



*“The Intellectual Center
of the Army”*



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



Trusted Professionals

Optimize Human Performance





AMERICA'S ARMY

OUR PROFESSION – LIVING THE ARMY ETHIC

The Human Dimension of War



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



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

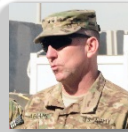


Megacities Video



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

1945



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

2014



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

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



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



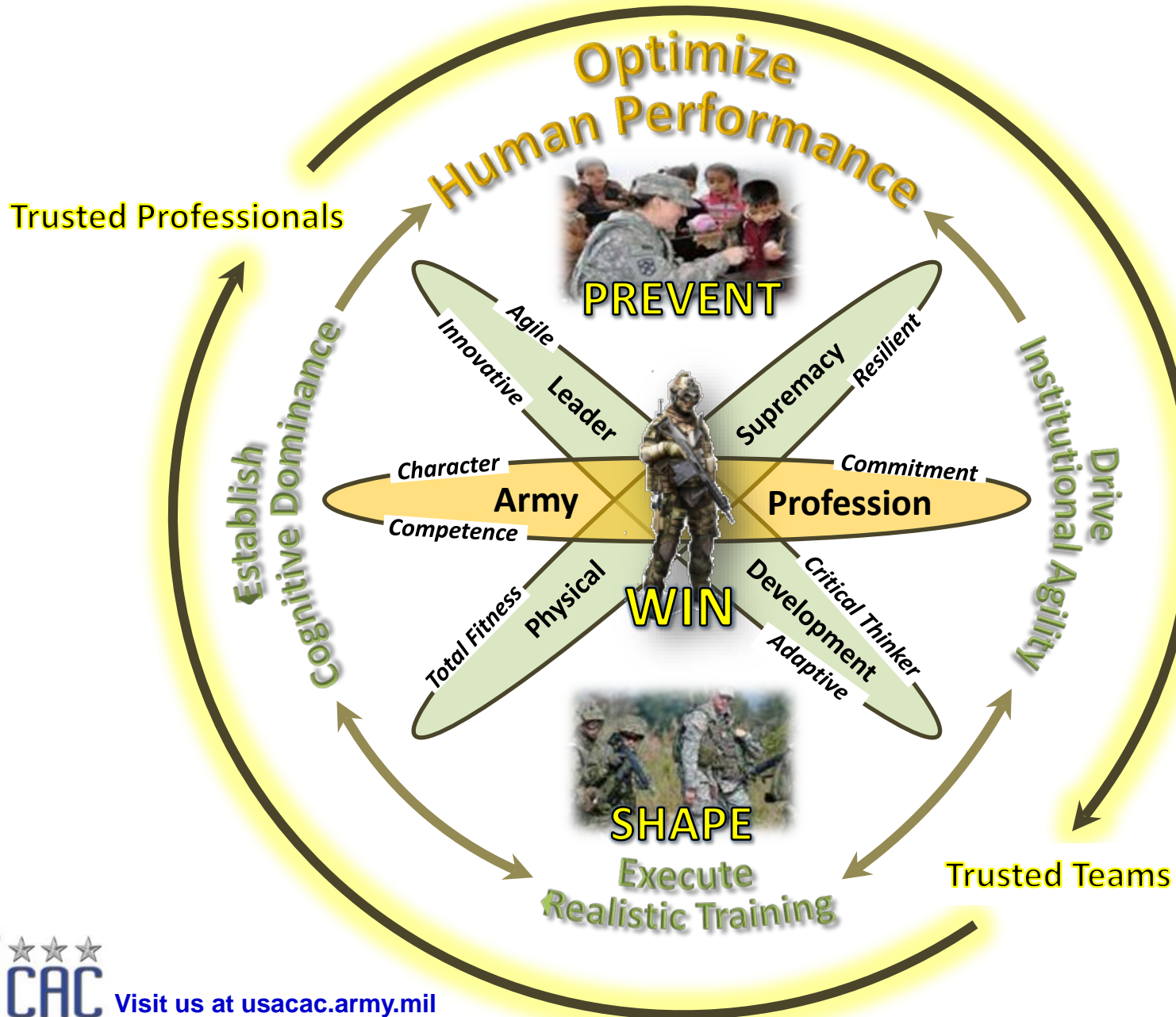
A Hedge Against Uncertainty

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



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.







