

Command for Success

Lessons Learned from Operation Iraqi Freedom Boots on the Ground

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Warning!

The views of the presenter
do not represent
the views of the US Army,
the DoD, the US Government,
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or any sane individual.

For Further Reading

<http://www.drgames.org/PRT/>

<http://pem.drgames.org/>

Themes

- Risk cannot be avoided, but it can be managed.
 - By trying to avoid some risks, you bring about others
- Morale is the most important factor for the commander
- No one accomplishes the mission alone; **leadership** is vital
- Common sense, logic, and good old intuition go a long way towards solving problems
- Managing Expectations is Critical
- Value of Information: Synergy, Context, Latency

**You'll likely be doing non-doctrinal missions;
you must be creative.**

Setting the Stage

*(Why should we be troubled to listen to you,
you dinosaur!?!?)*

Context: What were your jobs?

- 2005-07 (LTC/O-5)
 - Battalion Commander
 - Director, Iraqi Security Force Division (MNC-I)
- 2007-08 (COL/O-6)
 - Commander, DLA Army Element
 - Director, Joint Training
 - Volunteer Instructor FSI – PRT-Iraq
- 2008-2010 (COL/O-6)
 - Brigade Commander
 - Exercised Command & Control (life and death control) over 18,000 personnel
 - 9,000 military (all services)
 - 9,000 civilians (US, Coalition, TCN, LN)
 - Responsible for 7,700 facilities
 - Area security
 - Stabilization & Nation Building



Suicide Prevention

Suicide Prevention

- Asked by the DCG(S) to write up a guide
- Developed Three Principles
 - Multi-level Communications
 - Attacking Isolation
 - Making Everyone Feel Valuable
- Over 70% decrease in suicides and attempts

Context: Leadership Principles

(These are not the only ones, but they worked for my folks.)

- ***Perrin Principle:*** be tactically and technically proficient.
 - Physically and Mentally Able
 - Reliability & Credibility
- ***Petersen Principle:*** have fun!
 - Visualize the positive
 - Units and bases are families
 - Physical and mental fun
- ***Stafford Principle:*** be value-added; look for the solution that is needed, not the same as the one assigned.
 - Challenge assumptions & constraints
 - Ask the right questions
 - Take reasonable risks
- ***Staats Principle:*** reward people for jobs well-done.
 - Use frequent random rewards
 - Make it fun to be around you

