

STATE OF THE ART

**2006 CCRTS
San Diego, CA
20-22 June 2006**

STATE OF THE PRACTICE

2006 CCRTS State of The Art- State of The Practice Policy Track

**What Force and Metrics For What End –
Characterizing the Future Leadership & Force**

Russell E. Bryant

PEO(IWS) 2E24

russell.bryant@navy.mil

Outline

- **Introduction, Background, and Instigation**
- **Question 1 (Two Components): ‘What force/group is needed; for what employment purpose?’**
- **Question 2 (Two Components): ‘What are the appropriate employment action points; for what future desired outcome/future state?’**
- **Metric Ideas**
- **Summary & So What!**

**STIMULATE THINKING AND DISCUSSION –
OFFER A SHIFT IN FRAMEWORK**

Take Aways

- **Characterization of Leadership/Action Individual** – Agile/Capable/With Intuitive, In-Depth Understanding, and Well Rounded Education
- **Employment Purpose** – Long Range View with Group Interests Ahead of Individuals’, for Overall Betterment of the Whole, and Remediation of Instability and Isolation
- **Employment Points** – Areas/Points/Issues Generating Instability and Isolation
- **For What Future Desired Outcome/Future State** – Largest Common Good, General Development to ‘Patch the Boat’, and Raise All Groups/Catch-Up – Overall Well-Being and Survival
- **What Metrics** – Transformed ‘*Four Laws of Robotics*’, *Feral Cities/Countries/Areas* Mitigation, and Mobile Infantry Ethic

**SHIFT IN FRAMEWORK -
ANOTHER VIEW OF ‘GRAND STRATEGY’**

Introduction, Background, and Instigation

- Lots Done on Decision & Support Aids, with Social Aspects of Small Teams
- Plenary 8th ICCRTS – Door to Science Fiction, Popular & Professional Literature (Journals, Senior Guidance, Joint & Services Visions, etc.)
- Jan 26, 05 Marine Corps Times.com Article
 - ‘SecDef To Decide Fate Of Special Operations Unit’
 - RE Will Trial of Detachment Lead to a Corps’ SOCOM?
 - With Implied Change of Force Structure? And Characteristics!

**What Force and Metrics For What End –
Characterizing the Future Leadership & Force**

Question 1 (Two Components):

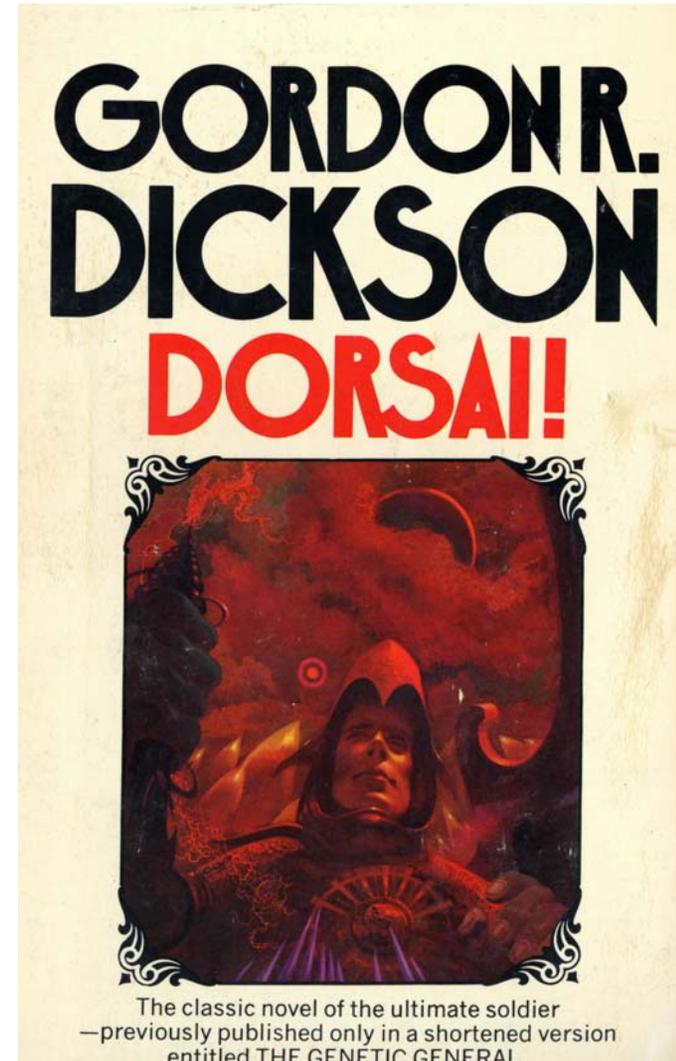
‘What force/group is needed; for what employment purpose?’

- **Discussion of Current Desires and Progress Status?**
- **Agile/Capable/With Intuitive, In-Depth Understanding, and Well Rounded Education**
 - Mixture of *The Genetic General/Dorsai!* and the Mobile Infantry/*Starship Troopers* with *Leviathan* Knowledge/Education
- **Long Range View with Group Interests Ahead of Individuals’ for Overall Betterment of the Whole, and Remediation of Instability and Isolation**
 - Which Groups, In What Priority Sequence, for Betterment Measured to What Standard
 - Removal of Instability and Isolation

Aligns Means/Ways to Objectives/Purpose (Ends)?

