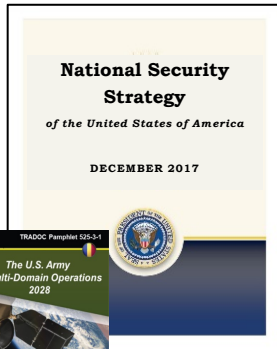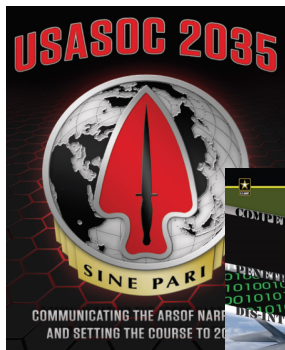# *Fostering a Culture of Change*

Purpose: To provide REV2 Conference participants with a conceptual approach to foster a culture of change.

Desired Outcome:

- Common framework and understanding *on a viable approach to conceptual change within large-scale organizations.*

Agenda:

- Questions to Initiate Change.
- Elements to Foster Change.
- Emerging Concept Framework.
- Components of the Solution.

Briefer: Dr. Robert M. Toguchi
Type of Brief: Information
Date: 23 May 2019

The overall classification of this briefing is: **UNCLASSIFIED**

Three Questions to Initiate Change:

- *What is the Operating Environment Telling Us?*

- *What are the Implications?*

- *What is our Response?*

✓*TRADOC Pam 71-20-3, TRADOC Concept Development Guide (06 Dec 2011)*

Five Key Elements to Foster Change:

- *Portray the Changing Environment*

- *Identify and Articulate a Clear and Credible Threat*

- *Convey a Compelling Need for Change*

- *Create and Communicate the Vision*

- *Unveil and Follow-Through on the Plan*

Key Drivers of Change

Shifting Global Order

Networked Targeting

Additive Manufacturing

AI & Autonomy of Systems

Global Socialization Paradox

Key Global Trends:
- How People Live
  - How People Create and Innovate
    - How People Prosper
      - *How People Think*
        - How People Govern
          - *How People Fight*
            - Terrorism

Operational Concealment - military forces' ability to **conceal their capabilities** and intentions given the proliferation of commercially **distributed digitized information** that also adds a new dimension to how adversaries employ tactics that harness the Internet of Things (IoT).

Competency Edge - comparative advantage in the mix of knowledge, skills, and **abilities to employ emerging capabilities** such as AI, automation, 3D printing, bio-genetic modification, and human-machine interfacing.

Capability Advantage - numbers of empowered states, groups, and individuals vie for comparative advantages from systems that are growing increasingly **distributed, rather than concentrated**, and are both widely available and relatively inexpensive (e.g. UAV swarms).

Battle Networks - connected systems in a future environment saturated with digitized information, which gives **adversaries access to openly available streams of data** to guide tactical, operational and strategic purposes.

Antagonists and the Antagonized - **empowered people** with a capacity, capital, and motive who can take advantage of future technologies and shifts in global order to apply force and will against selected people and populations.

Conflict Spaces and Places - the **cognitive, virtual**, and physical **spaces** where global actors – states as well as empowered individuals and groups – pursue their interests.

We anticipate a future operating context of…

Enduring Challenges
- Time
- Distance
- Populations
- Uncertainty

Compounded by…

Evolving Trends
- Tech-enabled state and non-state groups
- Hybrid forms of conflict
- Hyper-connectivity increasing rate of emerging threats
- Decreasing cost of WMD
- Gray Zone conflicts

That comprise an…

Operational Environment
- Actors able to mitigate our capabilities
- Blended conventional and irregular conflicts
- Cyber-based influences on populations and governments
- Diverse growth of threats
- Greater access to WMD

1

Bending the FOE arc…
- *Global Socialization Paradox*
- *Artificial Intelligence and Automation*
- *Additive Manufacturing*
- *Networked Targeting*
- *Shifting Global Order*

2 ### Units will have to confront…

Competency Edge - comparative advantage in the mix of knowledge, skills, and abilities to employ emerging capabilities such as AI, automation, 3D printing, bio-genetic modification, and human-machine interfacing.
Capability Advantage - comparative advantages from systems that are growing increasingly distributed, are widely available and relatively inexpensive (e.g. UAV swarms).
Operational Concealment - military forces' ability to conceal their capabilities and intentions given the proliferation of commercially distributed digitized information; tactics that harness the Internet of Things (IoT).
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Accelerating the pace of change…

Military Challenge
…how does the organization gain and maintain an enduring competitive advantage over our Nation's adversaries?

Central Idea
Unit employs empowered Soldiers and integrated units capable of delivering Joint Combined Arms across the range of modern warfare challenges, and it leverages adaptive and innovative institutional capabilities to provide the Joint Force an enduring competitive edge over our Nation's adversaries.

Our response should be…

Indigenous Approach – Develop Understanding & Wield Influence – Precision Targeting Operations – Crisis Response through…

Empowered Soldier
- Competency is Capability
- Cognitive Overmatch
- Total Health

Synchronized by…

Integrated Unit
- Adapt to the OE
- Purpose-built
- Seamless Networking

With effects of…

Joint Combined Arms
- Converge-Pulse-Diverge
- Physical-Virtual-Cognitive Mass
- Persistent Partner Engagement

Driven by…

Institutional Agility
- Operational Prototyping
- Research and Applied Teaming
- Predictive Maintenance
- Institution as a Unit.

Resulting in…

Operational Synergy
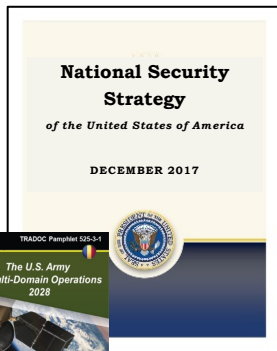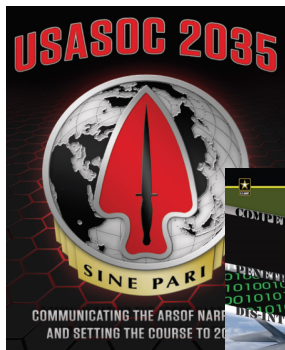- Operational Design
- COP / SA
- Training

- **Empowered Soldier**
  - Competencies as Capabilities
  - Soldier Cognition and Performance Overmatch
  - Total Health

- **Integrated Unit**
  - Adapt to OE
  - Purpose-built
  - Seamless Networking

- **Joint Combined Arms**
  - Converge-Pulse-Diverge
  - Physical-Virtual-Cognitive Mass
  - Persistent Partner Engagement

- **Institutional Agility**
  - Operational Prototyping
  - Research & Applied Teaming
  - Predictive Maintenance

- **Operational Synergy**
  - Operational Design
  - Common Operating Picture (COP)
  - Training

"The Department of Defense must develop **new operational concepts** and capabilities to win without assured dominance in air, maritime, land, space, and cyberspace domains, including against those **operating below the level of conventional military conflict**." (*National Security Strategy, 2017*, p. 29)

"To succeed in the emerging security environment, our Department and Joint Force will have to **out-think, out-maneuver, out-partner, and out-innovate** revisionist powers, rogue regimes, terrorists, and other threat actors." (*National Defense Strategy Summary, 2018*, p. 5)

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