Training To Win in a Complex Environment

LTG Brown, Commanding General, Combined Arms Center

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

**Improve and Thrive in Ambiguity**

**Optimize Human Performance**

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- Improve and Thrive in Ambiguity
- Optimize Human Performance

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**Optimize Human Performance**

- PREVENT
  - Agile
  - Innovative
  - Leader
  - Supremacy
  - Resilient
- Commitment
  - Army
  - Character
  - Competence
  - Physical
  - Supremacy
- Institution
  - Agile
  - Adoptive
  - Critical
  - Development
  - Professional
- Trusted Professionals
- Trusted Teams
- Win
  - Execute
  - Practical
  - Realistic
  - Training
LTC Hal Moore, Battalion Commander, 1-7 Cavalry
Interview during the battle of Ia Drang Valley, Nov 1965
Complex Environment

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

- **Information**
  - Diffuses Rapidly

Megacities Video
The “Basics” have evolved over time, growing more complex.

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<thead>
<tr>
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<th>The “Basics” Then</th>
<th>The “Basics” Now</th>
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<tbody>
<tr>
<td><strong>Shoot</strong></td>
<td>- Effectively Engage Targets</td>
<td>- Increasing importance of discriminate Fires</td>
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<td>- Accuracy and precision</td>
<td>- More complex Rules of Engagement</td>
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<td></td>
<td>- Hit targets with iron sights</td>
<td>- Employ optics/ night vision</td>
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<td><strong>Move</strong></td>
<td>- Squad/Platoon Battle Drills</td>
<td>- Dispersed, independent movements</td>
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<td>- Situational awareness derived from a map</td>
<td>- Situational awareness derived from a COP (common operating picture)</td>
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<td></td>
<td>- Company AO may include several grid squares</td>
<td>- Company AO may include multiple districts and villages</td>
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<td></td>
<td>- Operate in difficult terrain</td>
<td>- Operate among the people in complex societies in any terrain</td>
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<tr>
<td><strong>Communicate</strong></td>
<td>- FM Radio Procedures</td>
<td>- Voice and Digital networks</td>
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<td>- Military to military</td>
<td>- Host nation, media, Interagency</td>
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<td></td>
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<td>- Cultural awareness, negotiations, social media</td>
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<td><strong>Physical</strong></td>
<td>- Basic physical conditioning</td>
<td>- Total Fitness (physical, mental, social, resilience)</td>
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<td><strong>Fitness</strong></td>
<td></td>
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<td><strong>Discipline</strong></td>
<td>- Do the right thing when no one is watching</td>
<td>- Do the right thing as the whole world is watching</td>
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The cognitive and social demands on the Soldier have a greater potential for strategic impact than ever before.
The cognitive demands on the Soldier grow more important as strategic uncertainty grows.

To prepare for an uncertain future, the Army must optimize the performance of every Soldier and leader through innovation and investment in education, training, and leader development.
The Human Dimension

Optimize Human Performance

Trust Professional

PREVENT

Agile
Innovative
Leader
Supremacy
Resilient
Commitment
Critical Thinker
Development
Adaptive

Army

SHAPE

Total Fitness
Physical
Character
Competence

 Execute
Realistic Training

WIN

Drive Institutional Agility

Trusted Teams

Establish Cognitive Dominance

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F2025B Human Dimension Campaign Objectives

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

**Ways**

- **Overall HD Integration**
  - ARCIC (Force 2025B)
  - Human Dimension Council
  - CAC (HD Lead)

**Cognitive Dominance**

**LOE#1: Campaign Objective**
By 2025, the Army has the tools and capacity to optimize the performance of every Soldier and Civilian in the Total Force.

**Realistic Training**

**LOE#2: Campaign Objective**
By 2025, the Army implements a realistic training strategy that replicates the complex future operating environment. This strategy progressively builds cohesive teams that can thrive and improve in conditions of uncertainty and chaos.

