

# ***Carnegie Council Visit***

## ***Strategic Leadership***

**BG DUKE DELUCA**

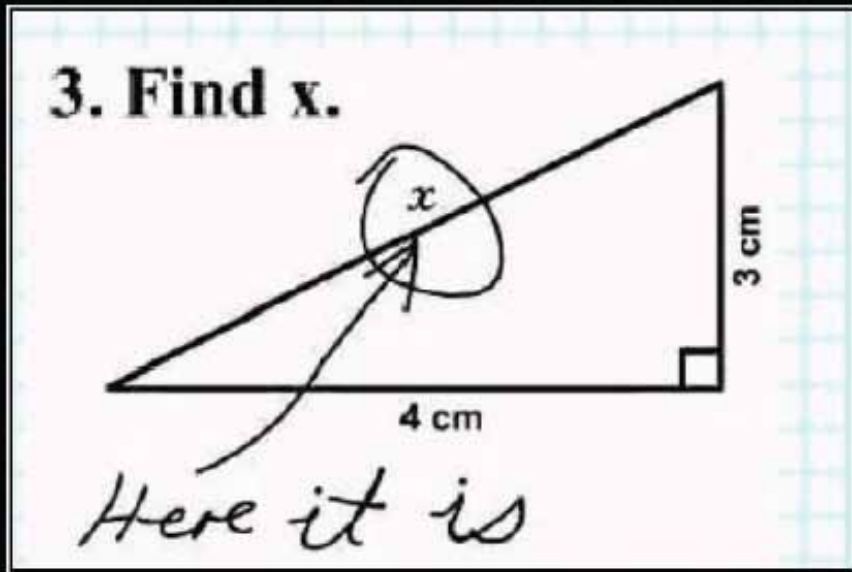
Fort Hamilton, NY

February 2011



# What Is Strategy?

Strategy is Hard Work . . .



## SIMPLICITY

The simplest solutions are often the cleverest  
They are also usually wrong



## THAT WORD

I do not think it means  
what you think it means



# What Is Strategy?

## What is Strategy?

*"A plan for using military means to achieve political ends."*

Richard Betts

*"The art of distributing and applying military means to fulfill the ends of policy."*

Basil Liddell-Hart

*"Strategy is a 'how to do it' study, a guide for accomplishing something and doing efficiently."*

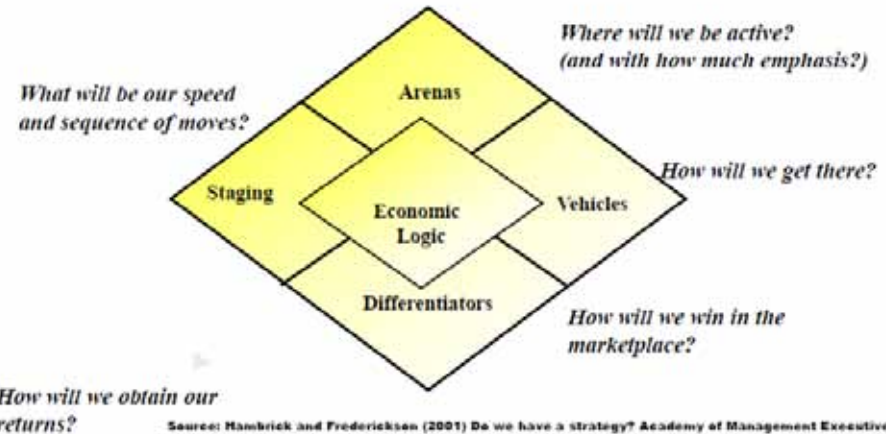
Bernard Brodie

*"A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives."*

Department of Defense



## The Five Major Elements of Strategy



## Strategic Leadership and Battle Command



## Strategic Leadership

Strategic leaders operate in the context of a larger *enterprise* and focus on 7 key tasks:

- Developing Vision
- Directing Policy and Strategy
- Shaping External Environments
- Acquiring and Allocating Resources
- Influencing Organizational Culture
- Building Teams
- Communicating

They *lead* by example to:

- Build Effective Organizations
- Grow the Next Generation of Leaders
- Energize Subordinates
- Seek Opportunities to Advance Organizational Goals
- Balance Personal and Professional Demands

**Other Definition ?**

**ENDS  
WAYS  
MEANS**

Lead

Senior Leadership and Enterprise Task

Force

**Understand (Learning)**

Problem... Enterprise Mgt & Leadership

**Visualize**

the End State and the Nature and Design of the Operation

**Describe**

Time, Space, Resources, Purpose, and Action

**Direct**

Warfighting Functions

Assess

FM 5.0 Chapter 3 Design... Understanding Complex Problems



# Are the Skills for Success the Same Throughout a Career?

## The Three Phases of Leadership

- ***Demonstrated Competency in Chosen Field***
- ***Understanding and Orchestration of All Fields***
- ***Inquiry and Advocacy***
- ***(Negotiation Skills Critical Throughout)***