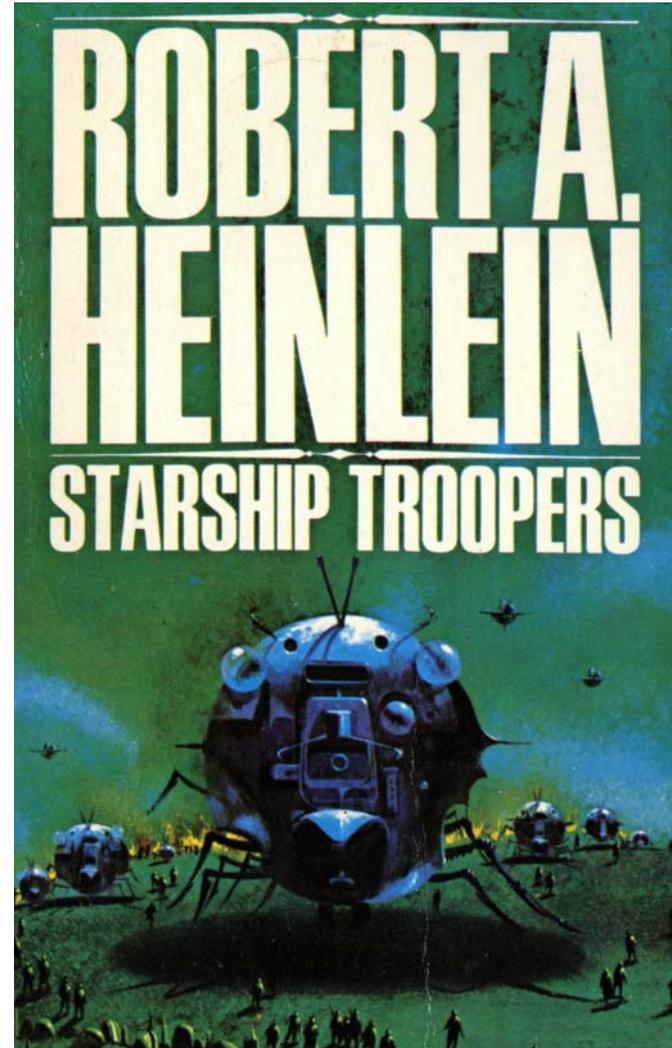
The *Genetic General* / *Dorsai!*

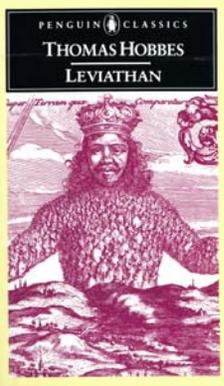
- Vision of Long Term Development of Mankind
- Intuitive and Understanding of Impacts of Actions At All Levels
- Think & Believe Produces Results
- Agile Collaborative Organization Which Fully Understands and Acts As An Integrated Whole – Sports Team
- Education, Development Efforts and Writings
- Dickson - 1959



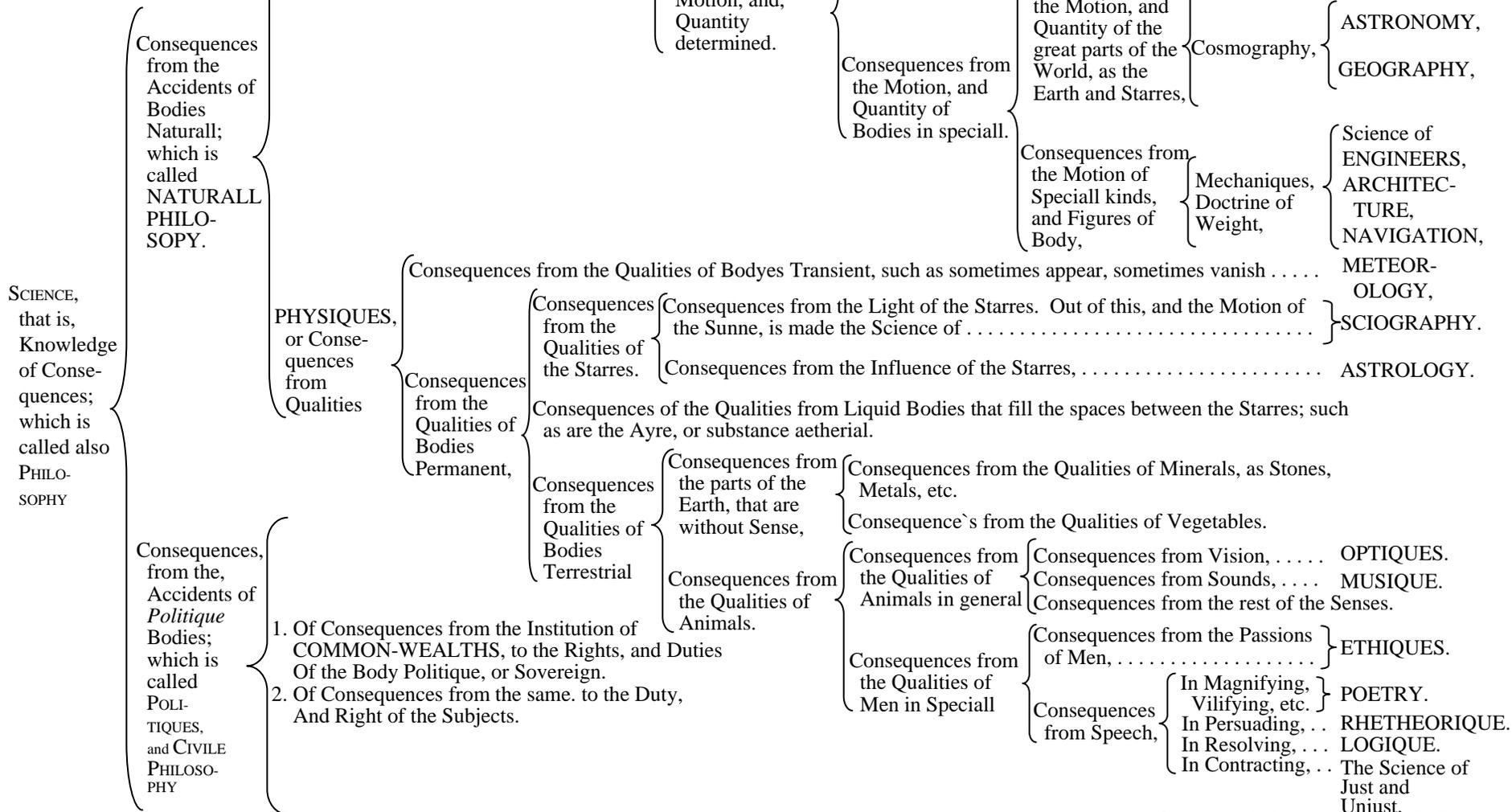
Mobile Infantry / *Starship Troopers*

- **Serve for the Common Good, Leave No One Behind – Ethics & Responsibility**
- **Training/Education by Veterans – Personnel/ Personal Development & Ethics**
- **Franchise/Vote AFTER serving, and NOT while serving - Responsibility**
- **Reaction to Governmental Failure & Reaction to Extreme Fractioning/Sub-Division to Population Interest Groups – Me-ism v. Collective Well Being**
- **R. Heinlein – 1959**





BROAD-BASED EDUCATION – T. HOBBS' PHILOSOPHIES





The Health of Cities (By Extension – of Nations/Regions?)