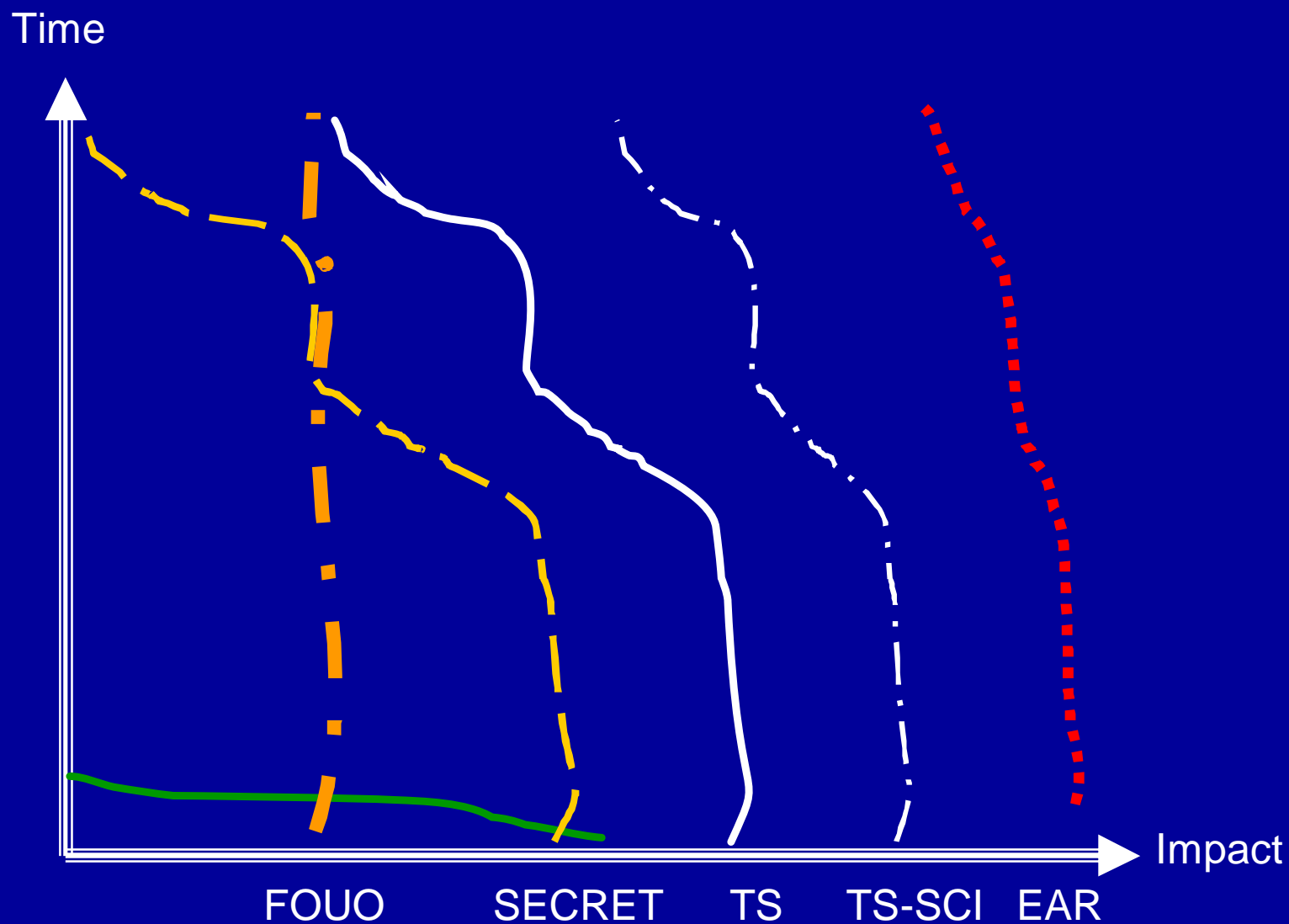


Information Sharing

Combat Information Sharing

- Understanding the Value of Information
 - Context, Synergy, Latency
- Info Sharing Challenges
 - Policies (e.g., DCID 6/8), Interoperability, Language
- Share what You Need to, Not What You Want
- The Practical Answer

Practical Solution to Classified Information Distribution



Addressing Information Needs

- Two Kinds of Commanders (Lee & Grant)
- Information Overload is not a Result of IT Advances
- There is Plenty of Information Available Now for the Savvy Commander
- Integrate and Exploit Intel at the Tactical Level
 - Synergies
 - Using Randomization
- ***FMV is Not the Key***

Who else needs to know?

Attacking Risk Aversion

*You cannot avoid all risks.
Trying to do so only makes you
more vulnerable.*

Increasing Creativity in Organizations

(You can make a difference.)

- Attack Unnecessary Uncertainty
 - Have well-defined goals
 - Clearly articulate how you will measure success
- Encourage Multi-level Communications
 - Identify Where good ideas come from
 - Open up the communications channels
 - Good ideas often come from “the tails” / juniors
- Provide “Top Cover” for creative failures
 - Not illegal, not immoral
 - No creativity in security or finances
- Diversity is Its Own Virtue
- Praise Creativity and Risk Taking
 - Reward those that take risks
 - Talk about successful risk taking



Embracing Change Management & Measuring Success

Managing Organizational Change

(Every military officer needs to be an expert on this.)

- Determine Your Vision



OV-1, OV-4

- “Take on” the Status Quo
 - Generate dissatisfaction

- Create the Change Plan (Democracy in Change Planning == Mob Rule)
 - Identify the Change Agents and Change Leaders

OV-1, OV-4, SV-8

- Make Physical Changes

- Tasks
- Structures
- People



OV-3, OV-4, OV-5, OV-6, SV-2

- Institute the Change

- Schoolhouse
- Selections (promotions & assignments)

Measure Success in a Quantifiable, Understandable Way

211th Approach – T. A. P.

- **Transparency**
 - Established, understood, repeatable
 - Posting results
 - Public debate
- **Accessibility**
 - 24-7
 - Remote access
 - No non-procedural barriers based on rank or position
- **Personal Contact**
 - Liaisons
 - Meetings

Creating Local National Change Agents

Some examples of useful references ...

