



**U.S. ARMY**

**DRAFT**  
Version 5.0



**BUILDING COHESIVE TEAMS TO WIN IN A COMPLEX WORLD**

COGNITIVE DOMINANCE - REALISTIC TRAINING - INSTITUTIONAL AGILITY

# **THE ARMY HUMAN DIMENSION STRATEGY**

**2015**

## 2 Foreword

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4 [This section is with CSA's front office for their editing] War fundamentally remains a  
5 human contest of wills. As the rate of human interaction increases and the spaces between  
6 groups diminishes, this contest will only intensify. No one can predict where the next challenge  
7 to American interests will emerge, only that it will appear suddenly from an unexpected  
8 direction and require rapid adaptation to address. In a future marked by diminishing advantage  
9 and growing uncertainty, the Army must focus its investment in its most 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 World War II  
14 is eroding. The rapid pace of commercial innovation in the twenty-first century provides great  
15 opportunity for potential adversaries to achieve short - term military advantage in niche  
16 capabilities. The most reliable insurance against this uncertain future is a sustained investment in  
17 the human dimension of combat power.

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, simultaneously oriented on the  
21 individual, the team, and the institution. This investment in the human dimension is a  
22 foundational component of the Army's comprehensive strategy, known as *Force 025 and*  
23 *Beyond* to change the Army and deliver landpower capabilities as a strategic instrument of the  
24 future Joint Force.

25 This strategy is founded on two key concepts. First, where the Army once prepared leaders  
26 for known battlefield conditions, it must now prepare for them to thrive in chaos and ambiguity.  
27 Second, operating with a smaller force structure, the Army must also optimize the performance  
28 of our diverse talent through better analysis of individual potential and more customized learning  
29 programs and career management. This will require a greater investment to develop fully the  
30 knowledge, skills, and attributes of every Soldier and Civilian to reach their unique potential.

31 The Army's success in future conflict will be determined largely by our ability to adapt our  
32 people and our institutions to the nature of that conflict in advance of need. This strategy lays out  
33 the ends, ways, and means necessary build the cohesive teams of professionals that the Army  
34 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*  
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## 38 Introduction

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

49 In this changing world, the Army must actively seek innovative approaches to leverage its  
50 asymmetric strength – its people. Through investment in its human capital, the Army can maintain  
51 its decisive edge in the **human dimension – the cognitive, physical, and social components of**  
52 **the Army’s trusted professionals and teams**. With this investment, the Army is capable of  
53 developing **cohesive teams of trusted professionals that improve and thrive in ambiguity and**  
54 **chaos**. Investing in the human dimension ensures the Army maintains overmatch and can exploit a  
55 decisive edge in the face of uncertainty. The cognitive edge requires a renewed investment in the  
56 Army Profession, the Army Ethic, education, training, leader development, talent acquisition, and  
57 talent management. The physical edge requires investment in holistic health, injury prevention, and  
58 total fitness. Finally, the social edge calls for cultural intelligence, appreciation of different cultural  
59 contexts, and proficiency in languages. The social edge requires investment in education, training,  
60 leader development, talent acquisition, and talent management. Together, investment in the  
61 cognitive, physical, and social components better optimizes the human performance of Soldiers  
62 and Army Civilians. This investment requires evolutionary change in the way the Army recruits,  
63 trains, and educates its Soldiers and Army Civilians to produce cohesive teams whose solutions to  
64 complex and often-violent human problems are ethically right, tactically sound, and strategically  
65 appropriate.

66 This document, *The Army Human Dimension Strategy*, serves as a broad statement of the  
67 Army’s long-term vision for the investment in its most valuable resource. Implementation of the  
68 *Army Human Dimension Strategy* enhances the Army’s ability to prevent conflict, shape the  
69 international environment, and win decisively, thereby providing Combatant Commanders the  
70 Army forces they need to win in the future.

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71 “One advantage we have, especially in times of decreasing budgets, derives from our  
72 ability to develop the right leaders — non-commissioned officers, officers, and  
73 civilians — who can think in this very complex world”  
74  
75

76 General Raymond T. Odierno  
77 38<sup>th</sup> Chief of Staff of the Army  
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## 79 Strategic Environment

80 Today, the nation faces numerous security challenges and increasing strategic uncertainty.  
81 Summarizing these challenges in his opening remarks to the 2015 *National Security Strategy*,  
82 President Obama highlighted a complex picture of the future stating that, “Violent extremism  
83 and an evolving terrorist threat raise a persistent risk of attacks on America and our allies.