FERAL CITIES

Richard J. Norton

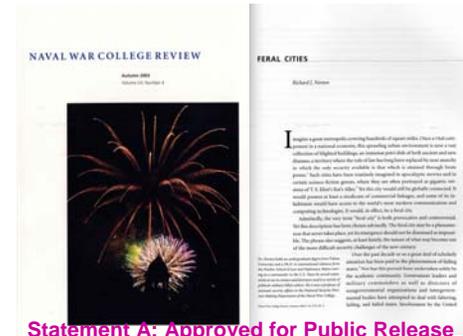
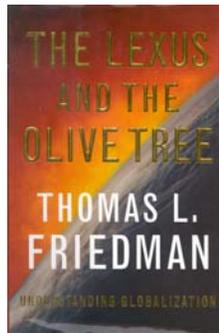
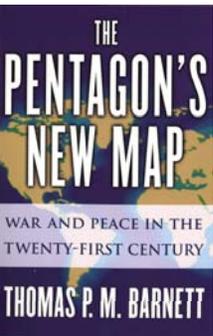
In a world where the only constant is change, the only certainty is uncertainty. The only way to survive is to be prepared for the worst. The only way to thrive is to be prepared for the best. The only way to succeed is to be prepared for the unknown. The only way to fail is to be prepared for the predictable. The only way to win is to be prepared for the unexpected. The only way to lose is to be prepared for the inevitable. The only way to live is to be prepared for the moment.

	Government	Economy	Services	Security
Healthy ("Green")	Enacts effective legislation, directs resources, controls events in all portions of the city all the time. Not corrupt.	Robust. Significant foreign investment. Provides goods and services. Possesses stable and adequate tax base.	Complete range of services, including educational and cultural, available to all city residents.	Well regulated by professional, ethical police forces. Quick response to wide wide spectrum of requirements.
Marginal ("Yellow")	Exercises only "patchwork" or "diurnal" control. Highly corrupt.	Limited/no foreign investment. Subsidized or decaying industries and growing deficits.	Can manage minimal level of public health, hospital access, potable water, trash disposal.	Little regard for legality/human rights. Police often matched/stymied by criminal "peers."
Going Feral ("Red")	At best has negotiated zones of control; at worst does not exist.	Either local subsistence industries or industry based on illegal commerce.	Intermittent to non-Existent power and water. Those who can afford to will privately contract	Nonexistent. Security is attained through private means or paying protection.

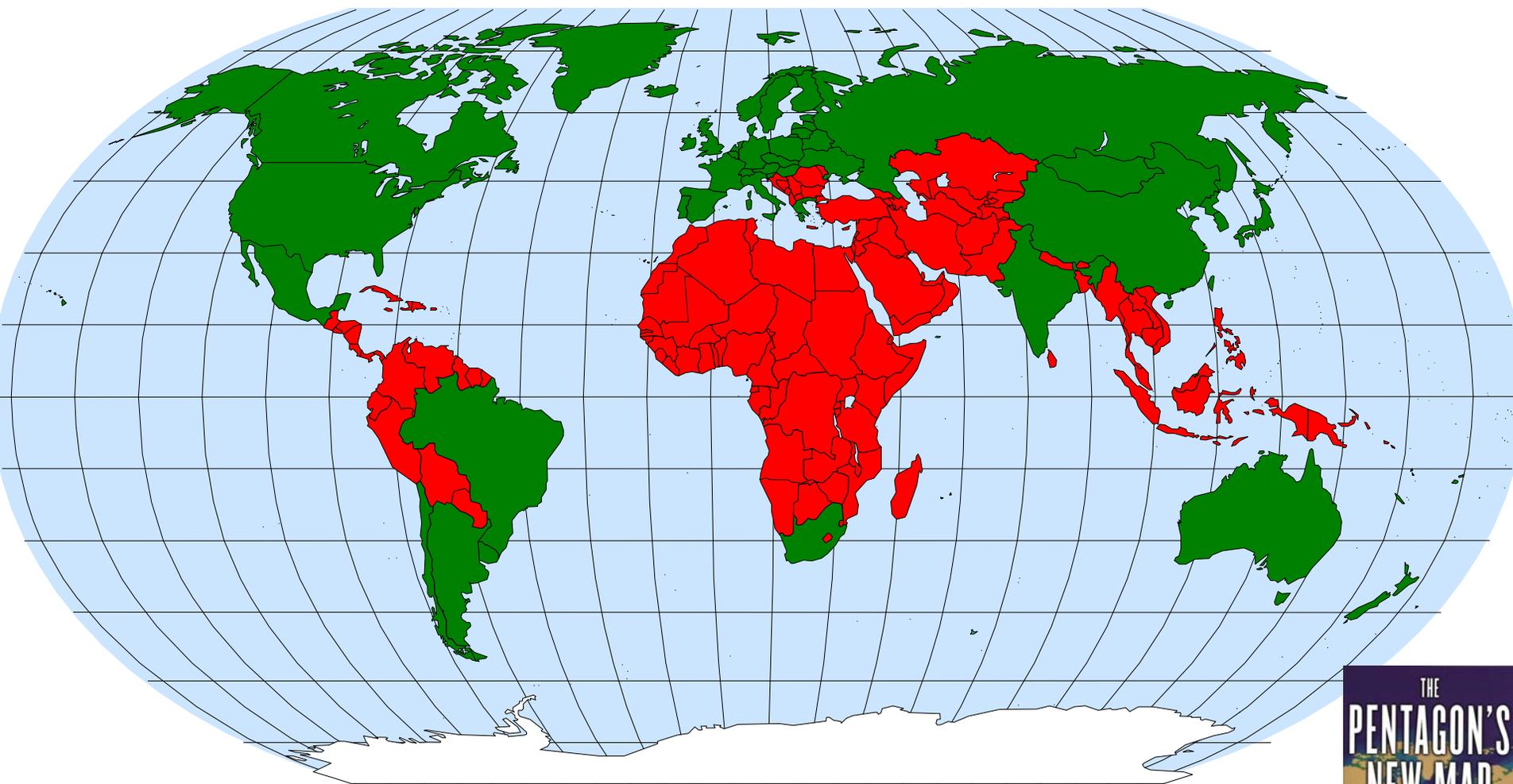
Question 2 (Two Components):

‘What are the appropriate employment action points; for what future desired outcome/future state?’