Insights for Positive Interactions with LNs



- Learn the Culture and Language
 - Learn the Basics of Culture
 - Learn the very basics of the local written language, e.g., Arabic Script (less than three weeks)
- Know Local Geography
- Power Point \neq Reality
 - Feasible, Acceptable, Suitable
 - Socialized, Understood, Buy-in
 - Resources will be Your Biggest Challenge
- Apathy and Anger
- “Be the Fly”
- Reward Those that Help You

Insights for Dealing with LNs



- Their concept of honesty is different than yours
 - They will tell a white lie to avoid embarrassing someone
 - Once they know you, they will be brutally honest
- Everyone “gets” Democracy, but They don’t “get” Capitalism (It’s the Economy!) For example, Iraq ...
 - \$62B in oil revenues
 - 1:25 in the military under Saddam
 - Third Country Nationals (TCNs)
- Advice that was just plain wrong
 - Don’t talk about sex, politics, or religion
 - Never, ever talk about the Quran
- Graft and Corruption are like Speeding Here

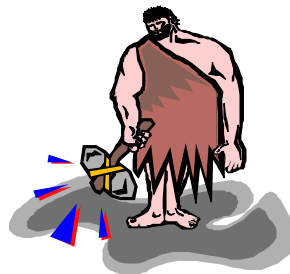
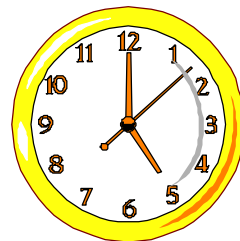
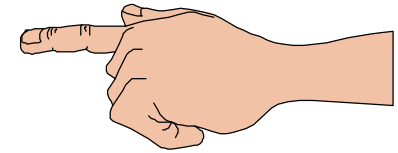
Measuring the Right Things: Enter the Metrics Hierarchy ...

- Foundation
 - Process Basics (Stakeholder Engagement, Resources, Roles & Responsibilities, Measuring Success, Goals & Objectives)
- Adherence
 - Policies, Guidance, Laws
- Performance
 - PAIR2

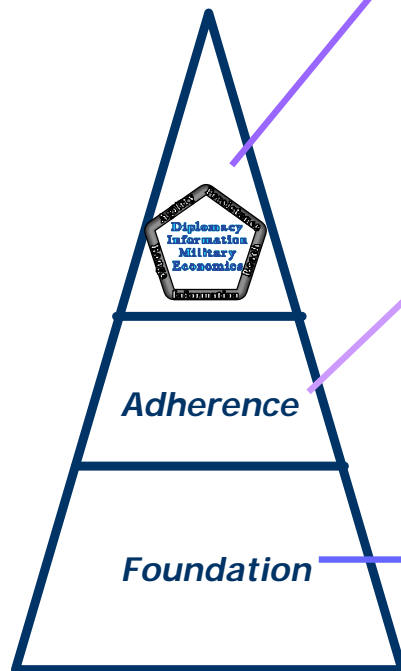
Metrics

The “Goodness” of metrics:

- ✍ Add emphasis to the measured area,*
- ✍ Give the decision-maker information on the health of the process, and*
- ✍ Aid the decision-maker in allocating scarce resources (Time, Talent & Treasure).*



Framework – Measuring Success



Capabilities metrics are at the heart of the functional concept and will vary by submission function and form. These are metrics that relate directly to performance in the battlespace, e.g., mission oriented.

Adherence metrics address the relationship to existing doctrine, policy & procedures.

Include: any existing or anticipated waivers, what doctrine and policy significantly influence this submission.

Foundation metrics address process issues; ensure that submission can get through the development process and deliver capability to the warfighter. Includes: architectural views (SVs, OV), programmatic and budget data, and stakeholder information

Capabilities Metrics: National Security Imperatives (NSI)

