

“Fueling Change in our Army”

AUSA Land Warfare Breakfast Series

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Remarks by LTG William B. Caldwell, IV

General Sullivan, thanks for that kind introduction... I appreciate the opportunity to spend some time with you this morning. General Reimer – great to see you. Thank you for telling folks about some of the things we’re doing at Fort Leavenworth.

Thanks to AUSA for hosting this forum and bringing us together to dialog and increase our understanding. AUSA is a very important organization and we are very appreciative of all the great work you do for our Army.

It is great to have so many Congressional staffers and members of the Press here today. Let me take this opportunity to invite the staffers and press out to FT Leavenworth. We’d love to share with you what we’re doing at the “Intellectual Center of the Army.” You all have an open invite.

First, I’d like to introduce my “battle buddy,” CSM Phil Johndrow. He represents the greatness of our NCO corps.

Our Army has designated 2009 as the Year of the NCO. In order to share the incredible talent in our NCO Corps. This is an important thing, this year we’ll recognize the great men and women that make up the Non Commissioned Officer Corps.

Seriously, this is a big month for my “battle buddy”...he is definitely reflective of the best of what we find in our NCO Corps. Last week CSM went over 30 years of service. And next week he will turn 50 years old. He just completed the requirements for his bachelor’s degree and immediately began working on his master’s.

A true Army family, Phil has two exceptional children, both of whom have served in our Army and a brother also serving in our Army. In fact, he is an Iraq veteran who will be deploying to Afghanistan in ten days.

And if that is not enough, Phil Johndrow is a true professional with 42 cumulative months serving in Iraq.

To some, an ordinary American citizen who just wants to serve his country to us, an extraordinary Soldier and dedicated leader. It’s great to have you here battle buddy. He’s also here to take the tough questions!

So, what's your Army been doing this past year? Last February, the Chief of Staff for our Army rolled out evolutionary doctrinal concepts that acted as drivers that have forced some of this change in our Army. This unprecedented bow wave of change brought us FM 3-0: Operations; FM 3-07: Stability Operations; and FM 7-0: Training for Full Spectrum Operations. More specifically, these three key manuals are shaping the way we approach this ever changing, complex, and ambiguous environment.

This doctrine introduced certain "big ideas" such as the recognition that Stability Operations are just as critical as Offensive and Defensive Operations. It recognizes that the incredible complexities and enormous challenges of today's world require a comprehensive approach to operations, which will be far more than the linear way they have been in the past.

Finally, our new doctrine established the need for a retooled training management system so we could operate effectively in the uncertain environment of the 21st century.

Your Army has continued to build on the momentum generated by these new manuals using three specific mechanisms to fuel change as directed by General Casey.

First, we are *Forming Agile and Adaptive Leaders*

Our leaders today must have the flexibility of mind that allows them to anticipate and stay ahead of changing environments

Our CSA has used the analogy before, and again just this past week, as we discussed the future of warfare, he stated that our force must resemble a middleweight fighter. We must be a lean, agile, and rapidly adaptive force with the endurance and knockout power to take on and defeat any opponent, regardless of weight class. With modification to the fighter's training and diet, and by carefully studying his adversaries, the middleweight can easily move between weight classes and defeat any opponent. Just as with that middleweight fighter, our Army needs to be equally versatile, equally decisive, and equally lethal.


The ambiguity of future conflicts will also require leaders who are creative and critical thinkers who can confidently fight and win our Nations' wars and who do apply a comprehensive approach to warfighting.

So, how are we forming the next generation of versatile middleweight fighters...the creative and adaptive leaders who will guide our Army into the future?

Allow me to talk you through the points on this slide. I want to highlight:

Forming Agile and Adaptive Leaders

- **Changes at Command and General Staff College (CGSC) – Innovative and Responsive**
- **Creative and critical thinkers: Teaching Students How to Think, not What to Think**
- **Increasing participation in the Interagency Exchange Program in CGSC**
- **Major expansion and growth of School of Advanced Military Studies – premier leader development course**
- **Stand up of new Army Physical Fitness Readiness Institute (APFRI) annex**
- **Inclusion of Command Sergeants Major & Warrant Officers**



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But, being the agile and adaptive middleweight fighter is not enough, our Army, just like that fighter, must therefore *Forge a Comprehensive Approach to Operations*

We have to evolve beyond our traditional model of command and control...and embrace a more comprehensive model of collaboration, coordination, and cooperation in order to overcome the enormous challenges of the 21st century.