# Critical Skills for Success Are Different at Strategic Level



	Advocacy	Inquiry
Concept of decision making	Contest	Collaborative problem solving
Purpose of discussion	Persuasion & lobbying	Testing & evaluation
Participants' role	Spokesperson	Critical thinkers
Patterns of behavior	Strive to persuade Defend your position Downplay contrary evidence	Balanced arguments Open to alternatives Accept/process contrary evidence
Minority views	Discouraged / dismissed	Cultivated / valued
Outcome	Winners / losers	Collective ownership

Adapted from Garvin, D.A., & Roberto, M.A. (2001). What you don't know about Making decisions. *Harvard Business Review*, September issue.



# Obstacles to Inquiry and Perception

## Evolutionary Mental Shortcuts

### Decision Making Heuristics

- Anchoring & Adjustment
  - Availability
  - Confirming evidence
  - Framing
  - Escalation
- Heuristics are hardwired and socially reinforced
  - Eliminating them completely is difficult
  - Two step process
    - Self-awareness
      - Know tendencies ... be mindful
    - Create processes that help you avoid
      - Checks and balances



# Establish Processes to Aid Strategic thought

- **Must Seek Out Evidence Disproving our View of Ends, Ways, Means (Assumptions, Context, Threats, etc.)**

## **To Know**

- **Are We focused on the Right Things?**
- **Does our Political Discourse and .....**
- **Do our Political and Economic Processes Aid Development of Skilled Strategic Leaders on the International Level**

## **OR WE RUN THE RISK OF:**

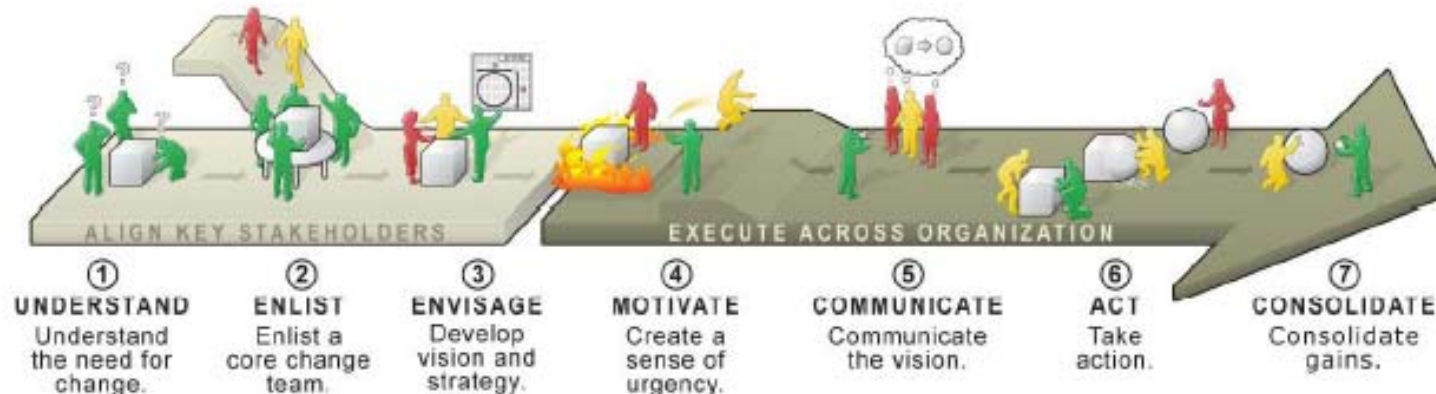
- **Unrealistic Strategic Sponsor's Guidance Accepted Uncritically**
- **Lives and Resources Wasted Solving the Wrong Problem Better**
- **Without Understanding the System, Actions only Reinforce Tensions and Instability**
- **Slow to Adapt to Changing Circumstances and Unforeseen Obstacles**
- **Unable to make Progress Toward Strategic Goals**





## ExperienceChange Framework

- The ExperienceChange simulation is built around a seven-stage model of change. This model has many features in common with other major change models.
- The seven stages of the ExperienceChange Model are depicted below:





# Is Your Vision Positive Or Negative

## What Distinguishes Positive Performance Outliers ?

### Comparing Approaches To Leading Change

SOURCE: Cooperrider, 2001.



U.S. ARMY

#### PROBLEM SOLVING APPROACH

##### **Define the Problem**

Specify problems or needs

##### **Analyze Determinants**

Identify symptoms and root causes

##### **Identify Solution**

Generate alternatives that address problems

##### **Plan and Implement**

Design interventions that address or solve problems

##### **BASIC ASSUMPTION:**

*Our job is to overcome major problems and obstacles.*

#### ABUNDANCE APPROACH

##### **Identify Peak Performance**

Recount spectacular experiences

##### **Explain Success**

Identify enablers of the best past successes

##### **Create Sustainability**

Identify what should be continued in the future

##### **Design a Future**

Design interventions that create an ideal future

##### **BASIC ASSUMPTION:**

*Our job is to embrace and enable our highest potential.*



# Nothing is As Easy As It Looks



## WWII

Because Scissors always beat paper.