- **Discussion of Current Desires and Progress Status?**
- **Areas/Points Generating Instability and Isolation**
 - *The Pentagon’s New Map, The Lexus and the Olive Tree, and Feral Cities/Countries/Areas*
- **Largest Common Good, General Development to ‘Patch the Boat’, and Raise All Groups/Catch-Up**

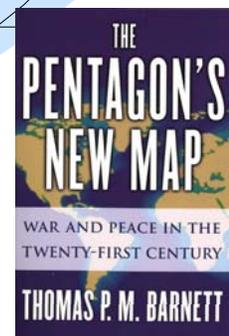


The Connected and Unconnected Groups



■ **Functioning Core**

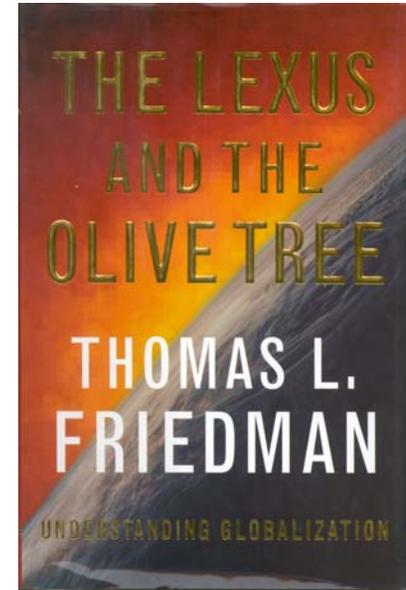
■ **Non-Integrating Gap**

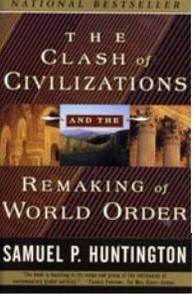


Some Metrics Points to Consider

Friedman's Metrics Points:

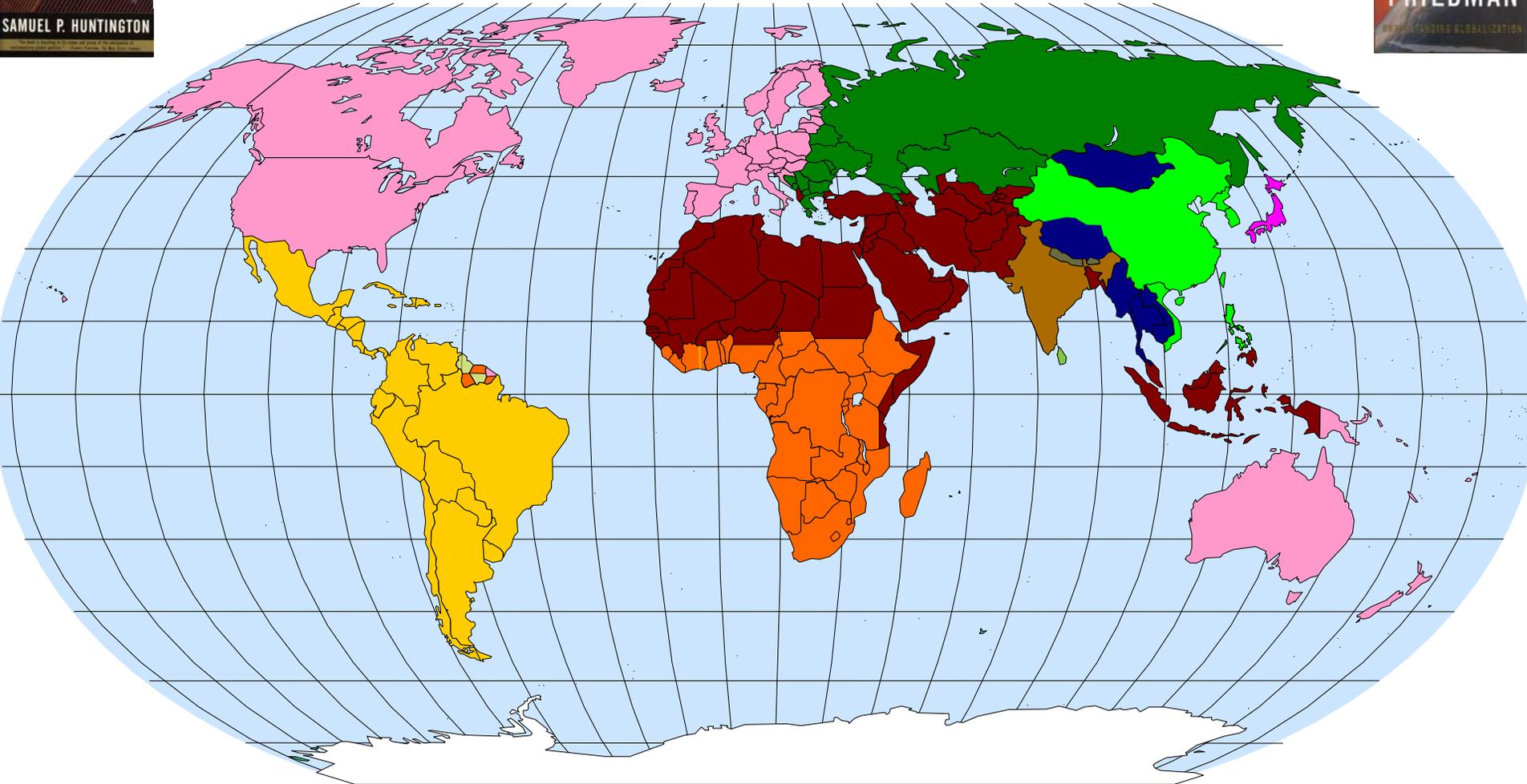
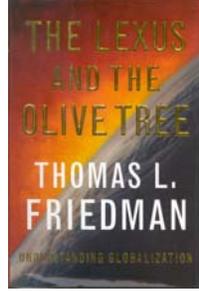
- How Wired Is Your Country?
- How Fast Is Your Country?
- How Much Does Your Country Weigh?
- Does Your Country Dare To Be Open?
- How Good Is Your Country At Making Friends?
- Does Your Country's Management Get IT?
- How Good Is Your Country's Brand?