84 Escalating challenges to  
85 cybersecurity, aggression  
86 by Russia, the accelerating  
87 impacts of climate change,  
88 and the outbreak of  
89 infectious diseases all give  
90 rise to anxieties about  
91 global security.” The *Army*  
92 *Operating Concept* also  
93 describes a dynamic and  
94 complex future operational  
95 environment with five  
96 fundamental characteristics:  
97 increased velocity and  
98 momentum of human



99 interaction and events, growing potential for overmatch, increased proliferation of weapons of  
100 mass destruction, spread of advanced cyberspace and counter-space capabilities, and changing  
101 demographics that increasingly require operations among urban populations and in complex  
102 terrain. Together with the need for the Army to engage globally in multiple domains in  
103 conjunction with multiple partners, these challenges illustrate the growing cognitive, physical,  
104 and social demands placed upon future Soldiers and Army Civilians.

105 Potential regular, irregular, hybrid, terrorist, and criminal adversaries disrupt the security  
106 environment and foment uncertainty in every region of the world. Many of these potential  
107 adversaries are native to an ambiguous environment and remain indistinguishable from protected  
108 populations. As a result, stand-off precision strike options have limited utility, often requiring  
109 policy makers to commit landpower to achieve sustainable political outcomes in the midst of  
110 complex human conflicts. Strong states, often backed by powerful militaries and weapons of

111 mass destruction, may threaten their neighbors, creating regional instability. In weak states,  
112 poverty, ethnic tensions, and sectarian divides often exacerbate each other increasing the  
113 likelihood and severity of conflict. Failing or failed states allow safe-havens for violent extremist  
114 groups to flourish and prepare future attacks. Collectively, these security challenges threaten to  
115 further destabilize many regions and increase the risk of attacks on America and its partners.

116 Rapid evolution of technology, coupled with an increasingly urban and interconnected global  
117 populace, allow individuals and governments to challenge United States interests across multiple  
118 domains. Information diffuses rapidly to a global audience, leading to unexpected, emergent  
119 behaviors in societies. In the cyber domain, the proliferation of social media and streaming video  
120 allow bloggers, groups, and traditional media outlets to mobilize people and challenge  
121 cybersecurity from distant locations. In the more traditional domains of land, sea, air, and space,  
122 rapid technological innovation provides state and non-state actors' access to affordable  
123 technologies, challenging the traditional security  
124 apparatus. Adaptive adversaries rapidly translate  
125 commercial innovation into advantages,  
126 threatening weapon overmatch and adding the  
127 potential for an unforeseen enemy niche  
128 capability. While the United States remains  
129 strong in these areas, its relative advantage is  
130 decreasing.



131 The increasing growth and urbanization of at  
132 risk societies poses a serious challenge to future  
133 operations. Operating in vast urban  
134 environments will require new tactics in urban warfare that account for the tremendous  
135 complexity and interconnectedness of modern cities. Climate change will disrupt vast  
136 populations, increase refugee flows, create conflicts over basic resources, and act as a catalyst for  
137 groups seeking to gain control of vulnerable populations. Infectious disease outbreaks, like the  
138 Ebola epidemic in West Africa, highlight the danger of a rapidly-spreading virus and the need for  
139 rapid, unexpected humanitarian intervention. The effects of natural disasters and diseases could



140 lead to Army participation in disaster response  
efforts on an unprecedented scale.

In an uncertain security environment, rogue nations and groups will continue to challenge United States interests and traditional advantages, especially as technology diffusion allows for a wider dispersion of niche technologies with military application. Often using asymmetric approaches, hostile groups will exploit weakness in ungoverned or under-

150 governed areas in order to plot future terror attacks on the homeland. Potential natural disasters,  
151 from super-storms to global pandemics, will challenge America’s ability to respond rapidly to  
152 secure and assist populations. Just as in the conflicts of the past, sustainable political outcomes  
153 will often require the use of land power with multiple joint, interorganizational, and  
154 multinational partners.

155 The *Quadrennial Defense Review* outlines Army key roles and missions. To continue to  
156 perform these roles and missions in the future, the Army must improve its human dimension  
157 capabilities. More specifically, to develop the future force to engage regionally, respond  
158 globally, establish and maintain security, consolidate gains, and respond to crises, The Army  
159 must optimize the human performance of Army Professionals and build cohesive teams who  
160 adapt and thrive in the ambiguity and chaos of the future strategic environment.

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161  
162 *“The All-Volunteer Army will remain the most highly trained and professional land*  
163 *force in the world...both today and against emerging threats.”*  
164

165 *Army Strategic Planning Guidance, 2014*  
166

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## 167 **Vision**

168 Successfully operating in the future requires the Army to focus on two key concepts.

### 169 **The Total Army must build cohesive teams** 170 **of trusted professionals who thrive in**

171 **ambiguity and chaos.** In the past, Soldiers and  
172 Army Civilians trained to excel in known fields  
173 of tactical and technical competence. While these  
174 competencies remain important, the increasing  
175 uncertainty of the future environment requires  
176 Soldiers and Army Civilians who are not just  
177 comfortable with ambiguity and chaos, but thrive  
178 in even the most difficult, ambiguous, and