**Institutional Agility**

**LOE#3: Campaign Objective**
By 2025, Army institutions are able to adjust rapidly to changing requirements in the operating environment allowing them to field integrated DOTMLPF-P solutions to emerging problems in advance of need.
Current Army home-station training is not realistic, demanding, nor challenging enough to properly prepare our forces to improve and thrive in ambiguity and chaos.
What Works Well at CTCs

What are the next evolutionary steps for training in 2025?

- Experienced Training Cadre
- Professional OC/Ts
- Comprehensive After Action Review
- World Class OPFOR
- Realistic Performance Feedback
- High-fidelity Instrumentation

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

-- General Martin E. Dempsey
The comprehensive improvement of knowledge, skills, and attributes to optimize and sustain an individual’s ability to succeed at any assigned mission as part of a trusted team.

**Past**

The Known: Complicated but not Complex

“Big 5”, Training Revolution

*Bridge to AirLand Battle*

DoTMLPF

**Future**

The Unknown: Complicated and Complex

Optimize Human Dimension
Realistic Training
Education
Global Landpower Network
Mission Command

Experience
Rebalancing

Training
Education

Experience, Training, and Education

*Bridge to F2025*

DoTMLPF

“I believe the Army should be the experts, the best in the world at optimizing human performance.”

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

"To subdue the enemy without fighting is the acme of skill."

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

“Demanding training, accomplished to standard today, is one of the best investments we can make in the Army of tomorrow.”

-- General (R) Carl Vuono

Moore
Vuono
Wallace

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

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

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

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

**Changes in the Environment**

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

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

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

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

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

-- Charles Darwin
Realities of the Future Operating Environment:

1. Future adversaries can and will be able to rapidly adapt to avoid our strengths and exploit weaknesses.

2. Equipment and technology alone cannot keep up with the rapid changes in the contemporary environment, but our people can.

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

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

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

Human Edge: Concept to face an uncertain future

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

Cognitive Dominance

**Means**
- Immediate (Now-2016)
  - Army University
  - Army Leadership Inst (Ph 1)
  - CSF2/ACEP
  - Performance Triad
  - Sustainment Unit One Stop
  - Talent Management (Leader Assessment)
- Near-Term (2016-2020)
  - Army Leadership Inst (Ph 2-3)
  - Resiliency
  - RAF Training & Intel Support
  - Culture & Regional Expertise
  - Tactical Engagement (Culture & Negotiations)
  - Leader Language Requirements
- Mid-Term (2020-2025)
  - Global Landpower Network

Realistic Training

**Means**
- Immediate (Now-2016)
  - Training Enterprise
  - Army Profession
  - Army Training Network
  - Home Station Trng
  - Training Eval and Assess.
  - ASLTE (Outcomes Based)
  - Total Fitness
- Near-Term (2016-2020)
  - Integrated Trng Environment
  - Training Info Infrastructure
  - Army Distributed Courses
  - DL on Mobile Devices
  - Intelligent Tutoring
  - Synthetic Tng Capability
  - Learning Science Research
- Mid-Term (2020-2025)
  - Synthetic Trng Env
  - Army Tactical Eng Sims
  - Enh. Augmented Reality
  - Intelligent tutoring
  - Advanced Intel Analysis

Institutional Agility

**Means**
- Immediate (Now-2016)
  - Army University
  - Army Logistics University
  - Living Doctrine (Ph 1)
  - Soldier Cert. and Credit
- Near-Term (2016-2020)
  - Talent Management (Personnel and Education)
  - Living Doctrine (Ph 2)
  - Force 2025 Maneuvers
  - Force 2025 BOD Processes
- Mid-Term (2020-2025)
  - Talent Management (DOPMA Reform)
  - Cloud Learning
  - Force 2025 Maneuvers
  - Force 2025 BOD Processes

Optimize Human Performance

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

Fight outnumbered, and win

**Unified Land Operations:**

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

-- General Martin E. Dempsey