The World of Civilizations: Post-1990

(T. L. Friedman)

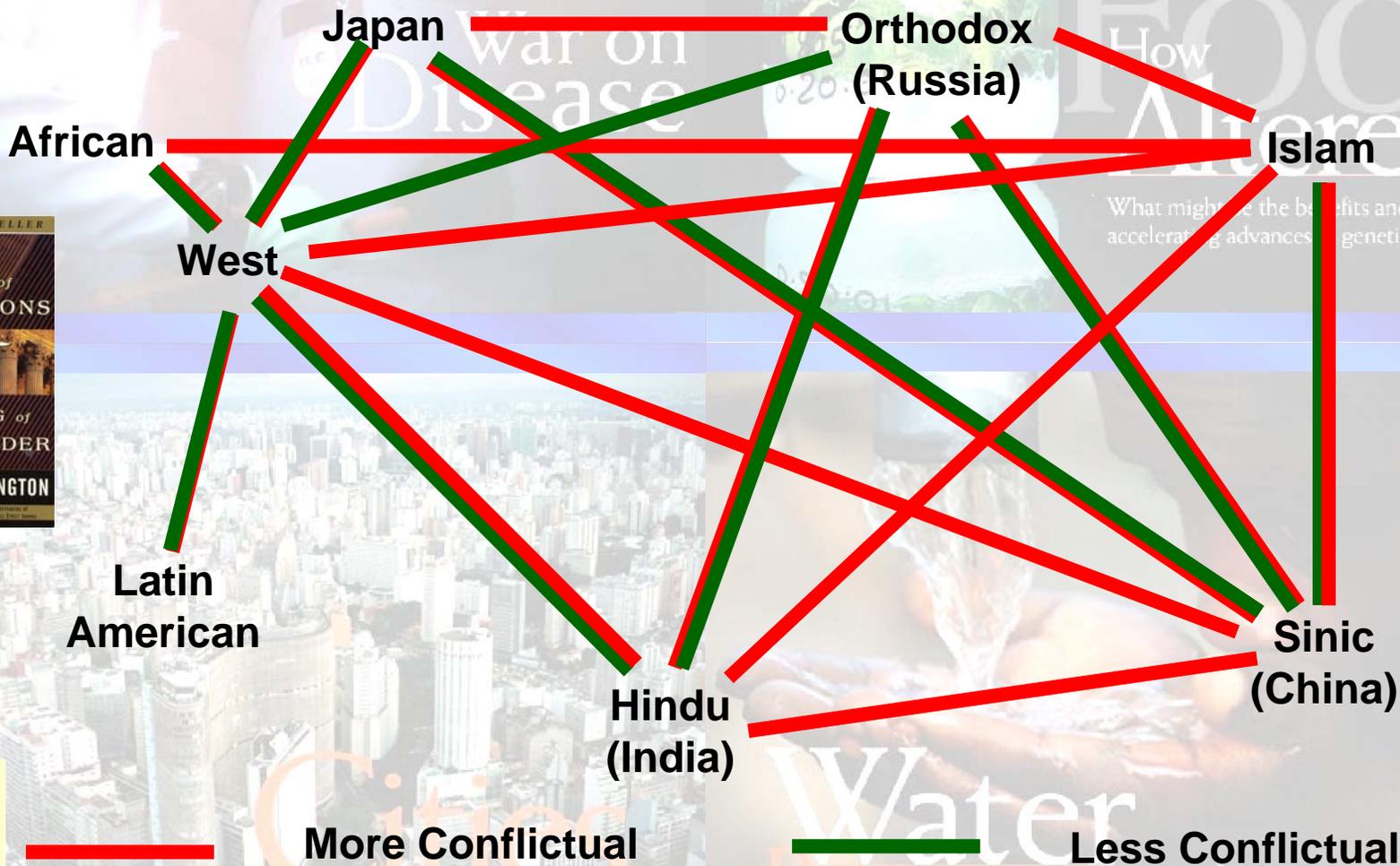


- | | | |
|---|--|---|
|  Western |  Islamic |  Orthodox |
|  Latin American |  Sinic |  Buddhist |
|  African |  Hindu |  Japanese |

Derived from 'The Clash of Civilizations and the Making of World Order', Samuel P. Huntington, Touchstone, 1997, Map 1.3, p. 26-27.

Statement A: Approved for Public Release

The Global Politics of Civilizations: Emerging Alignments

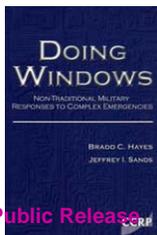
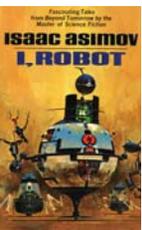


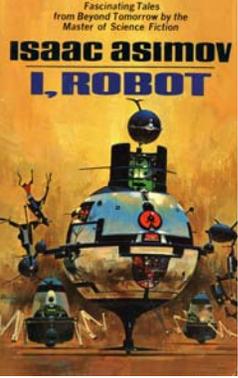
Derived from 'The Clash of Civilizations and the Making of World Order', Samuel P. Huntington, Touchstone, 1997, Fig. 9.1, p. 245.

Statement A: Approved for Public Release

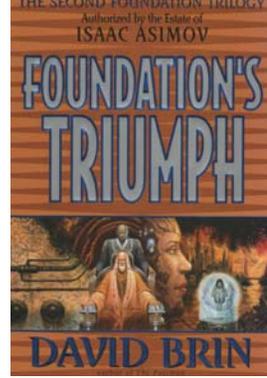
Metric Ideas

- **Transformed ‘*Four Laws of Robotics*’, *Feral Cities/Countries/Areas Mitigation*, and *Mobile Infantry Ethic***
 - A Type of General Overall Hippocratic Oath and Ethic
 - Treat the Concepts Voiced for Cities as Applicable to Sovereign/Ethnic Areas and Ecological/ Resources Conditions and Utilization
 - Application of the Well-Being of the Whole Community (All Segments) and the Environment for Survival and Growth
- **Generates Whole Families of Action Paths and Metrics for Actions, Tracking, Evaluation, and Feedback – EBO/EBP/Influence Nets**
- **Literally ‘*Doing Windows*’ (CCRP) Writ-Large with the Family(ies) of Feedback Metrics**

