



THE UNITED STATES ARMY WAR COLLEGE



Developing Strategic Leaders: A U.S. Army War College Perspective

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STRENGTH *and* WISDOM



Today's Focus

- What Professions Do
- War College mission and Organization
- Department Command Leadership and Management Overview
- Leader and Leadership Development
- The Strategic environment and Senior Leader Roles
- Two important definitions
 - *Strategic Thinking & Strategic Leadership*
- Our Product, (outcome based approach)
- The Basis of Strategic Leader / Leadership Education (DCLM perspective)



Politics & Policy

Students and Teachers Battle Conservatives Over AP History Curriculum

By [Josh Eidelson](#) October 03, 2014

Over the past two weeks, hundreds of students and teachers have mounted walkouts at middle schools and high schools in Jefferson County, Colo. Their cause? Defending new guidelines for teaching the national Advanced Placement American history course.

” The authors of the new curriculum say it was designed to equip students better **“to carefully compare and contrast the views of leading historians**, to debate and discuss historical issues, and to write analytical essays.”

Conservative groups nationwide have lined up to oppose the changes. The Republican National Committee passed a resolution slamming the new guidelines’ **“consistently negative view of American history.”**

Source: Bloomberg Business week



One year later, military criticized over rate of progress for women in combat

WASHINGTON — A year after the Pentagon opened combat jobs to female service members, ***plans for integrating women into these jobs remain problematic***, women’s advocates said this week.

The Marine Corps and the Army, which have the largest number of military occupational specialties still closed to women, have, according to critics, unclear and ***inconsistent approaches to integrating women fully into the forces by January 2016***, the deadline set by former Defense Secretary Leon Panetta.

“We need to be able to hold them accountable for preventing the best-qualified individuals from competing for these positions”.

“Integrating women into combat strengthens our country both morally and militarily.”

Source: Stars and Stripes



What professions do...

- Provide a ***vital service*** to the society which it cannot provide for itself, but must have to flourish...
- Work with ***expert (abstract) knowledge*** developed into human expertise... not routine or repetitive work...takes years of study and experiential learning...
- Earn and maintain the ***trust of their society*** by the effective and ethical application of their expertise...the means of social control is the Ethic...
- Are, therefore, ***granted relative autonomy in the application of their art and expertise...***



Our Mission

The U.S. Army War College educates and develops leaders for service at the strategic level while advancing knowledge in the ***global application of Landpower.***

*Conflict between and within societies is ultimately a **human endeavor...**and so is leadership*



DCLM PURPOSE (Why we exist)

- Develop, primarily through **education**, War College students in the art and science of Strategic Leadership in preparation for the roles they will fulfill at the strategic level with emphasis on
 - ***Improved discretionary judgment and decision making***
 - ***Heightened sense of self awareness***
 - ***Comprehension of Defense Management Processes and Systems***
- Attract, recruit, develop, and retain a diverse faculty capable of achieving the department's purpose
 - Mix of Military Officers (Colonels / Navy Captains), Academics, and Professors of practice (**33 people**)



Two interconnected constructs

- **Leader** Development (Focus on the individual (intra-personal))
 - What a leader at the strategic level must “Be” (attributes)
- **Leadership** Development (Focus on the individual (interpersonal))
 - What a leader at the strategic level must “Do” (skills / behavior)

“Culture is ultimately created, embedded, evolved, and ultimately manipulated by leaders.”

Edgar Schein
Organizational Culture and Leadership

“It is through culture that a person constructs the sense of individual and organizational identity; and creates images that are taken for the self and the organization.”

Mary Joe Hatch
The Dynamics of Organizational Culture



Strategic Thinking & Leadership Defined

Strategic Thinking Definition

Strategic thinking is the ability to make a creative and holistic synthesis of key factors affecting an organization and its environment in order to obtain ***sustainable competitive advantage and long-term success.***

Strategic Leadership Definition

The process used by a leader to affect the achievement of a desirable and clearly understood vision by ***influencing the organizational culture, allocating resources, directing through policy and directive, and building consensus*** within a volatile, uncertain, complex, and ambiguous global environment which is marked by opportunities and threats.