# ESSAYONS!



# Are We Talking About Strategic Level Leadership Here?

- *“Plans are useless . . . planning is indispensable.”*

President Dwight Eisenhower

- *“[T]he secret of a sound, satisfactory decision made on an emergency basis has always been that the responsible official has been ‘living with the problem’ before it becomes acute.”*

President Dwight Eisenhower





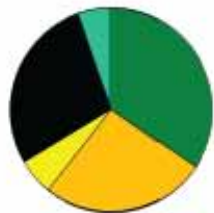
# Does Experience Help?

## 34 years to Brigadier General...

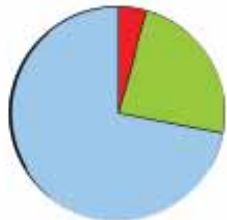


### Career highlights-

- Staff Assignments in WWI
- Aide to General Pershing
- Assistant Commandant Infantry School
- Assignments with ARNG and CCC
- DCSA



■ TROOP UNIT  
■ STAFF  
■ SCHOOL  
■ INSTRUCTOR  
■ STAFF W/TROOPS



■ COMBAT  
■ OVERSEAS  
■ CONUS



2LT



1LT



COL



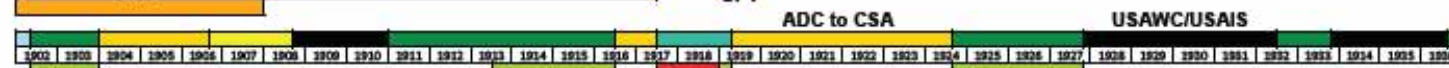
MAJ



LTC



COL



UNASSIGNED  
TROOP UNIT

OVERSEAS  
STAFF

SCHOOL  
INSTRUCTOR

STAFF W/ TROOPS  
COMBAT

WW I

ADC to CSA

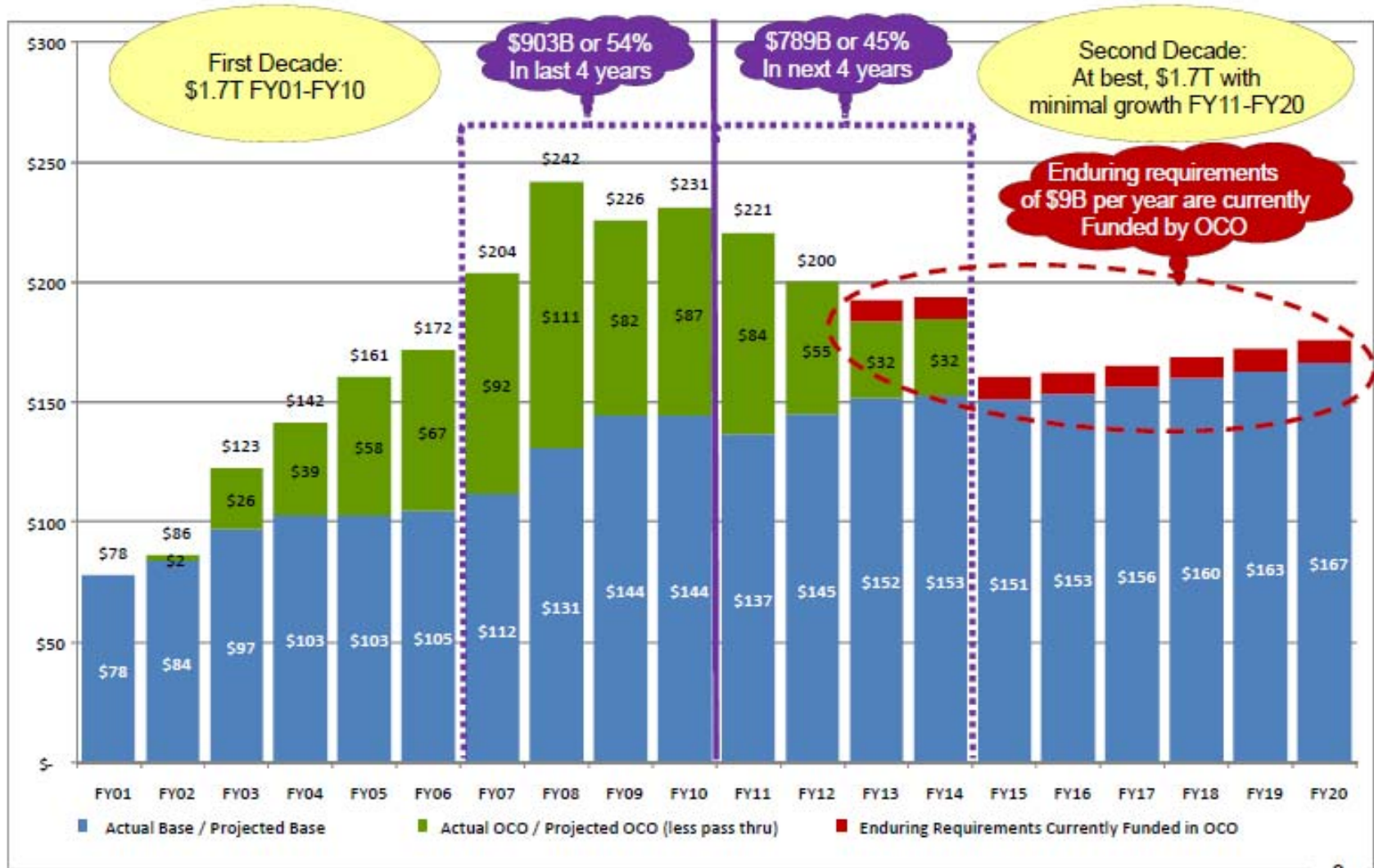
USAWC/USAIS

Twice married - 1902-1927 Elizabeth "Lily" Coles;  
1930 Katherine Tupper Brown



# A PICTURE OF THE FUTURE

## ARMY EXPENDITURES AND PROJECTIONS 2001-2020



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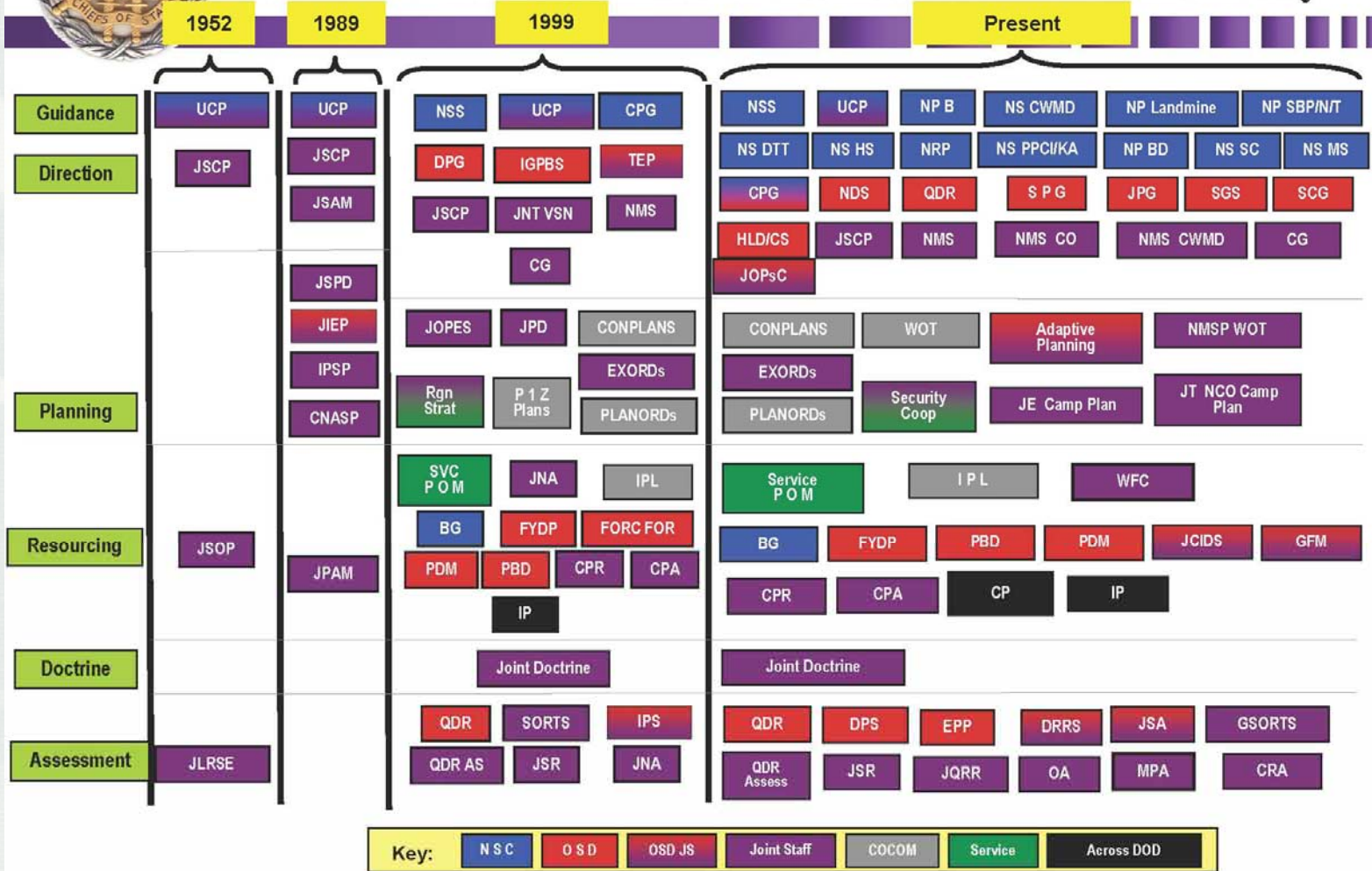