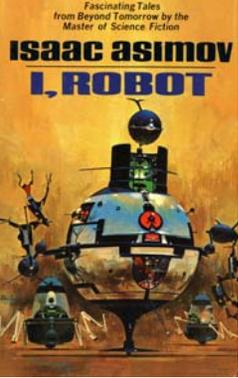




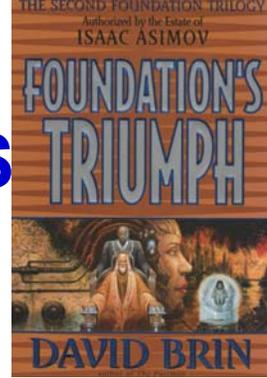
THE THREE ROBOTICS LAWS PLUS THE 0TH LAW



1. A Robot may not injure a human being, or, through inaction, allow a human being to come to harm.
2. A Robot must obey the orders given it by human beings except where such orders would conflict with the First Law.
3. A Robot must protect its own existence as long as such protection does not conflict with the First or Second Law.
- 0th. A Robot must act in the long-term interest of humanity as a whole, and may overrule all other laws whenever it seems necessary for the ultimate good.



THE TRANSFORMED ROBOTICS LAWS FOR THE LARGER COMMON GOOD



1. The 'leadership and force' may not injure the 'long-term good', or, through inaction, allow the 'long-term good' to come to harm.
2. The 'leadership and force' must obey the orders given them for the 'long-term good' except where such orders would conflict with the First Law.
3. The 'leadership and force' must protect their own existence as long as such protection does not conflict with the First or Second Law.
- 0th. The 'leadership and force' must act in the larger common good of humanity as a whole, and may overrule all other laws whenever it seems necessary for the ultimate good.



The Health of Cities (By Extension – of Nations/Regions?)

I have spent some time thinking about the health of cities and the health of nations. I have been thinking about the health of cities because I have been thinking about the health of nations. I have been thinking about the health of cities because I have been thinking about the health of nations. I have been thinking about the health of cities because I have been thinking about the health of nations.

	Government	Economy	Services	Security
Healthy ("Green")	Enacts effective legislation, directs resources, controls events in all portions of the city all the time. Not corrupt.	Robust. Significant foreign investment. Provides goods and services. Possesses stable and adequate tax base.	Complete range of services, including educational and cultural, available to all city residents.	Well regulated by professional, ethical police forces. Quick response to wide wide spectrum of requirements.
Marginal ("Yellow")	Exercises only "patchwork" or "diurnal" control. Highly corrupt.	Limited/no foreign investment. Subsidized or decaying industries and growing deficits.	Can manage minimal level of public health, hospital access, potable water, trash disposal.	Little regard for legality/human rights. Police often matched/ stymied by criminal "peers."
Going Feral ("Red")	At best has negotiated zones of control; at worst does not exist.	Either local subsistence industries or industry based on illegal commerce.	Intermittent to non-existent power and water. Those who can afford to will privately contract	Nonexistent. Security is attained through private means or paying protection.

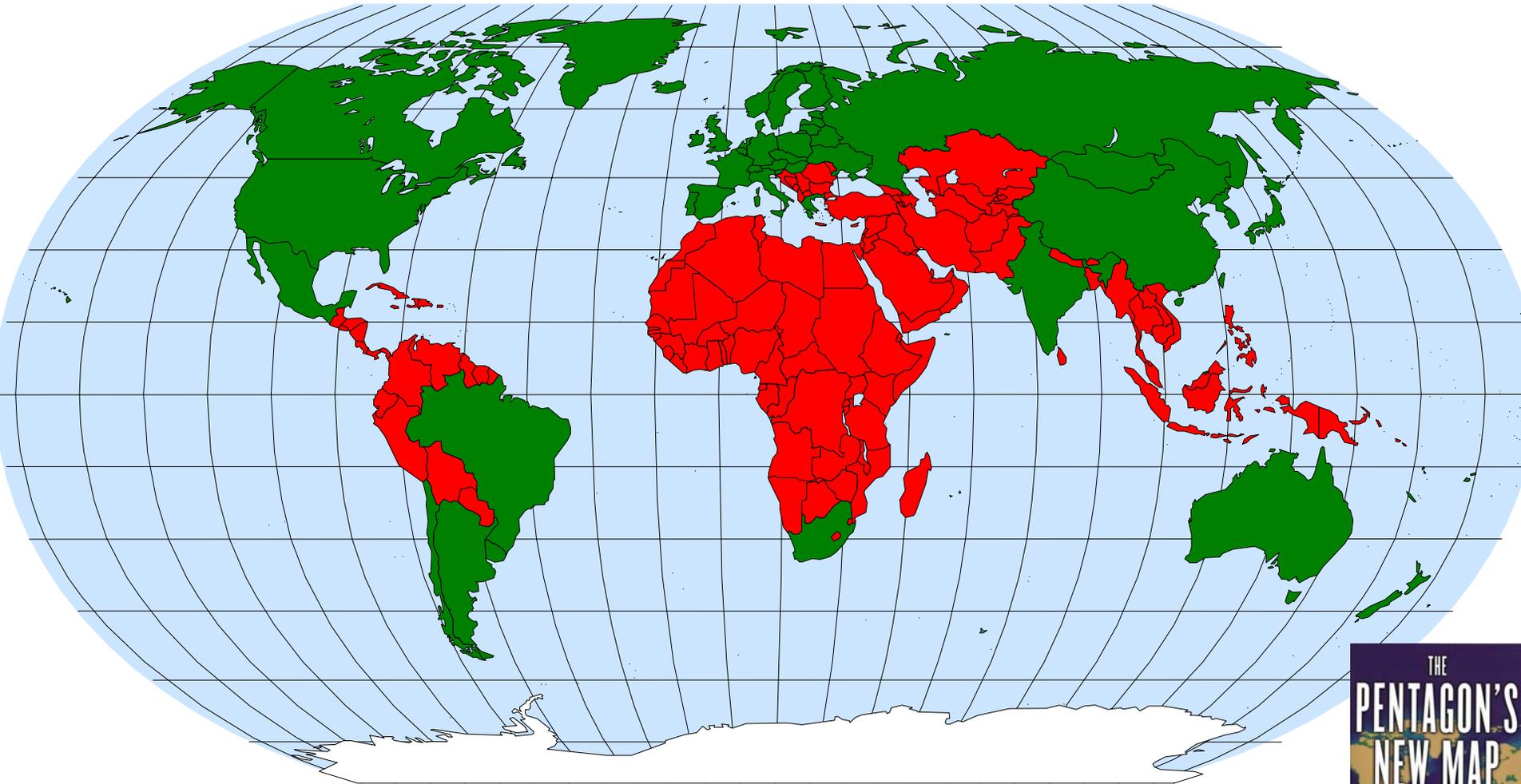


The Health of Nations/Regions (Extended from Cities)