179 chaotic conditions and achieve mission success. In order to thrive in these conditions, they need  
180 to be resilient and fit. Army Professionals of character must remain competent, committed, and  
181 agile. As Army Professionals, the Nation trusts their ability to adhere to the highest standards of  
182 conduct in conflict, ensuring ethical and disciplined application of force. Additionally, Army  
183 Professionals at every level and in every component need to think broadly about the nature of  
184 conflicts and have a nuanced sense of the culture. In order to think critically and develop creative  
185 solutions to complex problems in a timely manner, they need to appreciate the larger context,  
186 including being prepared for global and national scrutiny of the smallest tactical actions.  
187 Ultimately, by working together Army Professionals form cohesive teams built on a culture of

### **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**

188 trust and are empowered by Mission Command, and these cohesive teams innovate rapidly in the  
189 face of complexity and ambiguity.

190 **The Army must optimize the human performance of every Soldier and Civilian in the**  
191 **Total Force** as individuals and as members of cohesive teams, which requires the Army to adapt  
192 the institution to support. Human performance optimization goes beyond optimizing individual  
193 cognitive, physical, and social components, as Army Professionals operate as part of cohesive  
194 teams and are empowered by institutions that equip, train, and employ them. Optimizing the  
195 performance of Soldiers and Army Civilians, therefore, requires simultaneous efforts focused on  
196 the individual, the team, and the institution. As decreasing resources narrow the margin for error,  
197 the Army must continue to apply advances in learning sciences and predictive analytics to ensure  
198 the optimal development and best use of its talent.

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199  
200 *“Innovation is the result of critical and creative thinking and the conversion of new*  
201 *ideas into valued outcomes. Innovation drives the development of new tools or*  
202 *methods that permit Army forces to anticipate future demands, stay ahead of*  
203 *determined enemies, and accomplish the mission.”*  
204

205 *Army Operating Concept, 2014*

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206

## 207 **Ends**

208 The Army Human Dimension Strategy seeks to produce a Total Army of cohesive teams of  
209 Trusted Professionals who adapt and win in a complex world. These Army Professionals and  
210 teams must effectively shape the environment, prevent conflict, and, when required, win the  
211 nation’s wars. To accomplish this, the Army Human Dimension Strategy defines three overarching  
212 objectives for the individual, team, and institution.

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

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

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

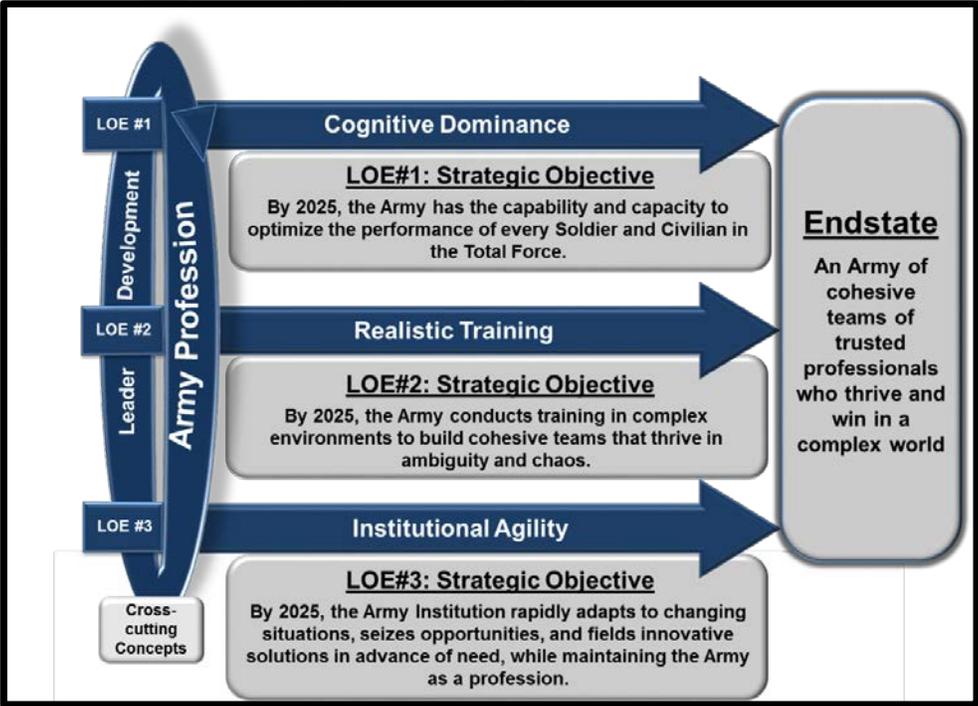
220 Posturing the Army to deal effectively with the complex nature of the strategic environment  
221 expected in 2025 requires the achievement of these three objectives. The achievement of these  
222 strategic objectives requires changes across the Army. Dealing with the more complex and  
223 ambiguous future requires updating long-standing programs. In other words, the tasks are the  
224 same, but the expected conditions are more ambiguous and complex. These changing conditions  
225 reduce the margin for error forcing human dimension programs to achieve a higher standard of