# Baroque and Increasingly Irrelevant Defense Processes



*Increasing complexity, undocumented change, unaligned processes, ad hoc solutions*

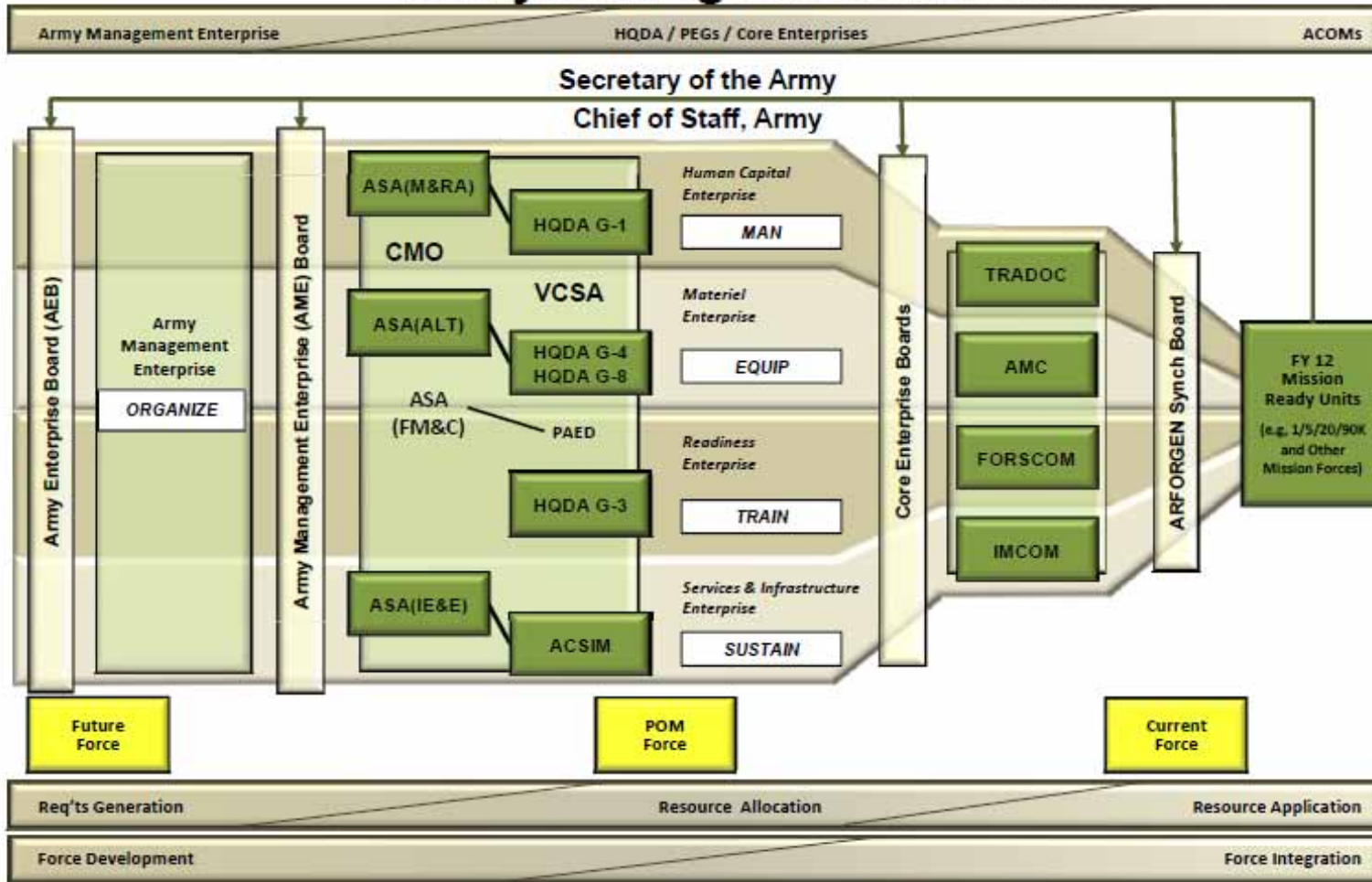
## OSD and Joint Staff Process and Document Inventory