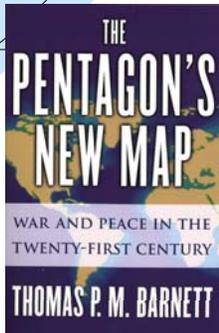
	Government	Economy	Services	Security
Healthy ("Green")	Enacts effective legislation, directs resources, controls events in all portions of the Nation/Region all the time. Not corrupt.	Robust. Significant foreign investment. Provides goods and services. Possesses stable and adequate tax base.	Complete range of services, including educational and cultural, available to all Nation/Region residents.	Well regulated by professional, ethical 'leadership and force' . Quick response to wide wide spectrum of requirements.
Marginal ("Yellow")	Exercises only "patchwork" or "diurnal" control. Highly corrupt.	Limited/no foreign investment. Subsidized or decaying industries and growing deficits.	Can manage minimal level of public health, hospital access, potable water, trash disposal.	Little regard for legality/human rights. 'Leadership and force' often matched/ stymied by criminal "peers."
Going Feral ("Red")	At best has negotiated zones of control; at worst does not exist.	Either local subsistence industries or industry based on illegal commerce.	Intermittent to non-existent power and water – No Centralized Coordination . Those who can afford to will privately contract.	'Leadership and force' nonexistent. Security is attained through private means or paying protection.

The Connected and Unconnected Groups



■ **Functioning Core**

■ **Non-Integrating Gap**



Derived from 'The Pentagon's New Map - War and Peace in the Twenty-first Century', Thomas P. M. Barnett, Putnam, 2004, Fontice Piece, Statement A: Approved for Public Release

MAKING TRACKS: MIGRATION IN THE 1990S

**“Desperate People Can Resort
To Desperate Solutions.”**

Klaus Toepfer, UN Environment Programme



POPULATION TRENDS

HEALTH, WEALTH, AND POPULATION

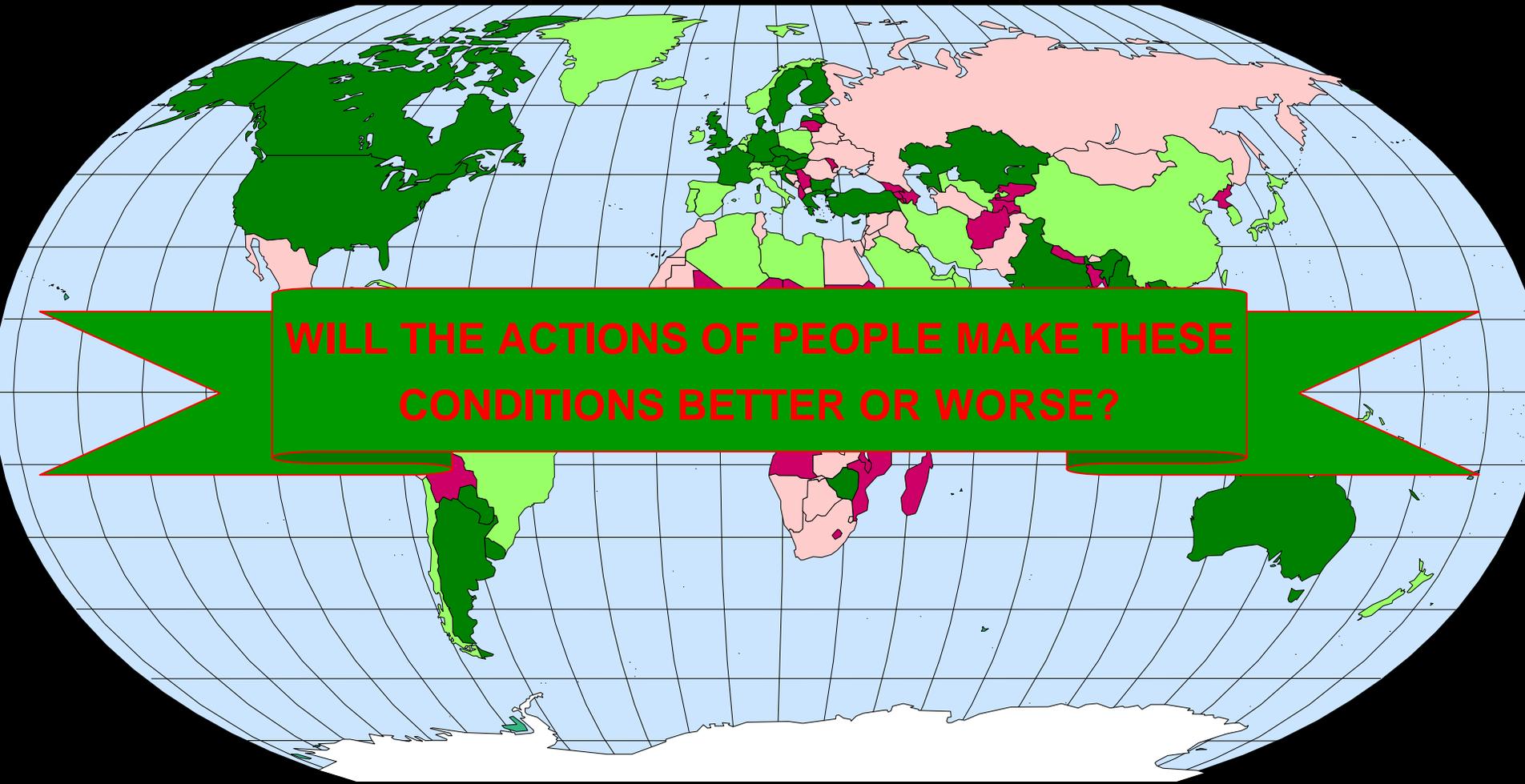


Developed countries
 Developing countries

Average number of births per woman
 Percentage of teenage girls (15-19) giving birth each year
 Infant mortality per 1,000 births

Country
 1998 population → 2050 population (in millions)