226 execution. For Strategic Objective #1, this means improving individual skills, knowledge, and  
 227 abilities and talent management to ensure Army Professionals are able to adapt and thrive in an  
 228 increasingly uncertain, ambiguous, and chaotic operational environment. For Strategic Objective  
 229 #2, Army training must replicate the dynamic and complex environments of the future. Finally,  
 230 for Strategic Objective #3, the Army as an institution must better manage the talent of Army  
 231 Professionals and increase its overall rate of innovation in order to better prepare warfighters in  
 232 future theaters of war and in day-to-day operations.

233 The Army Human Dimension Strategy supports the *Army Operating Concept*, which  
 234 describes how future Army forces will prevent conflict, shape security environments, and win  
 235 wars while operating as part of our Joint Force and working with multiple interorganizational  
 236 and multinational partners. The *Army Operating Concept* also specifically calls for developing  
 237 innovative leaders and optimizing human performance. Finally, the Army Human Dimension  
 238 Strategy nests with the Army’s *Force 2025 and Beyond* initiative to deliver landpower  
 239 capabilities as a strategic instrument of the future Joint Force.

240 **Ways**

241 With the vision and end state outlined above, the strategic approach organizes the human  
 242 dimension effort into three broad lines of effort (LOEs) oriented on the strategic objectives and  
 243 two cross-cutting concepts. The strategic approach organizes the LOEs by purpose and  
 244 conceptually links supporting objectives and key tasks to the strategic objectives. Each LOE has  
 245 supporting objectives listed below and key tasks listed in Annexes A, B, and C. The supporting  
 246 objectives define outcomes that are necessary and sufficient to achieve the strategic objectives



*The Army Human Dimension Strategy's Strategic Approach*

247 and, in turn, achieve the desired end state. The key tasks are the specific efforts identified as  
248 most likely to produce the desired outcomes. The two cross-cutting concepts – leader  
249 development and the Army Profession – impact individuals, teams, and the institution. It is also  
250 important to note that the *Army Human Dimension Strategy* fully integrates and informs the  
251 Army Warfighting Challenges (AWfCs), as described in Annexes A, B, and C.

252 **LOE #1: Cognitive Dominance.** Cognitive dominance optimizes cognitive, physical, social  
253 strength to achieve advantage over a situation or adversary. The three components are necessary  
254 for effective decisionmaking required in the future strategic environment. Cognitive dominance  
255 **focuses on improving the individual** through training, education, and experience. The  
256 Cognitive Dominance LOE has five supporting objectives. Also see Annex A.

257 **Supporting Objective #1.1. Intellectual Optimization.** Develop innovative and  
258 individualized learning programs to equip Army Professionals with the intellectual diversity and  
259 capacity to succeed in complex environments.

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

263 **Supporting Objective #1.3. Holistic Health and Fitness.** Enhance Soldier and Army  
264 Civilian health and readiness through a personalized and holistic program that improves human  
265 performance and resilience.

266 **Supporting Objective #1.4. Decisionmaking.** Improve the decisionmaking ability and  
267 ethical conduct of Soldiers and Army Civilians through individual and collective learning  
268 programs that challenge Army Professionals in complex operational and ethical situations.

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

272 **LOE #2. Realistic Training.** Realistic training develops cohesive teams of Army Professionals  
273 who can thrive and win in ambiguous, complex, and challenging situations. Realistic training  
274 **focuses on improving teams.** The Realistic Training LOE has four supporting objectives. Also  
275 see Annex B.

276 **Supporting Objective #2.1. Accelerated Training.** Accelerate team learning through  
277 innovative training management and improved training capabilities that immerse units in  
278 complex and realistic environments, increasing opportunities and decreasing required resources.

279 **Supporting Objective #2.2. Team Building.** Provide training guided by mission command  
280 to forge diverse individuals and organizations into cohesive teams based on mutual trust and  
281 unity of effort.

282 **Supporting Objective #2.3. Complex Training.**  
283 Integrate all aspects of training support and  
284 development, including a synthetic training  
285 environment that replicates complex reality, enabling  
286 geographically dispersed teams to train together.



287 **Supporting Objective #2.4. Team**  
288 **Performance Research and Assessment.** Improve  
289 training and performance of Army teams through  
290 continuous research and assessment of training  
291 methods, technologies, and team dynamics.

292 **LOE #3. Institutional Agility.** Institutional agility develops the institutional capability to  
293 anticipate changing conditions in stride and lead through innovation in advance of need, while  
294 maintaining the Army as a profession. Institutional agility **focuses on improving the institution.**  
295 The Institutional Agility LOE has three supporting objectives. Also see Annex C.