Ways

Overall HD Integration

ARCIC (Force 2025B) ★★

Human Dimension Council

CAC (HD Lead) ★★

LOE #1



Cognitive Dominance

CAC Lead Integrator
Director, MCCOE
★

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

LOE #2



Realistic Training

CAC Lead Integrator
DCG, CAC-T
★

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

LOE #3



Institutional Agility

CAC Lead Integrator
DCG CAC-E
★

LOE#3: Campaign Objective
By 2025, Army institutions are able to adjust rapidly to changing requirements in the operating environment allowing them to field integrated DOTMLPF –P solutions to emerging problems in advance of need.

End
Optimize Human Performance

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

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

Physical Supremacy
Talent Management
Army Profession, Leader Development
Cross-cutting Concepts



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

Training



Reality





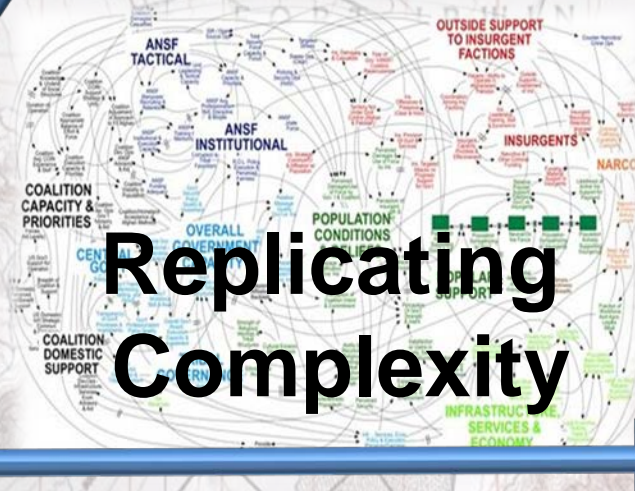
What Works Well at CTCs



Professional OC/Ts

Experienced Training Cadre

Comprehensive After Action Review



Replicating Complexity



World Class OPFOR

Realistic Performance Feedback



High-fidelity Instrumentation

What are the next evolutionary steps for training in 2025?





U.S. Army Combined Arms Center and Fort Leavenworth

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

-- General Martin E. Dempsey





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

Past

The Known:
Complicated but not Complex



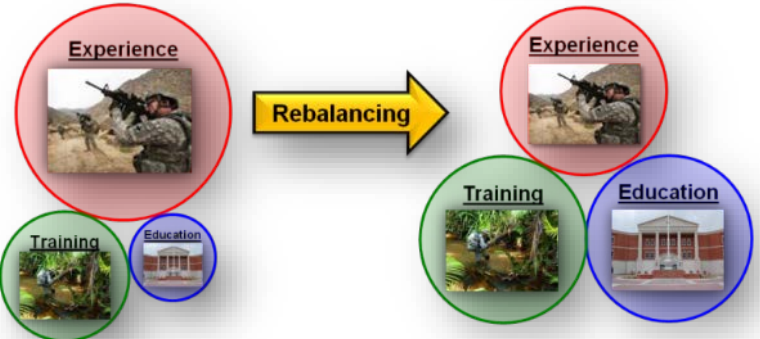
“Big 5”, Training Revolution
Bridge to AirLand Battle

DoTMLPF

Optimize Human Dimension
Realistic Training
Education
Global Landpower Network
Mission Command

Future

The Unknown:
Complicated and Complex



Experience, Training, and Education
Bridge to F2025

DoTMLPF

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





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



Conner

Mentorship



Marshall



Eisenhower

Education (Army University)



Complex Training
(Numerous Reports,
Moral Dilemmas)