# WHERE IS THE FOCUS? WHY? WHAT IS APPROPRIATE?

## Army Management Model



5





## **Leadership in Combat: By Colonel Randy George**

1. **Ruthlessly enforce discipline, standards, values and ethics** - these are the foundations of any good “unit” (leaders must be beyond reproach)
2. **Communicate your vision / intent:** everyone, down to the individual soldier, must know and understand where your organization is headed (context and how they fit in the overall “fight”)
3. **Inspect versus “Expect”** - what you inspect gets done well...
4. **Counseling your subordinates = growth.** Everyone wants to know how they are doing and how to get better
5. **Create an atmosphere of “innovation”** - listen more and allow for honest mistakes
6. **Show genuine interest in your subordinates** (and their families) - this is something you cannot fake.
7. Sharing hardships is important, but everyone can't be a rifleman - **know your job and do it well**
8. Be **consistent**, Be **calm under pressure**, Be **Positive**
9. **Delegate and don't micromanage** - coach, teach and mentor people to do their jobs. Find the right talent to fit in the right place...get rid of “dead weight”.
10. **How and how well you handle problems/crisis says a lot about you as a leader...**

***“Complacency Kills”*** -- **Rest.Exercise.Sleep.Think.**

# ***ARMY 101***



# *ARMY 101*

## Agenda

- Mission of the Army
- Organization of the Army
- Role of the Army
- Basic Operating Principles of the Army
- Questions and Comments

# ***ARMY 101***

## Primary Function of the Army:

*“ Organize, equip, and train forces for the conduct of prompt and sustained combat operations on land.”*

*From Department of Defense Directive 5100.1*

*As stated in Field Manual 1 – The Army*



# ***ARMY 101***

The Army Trains for Two Types of Full Spectrum Operations\*:

1. As Part of a Joint Task Force (Overseas)

- Offensive, Defensive, & Stability & Reconstruction

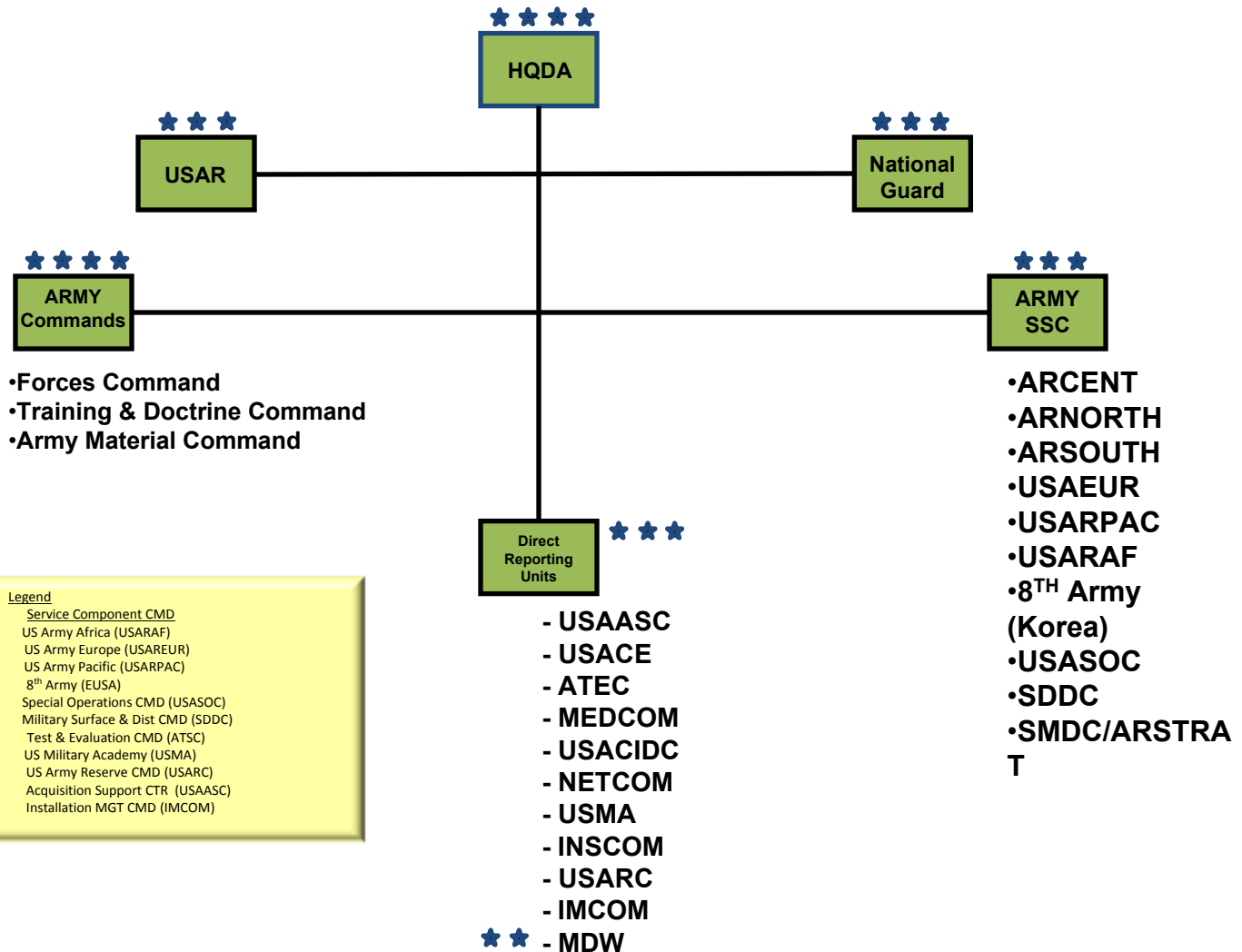
2. In Support of Homeland Security (Within USA)