We must also work together with multiple agencies and nations to build a consensus that forges a shared vision of a common goal to create more viable solutions than a narrow one-dimensional answer ever will.

We must understand that military force although necessary, it is not sufficient. Your Army will win every battle and engagement, but we ALONE cannot win the peace.

This comprehensive approach addresses many of the problems General Casey mentioned here last month...something he referred to as “cross-silo integration”. In fact, at a conference last week at the Joint Special Operations University, I heard it referred to as “horizontal problems with vertical answers”. You can think of this as trying to apply an industrial age solution to an information age problem, but we must look for an information age solution. The comprehensive approach offers that solution.

So, how is our Army forging this comprehensive approach?

There are several things going on at the Combined Arms Center such as:

Forging a Comprehensive Approach to Operations
Coordination, Collaboration, Cooperation

- **Published FM 3-07, *Stability Operations* – institutionalized the comprehensive approach**
- **Established the Directorate for Complex Operations**
- **Integrated interagency partners at training centers and in pre-deployment exercises**
- **Continued collaboration in doctrine development, lessons learned integration, and knowledge management**

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The third and final mechanism of change focuses on how we *Foster a Culture of Engagement*. In order to better explain what your Army is doing.

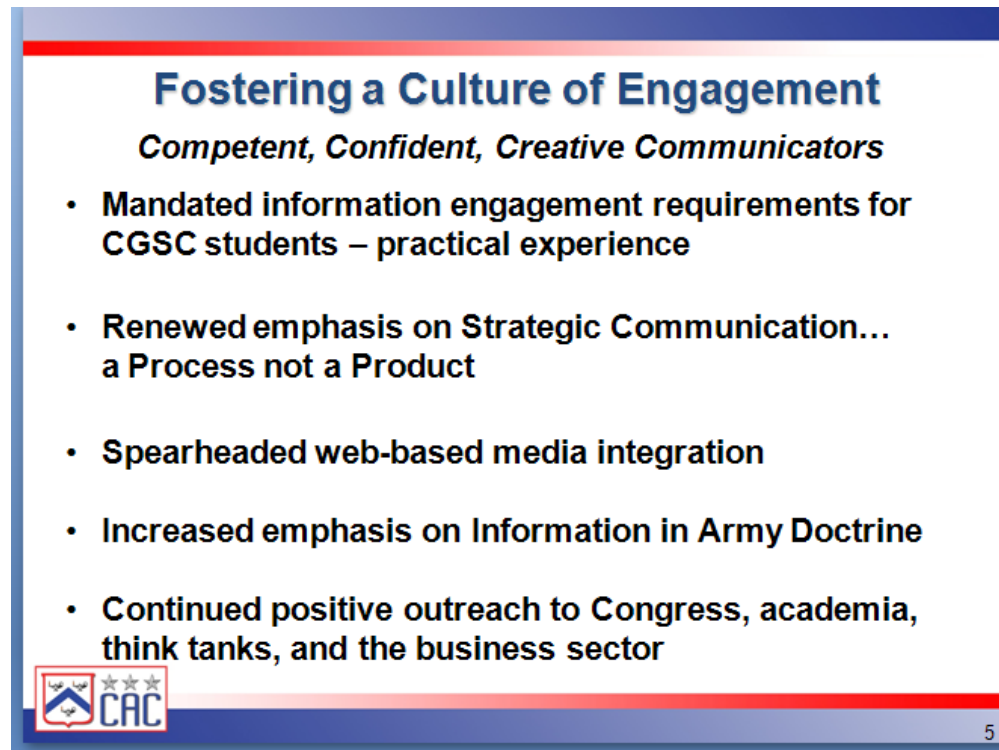
At a recent address to our Department of the Army Civilians, Secretary Geren said “...our Army has a culture of humility and modesty. We have a tendency to keep our head down and do our jobs. We need a culture that is more open. We need to get people outside of their comfort zones. Soldiers and Civilians need to look for opportunities to tell the Army story.”