MORAL DILEMMA

All Intelligence Sources

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





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



Moore



Vuono



Wallace

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

Training

Reality



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





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



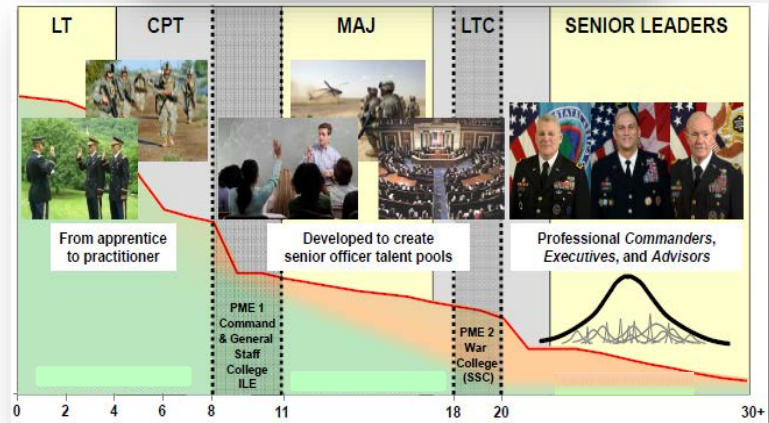
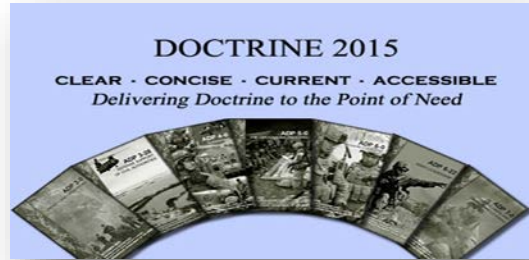
Abrams



DePuy



Dempsey



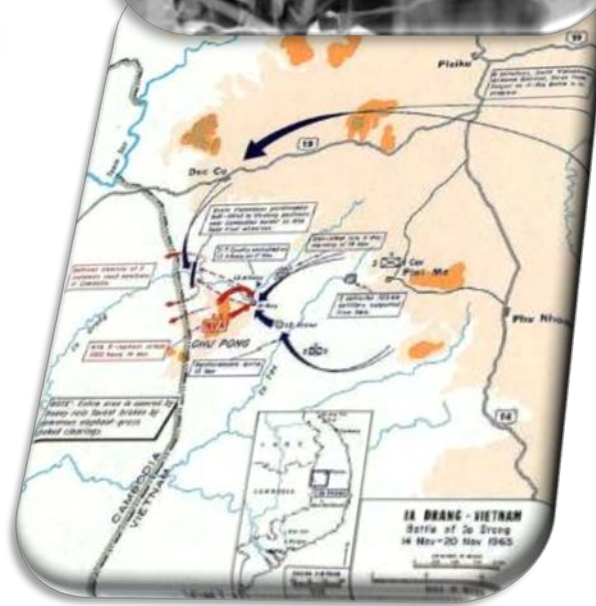
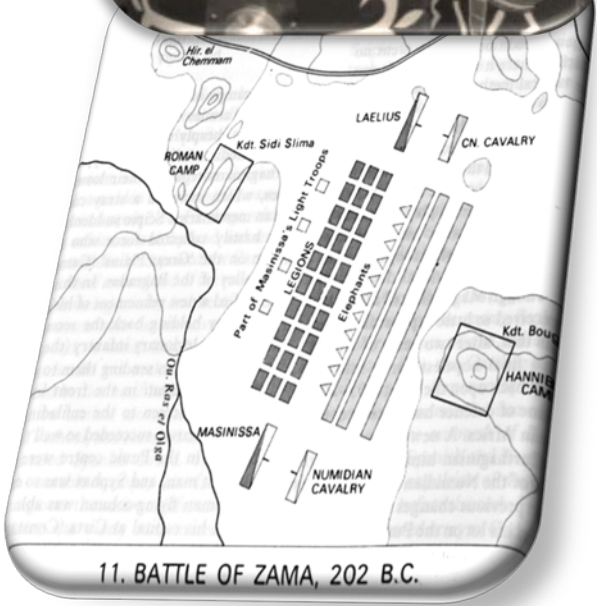
Pioneering 21st Century Education and Leader Development Programs