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

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

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

306 **Crosscutting Concepts.** Two broad but critical concepts cut across the *Army Human*  
307 *Dimension Strategy* LOEs and impact all aspects of the strategic approach. They are Army  
308 Leader Development and the Army Profession. First, Army Leader Development efforts must  
309 build the next generation of competent and committed leaders of character who thrive and  
310 improve in ambiguity and chaos. Army Leader Development supports the other crosscutting  
311 concept, which is the Army Profession. The Army Profession is a unique vocation of experts in  
312 the effective and ethical application of landpower, who serve under civilian authority, and the  
313 American people trust to defend the Constitution and the rights and interests of the American  
314 people. The Army Ethic is both part of and the foundation for the Army Profession. The Army  
315 Ethic inspires our shared identity as Trusted Army Professionals with distinctive roles as  
316 Honorable Servants, Army Experts, and Stewards of the Profession. Both the Army Profession  
317 and the Army Ethic support an Army culture that enables Mission Command. Both the Army  
318 Profession and effective leaders at all levels are essential to achieve the *Army Human Dimension*  
319 *Strategy* end state.

320 **Crosscutting Concept #1. Leader Development.** Train, educate, and provide experiences to  
321 develop leaders to prevail in Unified Land Operations using Mission Command. *The Army*  
322 *Leader Development Strategy* discusses the Army’s approach to leader development.

323 **Crosscutting Concept #2. Army Profession.** Reinforce an ethos of trust that supports  
324 honorable service, military expertise, stewardship, and esprit de corps. *Army Doctrine*  
325 *Publication 1: The Army* discusses the Army Profession in detail.

## 326 Means

327 Effective implementation of the *Army Human Dimension Strategy* requires a formal and  
328 effective governance process. This process will include two new permanent structures: a human  
329 dimension steering committee and a human dimension capability development structure. These  
330 new structures will work with existing Army organizations, integrate science and technology,  
331 and integrate existing and future human dimension programs and initiatives.

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

347 **Human Dimension Capability Development.** TRADOC will establish a permanent  
348 capability development structure within the Mission Command Center of Excellence focused on  
349 integration of human dimension efforts. This structure will be responsible for cataloging existing  
350 human dimension efforts, analyzing key efforts, inventorying existing research, identifying gaps,  
351 developing potential solutions, and implementing solutions.

352 **Army Organizations.** Making the human dimension process effective and efficient will  
353 require the involvement of multiple Army stakeholders. These organizations include: Assistant  
354 Secretary of the Army Manpower & Reserve Affairs; Assistant Secretary of the Army for  
355 Acquisitions, Logistics, and Technology; National Guard Bureau, Army Office of the Surgeon  
356 General/Medical Command; Headquarters Department of the Army G-1; Headquarters  
357 Department of the Army G3/5/7; Training and Doctrine Command; Forces Command Program

358 Executive Office Soldier; and Program Executive Office for Simulation, Training, and  
359 Instrumentation. These organizations administer, manage, and integrate human dimension  
360 programs and resources for the Army. The Human Dimension Steering Committee and the  
361 capability development structure will ensure unity of effort among these different Army  
362 organizations and any organizations outside of the Army. This structure will mirror similar  
363 capability development structures in the materiel development community.

364 **Human Dimension Research.** Reaching the desired vision and achieving the end state for  
365 the human dimension will require sustained research both within and outside of the Army. The  
366 supporting objectives described earlier in this document inform these research efforts. For Army  
367 research, program plans and Science & Technology Roadmaps detail Army Science &  
368 Technology research plans that focus on future capabilities. These plans and roadmaps will  
369 improve today's Army professionals, improve human capability development, human resources  
370 policies, programs, training, operational, clinical applications and the human capital enterprise of  
371 the future Army. Participation of non-Army research agencies – including the Office of the  
372 Secretary of Defense (OSD), Federal agencies, and academic institutions –in the human  
373 dimension community is vital. This is essential to disseminate and discuss human dimension  
374 efforts and to better share research, findings, and technology and make more efficient use of  
375 Army research funding.

376 **Programs and Initiatives.** Army programs and initiatives are also key means in achieving  
377 the *Army Human Dimension Strategy* end state and vision. While there are many existing human  
378 dimension programs and initiatives, the human dimension governance process will align them  
379 and recommend prioritization focused on supporting objectives. The *Army Human Dimension*  
380 *Strategy* provides a framework to enable Army leadership to prioritize existing and future human  
381 dimension programs and initiatives. More importantly, the steering committee, the capability  
382 development structure, and the overall human dimension governance process will ensure  
383 efficiency and effectiveness of human dimension programs and initiatives.