In order to do this, we need the 3 Cs. Leaders and Soldiers who are competent, confident, and also creative communicators. This can only be achieved through education, training and experience. Competence, we know, builds confidence. We must strengthen their ability to communicate in a wide variety of media, including print, radio, TV, blogs, public speaking, twitter and written publications. All of these are very essential to telling the story of the American Soldier.

Our leaders must also be cyber savvy. They must have the ability to recognize and understand how to leverage information as an element of combat power and operate effectively in the cyber domain. Since information is the currency of the 21st century, perhaps our leaders should consider the information space as maneuver space.


Finally, our leaders must be culturally attuned and that starts at home. This is especially important knowing that they will be required to operate using a comprehensive approach to operations. To do this they must know and understand how other organizations operate, such as the interagency, intergovernmental and nongovernmental organizations, our partner nations and allies, and the private sector.

So, how are we *Fostering a Culture of Engagement* in our Army? At the Combined Arms Center, we have:



Fostering a Culture of Engagement
Competent, Confident, Creative Communicators

- **Mandated information engagement requirements for CGSC students – practical experience**
- **Renewed emphasis on Strategic Communication... a Process not a Product**
- **Spearheaded web-based media integration**
- **Increased emphasis on Information in Army Doctrine**
- **Continued positive outreach to Congress, academia, think tanks, and the business sector**



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Fostering this culture of engagement will help us as an Army better tell the incredible stories of the American Soldier, and their families.

Stories like Specialist Ross McGinnis, who posthumously received the Congressional Medal of Honor after making the ultimate sacrifice for his fellow Soldiers by giving his own life to protect them from the blast of an enemy grenade thrown into their HMMWV while on patrol in Iraq. He gave his life, and in doing so, allowed others to live.

Stories like Specialist Monica Brown, who was awarded the Silver Star for her actions in Afghanistan, where she put her own life in harm's way to protect wounded Soldiers suffering from life threatening injuries, all while she treated those injuries and safely evacuated them.

Stories like First Lieutenant Jonathan Brostrom at the Battle of Wanat, who in the pre-dawn hours of 13 July 2008 led a platoon of brave Soldiers defending their remote patrol base from a

determined attack by over 200 Taliban fighters. Through incredible courage, tenacity, and resilience, Lieutenant Brostrom's platoon repulsed the militant force in some of the fiercest fighting we have seen in the War on Terror, Lieutenant Brostrom gave his life while carrying critically needed ammunition forward to his Soldiers under fire.

It is for brave soldiers like Ross McGinnis, Monica Brown, and Jonathan Brostrom. It is for them and our Nation's sons and daughters that we must continue to change – to adapt and be agile. We owe it to those Soldiers who paid the ultimate price, we owe it to our Soldiers patrolling the streets of Iraq, and walking the mountain trails of Afghanistan. We owe it to the families back home. You aren't strangers to their sacrifice. Many of you in this room know all too well the pain of this sacrifice....some of you have lost friends and loved ones while serving this great Nation.

Change without a purpose is not change worth having. Our purpose is clear...to support our Soldiers. We all have a deep commitment and responsibility to support those great men and women and their families. It is our solemn duty as leaders.

Again, CSM Phil Johndrow and I thank you for the opportunity to be here today. Your efforts to keep important issues front and center do not go unrecognized. We are very grateful. We have some of our products out in the lobby. Please feel free to engage in our open forum at Fort Leavenworth, feel free to blog or twitter into our symposiums.

With the help of all you here, we can form the agile and adaptive leaders that we need, forge a comprehensive approach, and foster a culture of engagement that creates competent and confident communicators who will fuel the critical change needed in our Army.

Thanks again.