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





Human Dimension Growing Importance





AMERICA'S ARMY
OUR PROFESSION – LIVING THE ARMY ETHIC

Agile and Adaptive Leaders





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

Changes in the Environment

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

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

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

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



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

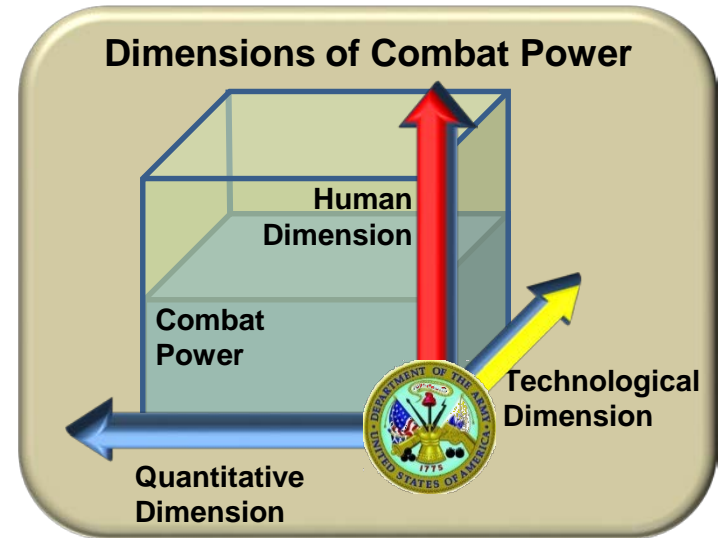
-- Charles Darwin

Realities of the Future Operating Environment:

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

Rationale:

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



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

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

Human Edge: Concept to face an uncertain future

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



Ways

Overall HD Integration

ARCIC ★★ ★ (Force 2025B)

Human Dimension Council

CAC ★★ ★ (HD Lead)

End

Optimize Human Performance

Endstate

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

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

Cognitive Dominance

CAC Lead Integrator
Director, MCCOE



Immediate (Now-2016)

- Army University
- Army Leadership Inst (Ph 1)
- CSF2/ACEP
- Performance Triad
- Sustainment Unit One Stop
- Talent Management (Leader Assessment)

Means

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

CAC Lead Integrator
DCG, CAC-T



Immediate (Now-2016)

- Training Enterprise
- Army Profession
- Army Training Network
- Home Station Trng
- Training Eval and Assess.
- ASLTE (Outcomes Based)
- Total Fitness

Means

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

CAC Lead Integrator
DCG CAC-E



Immediate (Now-2016)

- Army University
- Army Logistics University
- Living Doctrine (Ph 1)
- Soldier Cert. and Credit

Means

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

LOE #1

Physical Supremacy

LOE #2

Talent Management

LOE #3

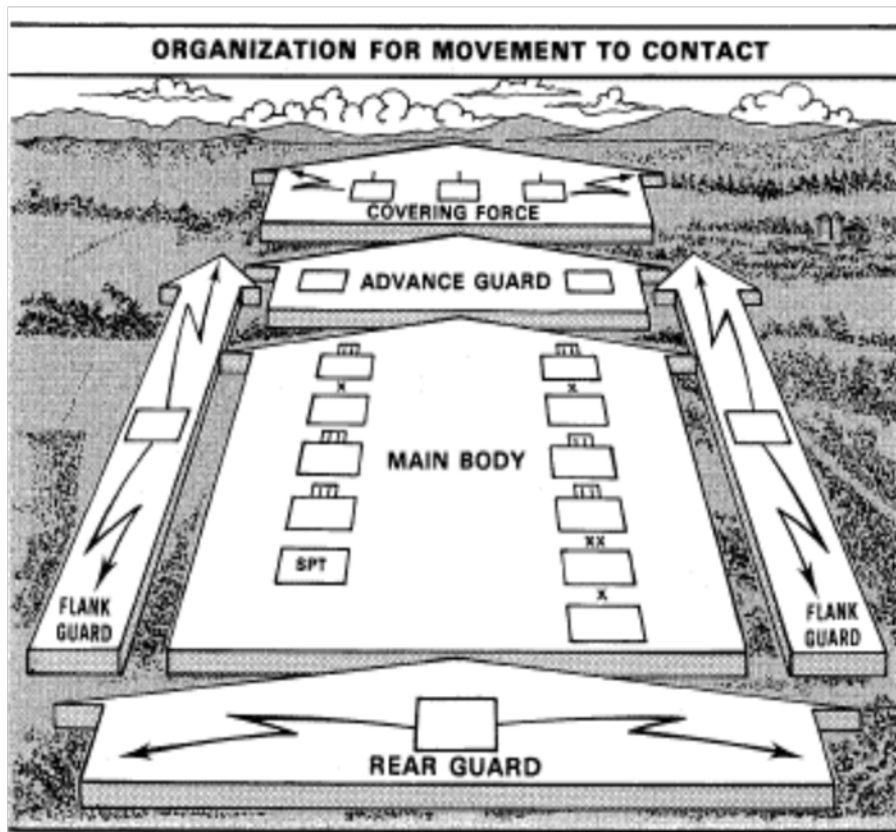
Cross-cutting Concepts

Army Profession, Leader Development



AirLand Battle:

Fight outnumbered, and win



Unified Land Operations:

Win in a complex world





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

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