## 384 **Risk**

385 There are three major risks to the successful implementation of the *Army Human Dimension*  
386 *Strategy*. First, lack of shared understanding and a common operating picture of ongoing human  
387 dimension efforts may result in redundant and unfocused human dimension programs that are ill-  
388 suited to the requirements of the operational force and do not fully optimize limited resources to  
389 support major human dimension objectives. Second, lack of unity of effort could result in  
390 meeting tomorrow's challenges with individuals and teams optimized for yesterday's strategic  
391 environment and threats. This could require a long period of adaptation, risking strategic defeat  
392 at worst or carrying a higher price at best. In other words, the Army must take full advantage of  
393 the time it has to prepare for future conflicts, especially to prepare Soldiers and leaders who can  
394 thrive in ambiguity and chaos. Third, a lack of proper governance and non-materiel capability  
395 development could lead to insufficient funding for human dimension efforts and a bias toward  
396 materiel solutions, degrading the Total Army's ability to adapt to future strategic environments.

397 An effective human dimension governance process will mitigate all three of these risks by  
398 properly evaluating and prioritizing all existing and future human dimension programs, ensuring  
399 both efficiency and effectiveness.

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

405 *Army Human Dimension Concept, 2014*

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## 407 Conclusion

408 Succeeding in today’s uncertain strategic  
409 environment demands both a technological and human  
410 edge over future threats. Developing and maintaining  
411 this human edge requires a sustained investment in the  
412 cognitive, physical, and social components of our  
413 Soldiers and Army Civilians along with continuous  
414 innovation in training, education, leader development, and talent management. This innovation  
415 develops leaders that improve and thrive in ambiguity and chaos and optimizes human  
416 performance of Soldiers and Army Civilians. These efforts will result in human performance  
417 optimization that builds resilient Army Professionals, adaptive leaders, and cohesive teams,  
418 meeting the Chief of Staff of the Army’s vision and fitting within the broader context of the  
419 *Army Operating Concept* and *Army Force 2025 and Beyond*. Ultimately, this strategy seeks to  
420 produce an Army of trusted professionals in cohesive teams who adapt and win in a complex  
421 world.

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

## 422 **Annex A: Cognitive Dominance**

423 **1. Concept.** The Cognitive Dominance Line of Effort (LOE) describes those objectives and tasks  
424 that equip Army personnel with the intellectual advantage, cultural understanding, physical  
425 toughness, and resilience to adapt and thrive in ambiguity and chaos. The Mission Command  
426 Center of Excellence (MCCOE) is the lead integrator for the Cognitive Dominance LOE.  
427 MCCOE is responsible for planning and coordinating Army Cognitive Dominance efforts to  
428 optimize Army Professional's cognitive, physical, and social strength to achieve advantage over  
429 a situation or adversary. The Cognitive Dominance LOE includes existing initiatives and  
430 programs focused on doctrine, leadership, and ethics; diversity and modernization of individual  
431 education; athletic performance; resiliency; individual assessments; cultural awareness; and  
432 understanding the complex operating environment in order to support optimization of human  
433 performance throughout the Army.

434 **2. Army Warfighting Challenges.** The Cognitive Dominance LOE supports all of the Army  
435 Warfighting Challenges (AWfC). Cognitive Dominance is especially important to: AWfC 1:  
436 Develop Situational Understanding; AWfC 2: Shape the Security Environment; AWfC 10:  
437 Develop Agile & Adaptive Leaders; AWfC 14: Ensure Interoperability and Operate in the JIM  
438 Environment; and AWfC 19: Exercise Mission Command.

439 **3. Key Tasks.** Also see Annex D: Army Human Dimension Strategy Map.

440 **a. Key Task 1A: Leadership.** Continually refine Army Leadership by incorporating research-  
441 based techniques in the assessment, training, education, and development of future leaders.  
442 Supports Objectives 1.2, 1.4, 2.2, 2.4, 3.1 (see base document for discussion of each supporting  
443 objective).

444 **b. Key Task 1B: Intellectual Diversity.** Develop the Army's future leaders through  
445 educational diversity and individualized learning programs in order to build intellectual diversity,  
446 equipping them to succeed in complex and ambiguous environments. Supports Objectives 1.1,  
447 1.2, 1.4, 2.3, 3.2.

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

452 **d. Key Task 1D: Critical and Creative Thinking.** Increase the use of critical and creative  
453 thinking techniques across the Army in order to reduce cognitive bias and deepen the  
454 understanding of the operating environments confronting the Total Force. Supports Objectives  
455 1.1, 1.2, 1.4, 3.2.

456 **e. Key Task 1E: Doctrine.** Publish Army Doctrine in a learner-centric and interactive format  
457 that is adapted to the way people learn in a digitally-enabled society and ensure it is available to  
458 the user at the point of need. Supports Objectives 1.1, 1.4, 3.2.

