provide a mobile training capability that supports
497 distributive and distance learning. Supports Obj. 2.1 and 2.3
498

499 **c. Key Task 2C: Home Station Training.** Develop home station training capabilities that
500 replicate an ambiguous and complex operational environment. Supports Obj. 2.1 and 2.2.
501

502 **d. Key Task 2D: Key Technology Research Areas.** Provide the research community
503 technology candidates and required capabilities to support a single synthetic environment, one-
504 world terrain, artificial intelligence, intelligent tutors, big data and point-of-need research
505 Supports Obj. 2.1, 2.2, 2.3 and 2.4.
506

507 **e. Key Task 2E: Combat Training Center.** Develop an improved Combat Training Center
508 capability which provides the complexities of the operational environment and builds teams of
509 unified action partners. Supports Obj. 2.2 and 2.3.
510

511 **f. Key Task 2F: Training and Education Development.** Provide training and education
512 products that define the knowledge, skills, and abilities required to optimize the human
513 performance of Solders, Army Civilians and cohesive teams. Supports Obj. 2.1, 2.2, and 2.3.

514 **g. Key Task 2G: Training Evaluation and Assessment.** Develop new training capabilities
515 that reduce the complexity of use, and provide automated analysis and assessment of system
516 effectiveness and efficiency. Supports Obj. 2.1, 2.3 and 2.4.

517

518 **h. Key Task 2H: Integrated Training Environment.** Provide an integrated training
519 environment (ITE) that combines existing training capabilities into a system of systems
520 immersive training environment. Supports Obj. 2.1, 2.2, and 2.3.

521

522 **i. Key Task 2I: Training Information Infrastructure.** Develop training information
523 infrastructure and Points of Delivery system that manage training and education information and
524 content for use by individuals, units and intuitions worldwide. Supports Obj. 2.1, 2.2 and 2.3.

525

526 **j. Key Task 2J: Learning Content on Mobile Devices.** Develop a governance process for
527 mobile devices, establish wireless infrastructure at TRADOC installations, and develop content
528 and products that support complex training on mobile devices. Supports Obj. 2.1, 2.3, and 2.4.

529

530 **k. Key Task 2K: Distributive Online Courses.** Provide an adaptive learning strategy,
531 leverage new technologies, and provide online education and training that enhances memory,
532 reason, and judgment as well as accelerate learning. Supports Obj. 2.1 and 2.4.

533

534 **l. Key Task 2L: Adaptive Learning Strategy.** Provide technology developed instruction
535 that employs adaptive learning strategies and intelligent tutoring to accelerate learning and
536 education for Soldiers and Civilians. Supports Obj. 2.1 and 2.4.

537

538 **m. Key Task 2M: Synthetic Training Environment.** Provide a synthetic training
539 environment (replaces the ITE) which converges virtual, constructive and gaming into one
540 environment at the point-of-need. Supports Obj. 2.1, 2.2, and 2.3.

541

542 **n. Key Task 2N: Augmented Reality.** Provide a live training environment enabled by
543 Augmented Reality that provides a realistic, readily adaptable and complex training environment
544 to build cohesive teams. Supports Obj. 2.1, 2.2, 2.3, and 2.4.

545

546 **o. Key Task 2O: Training Instrumentation Systems.** Develop an instrumentation system
547 (live environment) that will integrate Joint and Army mission command systems to provide
548 multi-echelon training on joint and complex tasks. Supports Obj. 2.2, 2.3, and 2.4.

549

550 **p. Key Task 2P: Learning Science and Technology.** Apply learning science and
551 technology advancements to train Soldiers, Army Civilians and cohesive teams to thrive in
552 ambiguity and chaos. Supports Obj. 2.4.

553 **Annex C: Institutional Agility**

554 **1. Concept.** The Institutional Agility LOE describes those objectives and tasks that will improve
555 the Army's ability to rapidly adapt its institutional structures and processes to changing
556 situations, to seize opportunities, and to field innovative solutions in advance of need, while
557 maintaining the Army as a profession. The Combined Arms Center - Education is the lead
558 integrator for the Institutional Agility LOE and is responsible for planning and coordinating how
559 human dimension institutional processes within the Army will become more agile and responsive
560 to emerging need. Efforts in this LOE will help improve talent management and human
561 performance optimization to recruit, educate, train, develop, and assign individuals according to
562 their capabilities and potential in concert with the needs of the Army.

563
564 **2. Army Warfighting Challenges.** The Institutional Agility LOE supports Army Warfighting
565 Challenge 4: Adapt the Institutional Army.

566 **3. Key Tasks.**

567
568
569 **a. Key Task 3A: Agile Leaders.** Develop agile, adaptive and innovative Army professionals
570 who can problem solve within an ambiguous and complex environment. Supports Obj. 3.2.

571
572 **b. Key Task 3B: Better Learning.** Provide innovative learning methods tailored to
573 individual needs. Supports Obj. 3.2.

574
575 **c. Key Task 3C: Life Cycle.** Optimize the recruitment and career path of Army
576 professionals from the start to ensure Army needs are better matched with diverse individual
577 knowledge, skills, and attributes. Supports Obj. 3.1.

578
579 **d. Key Task 3D: Organization and Structure.** Implement more efficient and effective
580 organization, structure, and governance practices to accelerate institutional communication and
581 decisionmaking. Supports Obj. 3.1, 3.2, 3.3.

582
583 **e. Key Task 3E: Talent Management.** Transform talent management processes to better
584 match talent to requirement by collecting and interpreting data on Soldier aptitude, performance,
585 and potential that will better inform promotion and assignment decisions. Supports Obj. 3.1.

Annex D: Army Human Dimension Strategy Map