GLOBAL HARVEST FROM THE GOOD EARTH



■ Net exporter

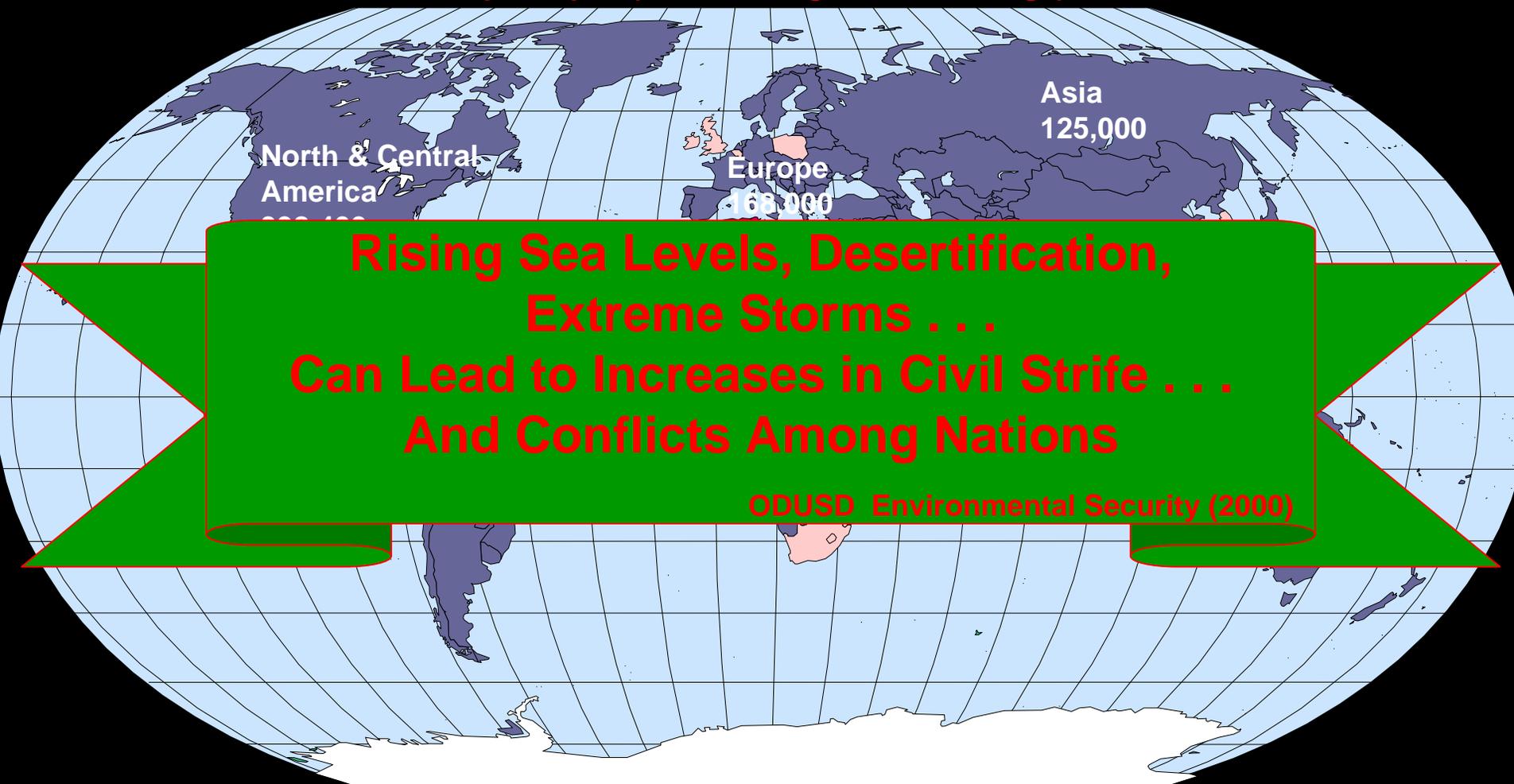
■ Net importer (1-20 percent imports as aid)

■ Net importer (all imports purchased)

■ Net importer (21 percent or more imports as aid)

PRESERVING THE ESSENCE OF LIFE

Annual withdrawal of fresh water in gallons per capita (not including rainwater usage)



**Rising Sea Levels, Desertification,
Extreme Storms . . .
Can Lead to Increases in Civil Strife . . .
And Conflicts Among Nations**

ODUSD Environmental Security (2000)

- Adequate (more than 440,000)
- Stressed (264,000 to 440,000)
- Scarce (less than 264,000)

Annual availability of renewable fresh water in gallons per capita (including rain water)

Derived from National Geographic, October 1998

Summary & Take Aways

- **Characterization of Leadership/Action Individual** – Agile/Capable/With Intuitive, In-Depth Understanding, and Well Rounded Education
 - Mixture of *The Genetic General/Dorsai!* and the Mobile Infantry/*Starship Troopers* with *Leviathan* Knowledge/Education
- **Employment Purpose** – Long Range View with Group Interests Ahead of Individuals' for Overall Betterment of the Whole, and Remediation of Instability and Isolation
- **Employment Points** – Areas/Points/Issues Generating Instability and Isolation
 - *The Pentagon's New Map, The Lexus and the Olive Tree, and Feral Cities/Countries/Areas*
- **For What Future Desired Outcome/Future State** – Largest Common Good, General Development to 'Patch the Boat', and Raise All Groups/Catch-Up – Overall Well-Being and Survival
- **What Metrics** – Transformed '*Four Laws of Robotics*', *Feral Cities/Countries/Areas* Mitigation, and Mobile Infantry Ethic

**SHIFT IN FRAMEWORK -
TO A DIFFERENT LONGER AND LARGER VIEW**

So What and Connection

(Models, Granularity, Metrics, Bayes, and Outcomes)

- **Command and Control Research Program**
 - Bayesian Principles for Analysis of Operations and Contributions
 - Influence & Colored Petri Networks
 - Effects Based Planning and Operations
 - Other Tools not Tested or Tried
 - All For New Capabilities and Contributions
- **Utility Outcomes Model**
- **Applied to Multi-Dimensional Strategic Framework For the Long Term**

**OPENS DOOR TO OBJECTIVES BASED LEARNING
AND 'LONG TERM' STRATEGIC PLANNING
(The Man Who Used the Universe)**