459 **f. Key Task 1F: Individual Assessments.** Leverage scientific research to provide unbiased  
460 and relevant feedback on the leadership attributes and actions of individuals in order to enable  
461 continuous improvement. Supports Objectives 1.5, 3.1, 3.3.

462 **g. Key Task 1G: Professional Ethic.** Inculcate the professional Army Ethic into education  
463 and training at all levels to provide a solid ethical foundation for decision makers throughout the  
464 Total Force. Supports Objectives 1.2, 1.4.

465 **h. Key Task 1H: Cultural Awareness.** Increase cultural awareness across the Army to  
466 allow the Total Force to understand the motivations, needs, methods of communication, and  
467 mindsets of others in order to mitigate culture shock and insensitive behavior as well as gain the  
468 trust of and build relationships with a wide range of people. Supports Objectives 1.2, 2.2.

469 **i. Key Task 1I: Appreciation of the Complex Operational Environment.** Develop Army  
470 Professionals who can understand the complex nature of modern conflict. Supports Objectives  
471 1.2, 2.3.

472 **j. Key Task 1J: Athletic Performance.** Leverage the most advanced techniques in health,  
473 sports medicine, nutrition, and fitness to increase wellness and optimize the physical  
474 performance of our Soldiers and Army Civilians. Supports Objectives 1.3, 1.5.

475 **k. Key Task 1K: Resilience.** Educate Army Professionals on the latest resilience techniques  
476 and resources in order to maximize the productivity of the Total Force while reducing the  
477 number of personnel lost to combat related stress and suicide as well as reducing loss of  
478 productivity due to stress. Supports Objectives 1.3, 1.5.

479 **l. Key Task 1L: Language Proficiency.** Develop Army Professionals who can communicate  
480 and build relationships in multiple languages and cultural settings. Supports Objectives 1.1, 1.3.

## 481 **Annex B: Realistic Training**

482 **1. Concept.** The Realistic Training Line of Effort (LOE) describes objectives and tasks that will  
483 improve Army team cohesion and the ability to employ Mission Command in the midst of  
484 ambiguous and chaotic scenarios. Whereas past training focused on mastery of basic tasks, future  
485 training will add levels of complexity and ambiguity as units progress from initial to expert  
486 levels. Realistic training efforts will ensure innovative processes and technologies develop  
487 training that improve learning, judgment, memory, reasoning, and perception, as well as critical  
488 and creative thinking. Additionally, realistic training efforts will help develop ways to assess  
489 training methods, and provide efficient, low-cost training capabilities. The Combined Arms  
490 Center - Training is the LOE lead integrator and will coordinate how the Army conducts realistic  
491 training.

492 **2. Army Warfighting Challenges.** The Realistic Training LOE supports three specific Army  
493 Warfighting Challenges (AWfC): AWfC 8: Enhance Training; AWfC 9: Improve Soldier,  
494 Leader, and Team Performance; AWfC 10: Develop Agile and Adaptive Leaders; AWfC 14:  
495 Ensure Interoperability and Operate in a Joint, Interorganizational, and Multinational (JIM)  
496 Environment; AWfC 15: Conduct Combined Arms Maneuver; and AWfC 19: Exercise Mission  
497 Command.

498 **3. Key Tasks.** Also see Annex D: Army Human Dimension Strategy Map.

499 **a. Key Task 2A: Training Management Capabilities.** Provide improved and innovative  
500 training management capabilities that accelerate individual and team education and learning.  
501 Supports Objectives 2.1, 2.3 (see base document for discussion of each supporting objective).

502 **b. Key Task 2B: Mobile Training.** Provide a mobile training capability that supports  
503 distributive and distance learning. Supports Objectives 2.1, 2.3.

504 **c. Key Task 2C: Home Station Training.** Develop home station training capabilities that  
505 replicate an ambiguous and complex operational environment. Supports Objectives 2.1, 2.2.

506 **d. Key Task 2D: Key Technology Research Areas.** Provide the research community with  
507 potential technology and required capabilities to support a single synthetic environment, one-  
508 world terrain, artificial intelligence, intelligent tutors, big data and point-of-need research.  
509 Supports Objectives 2.1, 2.2, 2.3, 2.4.

510 **e. Key Task 2E: Combat Training Center.** Develop an improved Combat Training Center  
511 capability that replicates the complexities of the future operational environment and builds teams  
512 of unified action partners. Supports Objectives 2.2, 2.3.

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

516 **g. Key Task 2G: Training Evaluation and Assessment.** Develop new training evaluation  
517 and assessment capabilities that enhance training effectiveness and efficiency. Supports  
518 Objectives 2.1, 2.3, 2.4.

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

522 **i. Key Task 2I: Training Information Infrastructure.** Develop training information  
523 infrastructure and the Points of Delivery system that manage training and education information  
524 and content for use by individuals, units, and institutions worldwide. Supports Objectives 2.1,  
525 2.2, 2.3.