- Civil Support, Offensive, & Defensive

\*The Mission dictates which type of operation Predominates.

*From Field Manual 1 – The Army*

# Organization of the Army



Direct Reporting	Legend
Network Enterprise Technology (NETCOM)	<u>Service Component CMD</u>
Medical CMD (MEDCOM)	US Army Africa (USARAF)
Intelligence & Security CMD (INSCOM)	US Army Europe (USAREUR)
Criminal Investigation CMD (USACIDC)	US Army Pacific (USARPAC)
Corps of Engineers (USACE)	8 <sup>th</sup> Army (EUSA)
Military District of Washington (MDW)	Special Operations CMD (USASOC)
Missile & Space CMD/	Military Surface & Dist CMD (SDDC)
Army Strategic CMD (USASMDC/ARSTAT)	Test & Evaluation CMD (ATSC)
	US Military Academy (USMA)
	US Army Reserve CMD (USARC)
	Acquisition Support CTR (USAASC)
	Installation MGT CMD (IMCOM)

# The Army Today is :

- 553,000 Soldiers on Active Duty (255 K deployed overseas in 80 countries)
- 563,700 Reserve Component Soldiers (205,000 USAR & 358,700 ARNG)
- 273,000 Army Civilians
- Contractors
- Budgeted at \$ 141 Billion

- Military Personnel – 41%
- Operations & Maintenance – 31%
- R&D, Acquisition – 22%
- Military Construction & Housing – 4 %
- Other – 2%

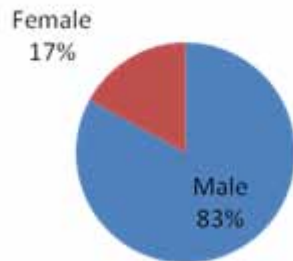
<u>By Comparison</u>		
<u>Company</u>	<u># of Employees</u>	<u>Operating Budget</u>
Wal -Mart	2.1 Million	\$ 23 Billion
Exxon	80,000	\$ 35 Billion
Chevron	67,000	\$ 43 Billion
AT&T	294,000	\$ 21 Billion
Ford	159,000	\$ 03 Billion
Hewlett-Packard	310,000	\$ 11 Billion
USAID	2,227	\$ 13 Billion
US State Dept	7,400	\$ 16 Billion

# Where do We Get Our Soldiers ?

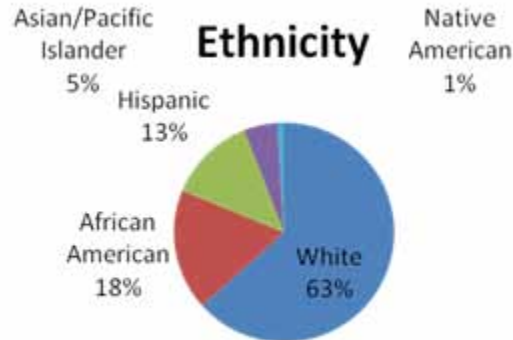
Fiscal Year 2010

Active Army
Goal – 74,500
Achieved – 74,577

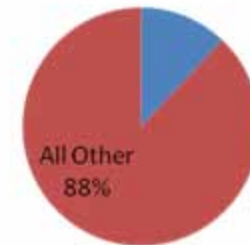
## Gender Profile



## Ethnicity



## Region They come from



Note : The Northeast recruits the lowest proportion of recruits vs. overall % of eligible persons (12% vs. 18%)