The Strategic Environment

- Multiple stakeholders with different perspectives, from different cultures, and with different rules for behavior
- Ill-structured problems with no clear solution, that are better managed than solved
- Multiple consequences associated with decisions (most unforeseen)
- Interconnected and interdependent global environment further characterized as **VUCA**
 - Volatile: Rate of change, overwhelming volume of information
 - Uncertain: Inability to know everything, or predict outcomes
 - Complex: Multiple parts and outcomes, difficult to understand
 - **Ambiguous**: Different interpretations of events, furthered blurred by cultural differences and diversity of thought



VUCA

“When people **differ** in origins and hence in **cognition** and the **behavioral and social context of cognition**, their views of the world will not match. Mismatched views of the world can **create dissonance and conflict** during international interchanges in natural settings. ”

Helen Klein



“Persistent Roles” of USAWC Graduates

Steward of the Profession (Vital Service, Expert Knowledge, Trust, Relative Autonomy)

Critical and Reflective Thinker

Networked Leader

Resilient Leader

“Mission-Specific” Roles of USAWC Graduates

Strategic Advisor and Communicator

Strategic Theorist

Strategic Planner

Senior Leader at the Strategic Level



Important Outcomes of the USAWC Educational Process

Institutional Learning Objectives

- Think critically and creatively in applying joint war fighting principles at the strategic level
- Communicate clearly, persuasively, and courageously
- Anticipate and adapt to surprise and uncertainty
- Recognize change and lead transitions
- Make ethical decisions and promote military cultures that reflect the values and traditions of the Profession of Arms
- Operate on intent through trust, empowerment, and understanding (Mission Command)
- Assess the strategic security environment and the contributions of all elements of national power
- Apply theories of war and strategy to national security challenges
- Assess the processes and relationships of the Department of Defense, as well as those of interagency, intergovernmental, multinational and non-governmental organizations
- Appreciate the utility of, and creatively employ landpower in joint, interagency, intergovernmental, and multinational operations



6 Key Strategic Leadership Tasks

- Provide Vision
- Shape Culture
- Build and Shape Relationships in Joint Interagency International Environment
- Build and Shape National-level relationships
- Represent the Organization
- Manage Change



- Seminar Learning
 - Dialogue and discussion context dependent (free exchange of ideas)
 - Integration of International Fellows
- **Self-Awareness**
 - **Values, Cognition of Identity, Emotions, Motivation/Goals**
 - **Who you are, what you believe, how you behave, how you make sense of the world, how you make decisions**
- Cultural Influence on Thinking
 - Cultural awareness, Cross-Cultural Competence, Cultural Intelligence
- **Critical Thinking**
 - **Different points of view, assumption, inferences, biases**
- Systems Thinking
 - Agents, Structure, Rules, Equilibrium, multiple consequences
- Creative Thinking
 - Divergent & Convergent thinking, brain storming
- Ethical Reasoning
 - Ethical lenses, ethical relativism, The Army ethic

Leader Development (Being)



Other Subject Matter

- Environmental Scanning (trend monitoring)
- Scenario Based Forecasting (Vision and Alignment)
- Leading Organizational Change and Vision
- Organizational Culture and Leadership
- Strategic Leadership of the Military Profession
- Professional Ethics for Senior Leaders
- Leading Innovative Organizations
- Command Climate and Team Building
- Leading Diverse Organizations
- Senior Leader Communications
- Negotiations

Leadership Development (Doing)



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Closing Thoughts / Questions

“Education is the most powerful weapon which you can use to change the world.”

— Nelson Mandela

“I did then what I knew how to do. Now that I know better, I do better.”

— Maya Angelo