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 Objectives 2.1, 2.3, 2.4.

529 **k. Key Task 2K: Distributive Online Courses.** Provide an adaptive learning strategy,  
530 leverage new technologies, and provide online education and training that accelerates learning by  
531 enhancing memory, reason, and judgment. Supports Objectives 2.1, 2.4.

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

535 **m. Key Task 2M: Synthetic Training Environment.** Develop a synthetic training  
536 environment as a replacement to the ITE (Key Task 2H) that fuses virtual, constructive, and  
537 gaming into one environment. Supports Objectives 2.1, 2.2, 2.3.

538 **n. Key Task 2N: Augmented Reality.** Provide a live training environment enabled by  
539 Augmented Reality (adding computer-generated synthetic objects to live training), which  
540 provides realistic, adaptable, and complex training. Supports Objectives 2.1, 2.2, 2.3, 2.4.

541 **o. Key Task 2O: Training Instrumentation Systems.** Develop an instrumentation system  
542 (live environment) that will integrate Joint and Army Mission Command systems to provide  
543 multi-echelon training on joint and complex tasks. Supports Objectives 2.2, 2.3, 2.4.

544 **p. Key Task 2P: Learning Science and Technology.** Apply learning science and  
545 technology advancements to train Soldiers, Army Civilians, and cohesive teams to thrive in  
546 ambiguity and chaos. Supports Objective 2.4.

## 547 **Annex C: Institutional Agility**

548 **1. Concept.** The Institutional Agility Line of Effort (LOE) describes those objectives and tasks  
549 that will improve the Army's ability to rapidly adapt its institutional structures and processes to  
550 changing situations, seize opportunities, and field innovative solutions in advance of need, while  
551 maintaining the Army as a profession. The Combined Arms Center - Education (CAC-E) is the  
552 lead integrator for the Institutional Agility LOE and is responsible for planning and coordinating  
553 how human dimension institutional processes within the Army will become more agile and  
554 responsive to emerging needs. CAC-E will continue to build relationships with academia to  
555 further develop educational methods. Efforts in this LOE will help improve talent management  
556 and human performance through recruiting, accessions, training, education, development,  
557 promotion, succession planning, assignment, and retention to ensure the optimal employment of  
558 all Soldiers, Army Civilians, leaders, and teams in concert with the needs of the Army.

559 **2. Army Warfighting Challenges.** The Institutional Agility LOE supports two specific Army  
560 Warfighting Challenges (AWfCs): AWfC 4: Adapt the Institutional Army and Army and AWfC  
561 9: Improve Soldier, Leader, and Team Performance.

562 **3. Key Tasks.** Also see Annex D: Army Human Dimension Strategy Map.

563 **a. Key Task 3A: Agile Leader Development Program.** Ensure that leader development  
564 programs produce agile, adaptive, and innovative Army Professionals who can solve problems  
565 within an ambiguous and complex environment. Supports Objective 3.2 (see base document for  
566 discussion of each supporting objective).

567 **b. Key Task 3B: Army University.** Organize the Army's education enterprise into a  
568 university structure to promote greater agility and increased academic rigor across all  
569 professional military education programs. Supports Objective 3.2.

570 **c. Key Task 3C: Life Cycle.** Optimize the recruitment and career path of Army  
571 Professionals to ensure Army needs match diverse individual knowledge, skills, and attributes.  
572 Supports Objective 3.1.

573 **d. Key Task 3D: Organization and Structure.** Optimize the efficiency of governance and  
574 business practices to accelerate communication, decisionmaking, and DOTMLPF-P integration.  
575 Supports Objectives 3.1, 3.2, 3.3.

576 **e. Key Task 3E: Talent Management.** Establish the core talent management principles that  
577 will be applied to the Army's human capital management enterprise and develop a F2025B  
578 Talent Management Implementation Strategy. Supports Objective 3.1.

579 **f. Key Task 3F: Talent Acquisition.** Develop a synchronized approach for researching and  
580 establishing individual talent requirements and strategies for acquiring the individuals with the  
581 necessary talent to meet those requirements. Supports Objective 3.1.

582 **g. Key Task 3G: Institutionalize Army Profession and Ethic.** Institutionalize,  
583 operationalize, and sustain the Army Profession and Army Ethic across the Army, so trust  
584 remains within the Army and between the Army and the American people. Supports Objectives  
585 3.1, 3.2, 3.3.

586 **h. Key Task 3H: Credentialing, Certification, and Licensing.** Develop civilian-recognized  
587 credentialing, certifying, and licensing for Army education and training to provide clear,  
588 objective evidence of an individual's competence, improving capabilities while in the Army and  
589 improving their ability to transition into quality employment opportunities after their service.  
590 Supports Objectives 3.1, 3.2, 3.3.

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# Annex D: Army Human Dimension Strategy Map