# *Where do We Get Our Soldiers ?*

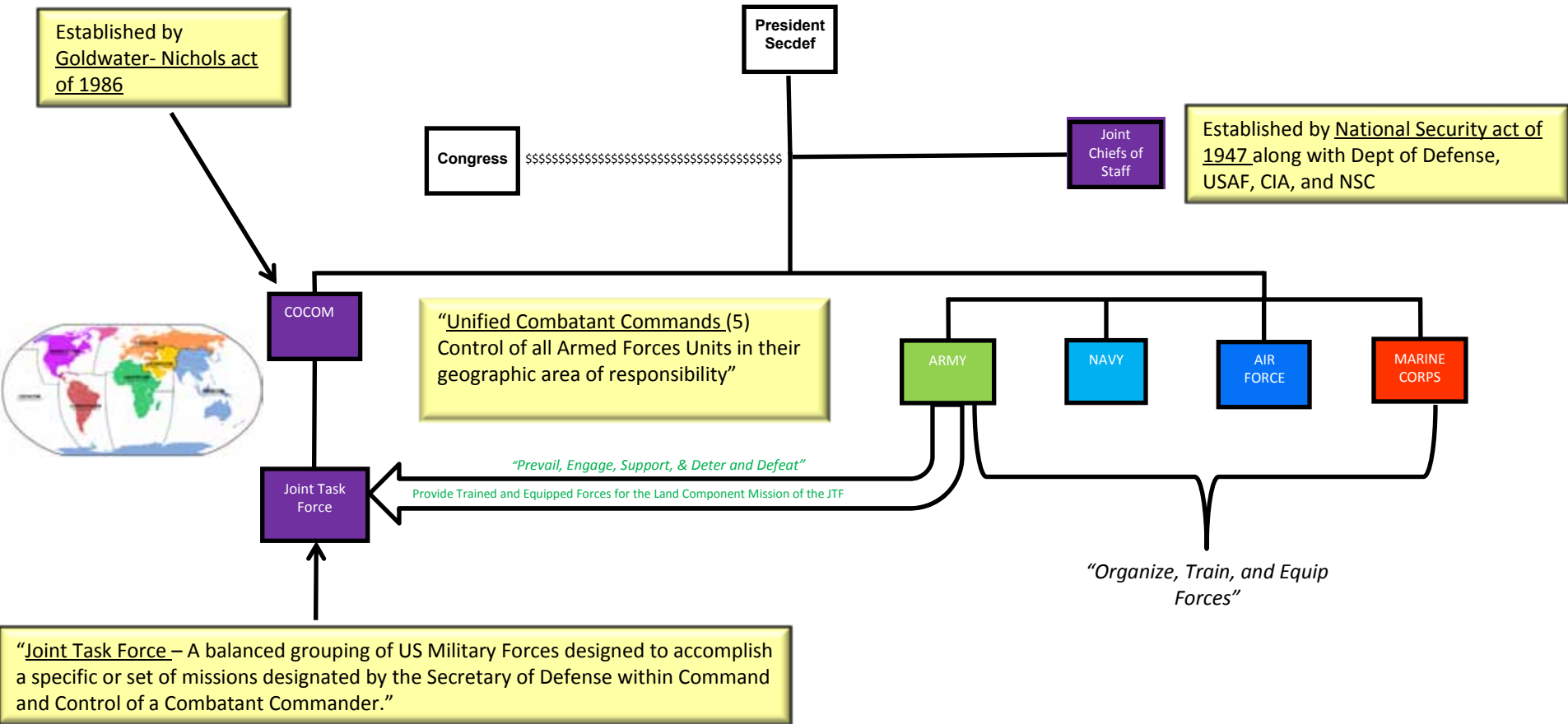
## The Average Soldier :

“ Comes from a community that is slightly less densely populated than average for the United States. The enlisted Army population is skewed toward rural and suburban areas than is the total population of the 17-24 year old youth in the United States. There is an under representation of from the Nation’s most highly urban areas.”

*Taken from US Army  
Recruiting Command Statistics*



# The Army's Role Within the National Security Establishment



*The Army today interacts with several stakeholders while conducting operations, they include:*

- Other US Government Agencies (FBI, FEMA, HLS, USAID)
- Nongovernmental Organizations (Red Cross, Regional NGO)
- Other Nations (Afghanistan, Iraq, Kuwait, Germany)
- Intergovernmental Organizations (NATO, UN, ANZUS, OAS)

TO:

- Prevail in protracted counterinsurgency campaigns.
- Engage to help other nations build capacity and assure friends and allies.
- Support civil authorities at home and abroad.
- Deter & Defeat hybrid threats and hostile state actors.

*Regardless of the mission, the Army Operates within a strict set of ethical standards embodied in its core values.*

1. Loyalty – Bear true faith and allegiance to the US Constitution, the Army, your unit, and fellow soldiers.
2. Duty – Fulfill your obligations.
3. Respect – Treat others as they should be treated.
4. Selfless Service – Put the welfare of the nation, the Army, and your subordinates before your own.
5. Honor – Live the Army Values.
6. Integrity – Do what's right, both legally and morally.
7. Personal Courage – Face fear, danger, or adversity, both physical and moral.