Agility of Effects

Speed of Application
Speed of Redirection
Discrimination of Effect

Range or Redundancy

Number of Potentially
Simultaneous
Means to Accomplish Mission



Persistence of Effects

Survivability
Staying Power

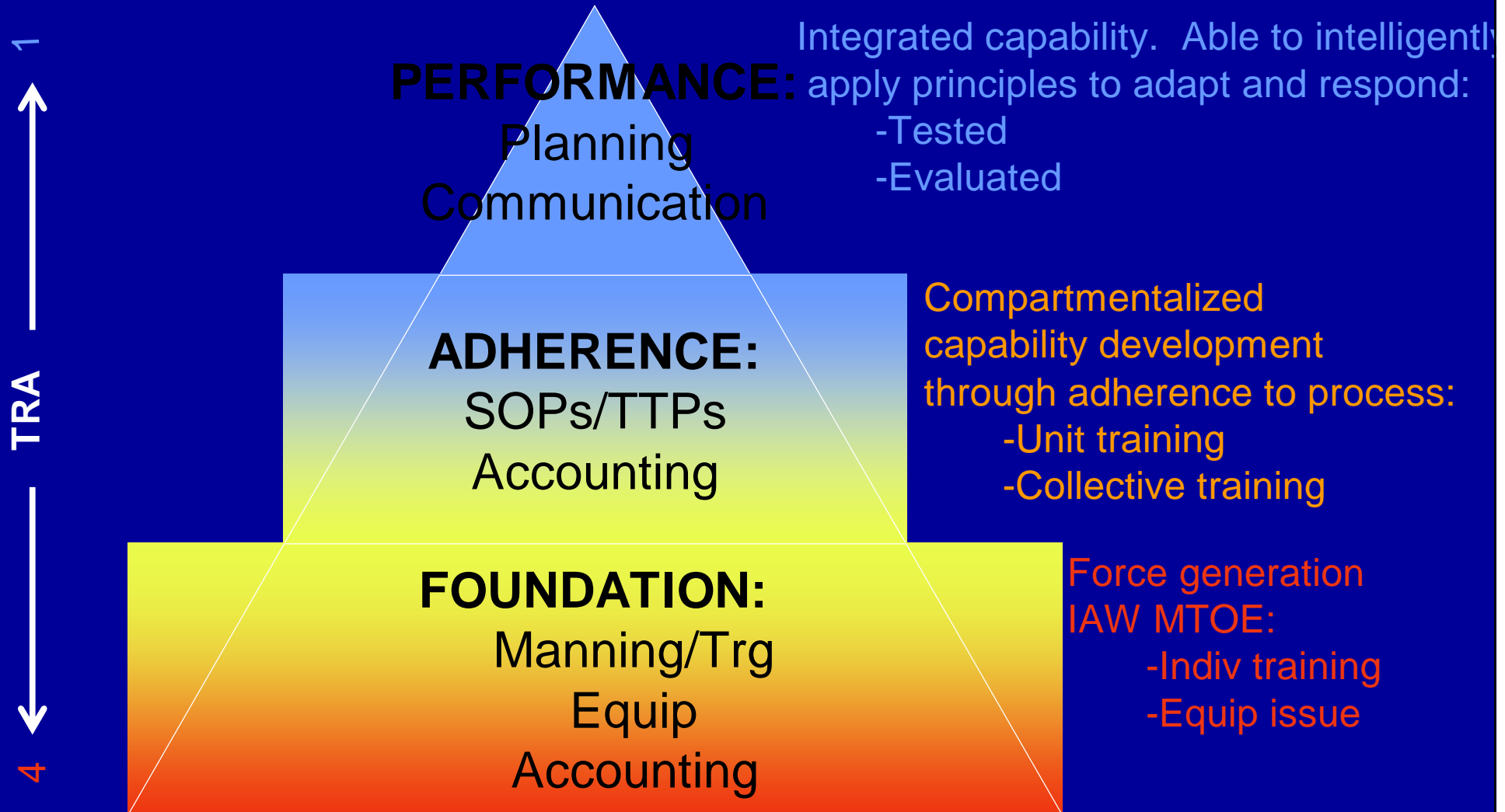
Reach of Effects

When
Where

Information

Precision, Quality,
Security, Timeliness & Sharing

Development of Capability Model





Commander as the Moral Arbitrator

A Few Insights

- You cannot dictate moral behavior, but you can produce a chilling effect on malfeasance
- Examples
 - Contraband & COB Court
 - “Muscle Relaxation” & the Oldest Profession
 - Lead from the Front, means taking risks in physical safety, but reducing risk in the area of morale – Shooting on the COB

Bonus Material: Secret of a Happy Life

Take Charge !!!

Or

Let It Go !!!

Putting it All Together:

Colonel Staats Guide to Successful Deployments in Iraq

- Commanders are Special
- Display Moral Courage
- ***REVIEW!***
Three Principles
 - Perrin (Be Proficient)
 - Stafford (Be Value Added)
 - Petersen (Promote Fun!!!)
- Rule #1:
When to Stop ...
- **National Security Imperatives**
- **Understand Change Management**
 - Have a Vision
 - Understand the Stakeholders' Needs and Desires (Know the Difference!)
 - Focus Resources (Time, Talent & Treasure) to Create Successes
 - Position \neq Influence (Know the Difference!)
- Garvin's Law of Six

Thunderous
Applause!

How To Prosper on the COB

- Take care of your body
 - Eat healthy
 - Exercise regularly
 - Get enough sleep
- Take care of your mind and emotions
 - Think positively and maintain confidence
 - Exercise your memory and imagination
 - Be optimistic and focus on your faith, family, and country
- Maintain a sense of self-determination
 - Keep a daily schedule
 - Maintain your dignity

