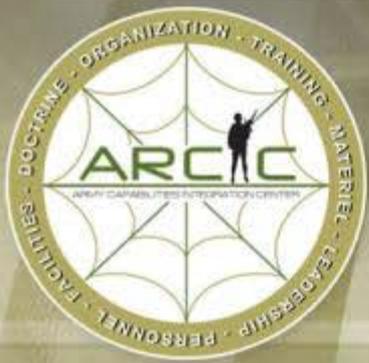


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# Adapting the Army for 2020

12 JUNE 2012

Rickey E. Smith

Director, Army Capabilities Integration Center (Forward)

US Army Training and Doctrine Command

[www.arcic.army.mil/arcic-forward.html](http://www.arcic.army.mil/arcic-forward.html)





# **TRADOC Mission**

Training and Doctrine Command develops, educates and trains Soldiers, civilians, and leaders; supports unit training; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's Force of Decisive Action.

## **Vision**

Leading the Army's transition into the future by shaping the Army of 2020, developing adaptive leaders and organizations, modernizing equipment, and revolutionizing training to strengthen the Nation's adaptive land force for decisive action.



# ***Problem Statement***

***“How do we transition from today’s force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force?”***

*“...what we can’t do is have it out of balance, end strength versus modernization — we have to balance those in such a way that we think will provide us the best solutions as we move forward.”* Gen. Ray Odierno, U.S. Army Chief of Staff

*“[Generating Force] must be as nimble, agile and adaptive as our Operating Force -driven by ideas, innovation and a determination to bring the best services and equipment, training and leaders, medical care and support to our Soldiers, civilians, and their family members.”*  
John M. McHugh, Secretary of the Army



# The Army of 2020

## The Structural Transition

Strategy → Capabilities → Structure → Organization → Modernization

**NATIONAL SECURITY STRATEGY**  
SUSTAINING U.S. GLOBAL LEADERSHIP: PRIORITIES FOR 21<sup>ST</sup> CENTURY DEFENSE  
JANUARY 2012

**Capstone Concept for Joint Operations**  
TRADOC Pam 528-5-1  
The United States Army Operating Concept  
2016-2028  
19 August 2010

**ARMY NATIONAL GUARD**  
**UNITED STATES ARMY RESERVE**

**1st Squad**  
**2nd Squad**  
**3rd Squad**

**TRAIN**  
**EVALUATE**  
**INTEGRATE**

## The Human Transition

The Army Profession → Leader Development → Doctrine 2015 → Army Learning Model → The Squad

**THE ARMY PROFESSION**  
2012  
After More than a Decade of Conflict

**Leader Development**  
Training  
Education  
Experience  
Army Capstone Concept

**ADP 3-0 Unified Land Operations**  
**ADRP 3-0 Unified Land Operations**

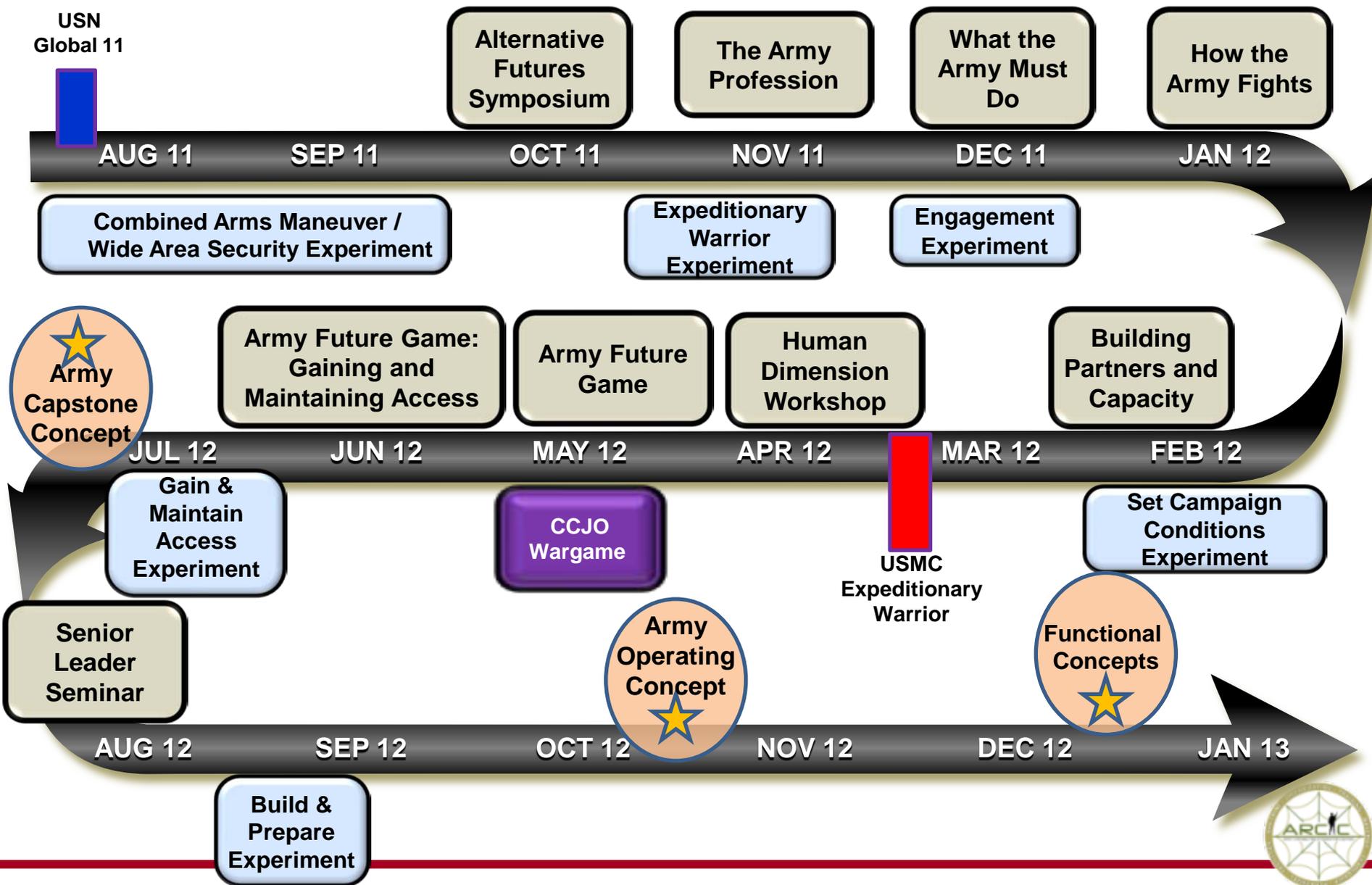
**The U.S. Army Learning Concept for 2015**  
6 June 2011

**SQUAD: Foundation of the Decisive Force**

**ARMY OF 2020**

**ARCIC**

# The Army's 2012 Campaign of Learning



# A Wide Range of Potential Challenges



## Complex Environment

### ENDS:

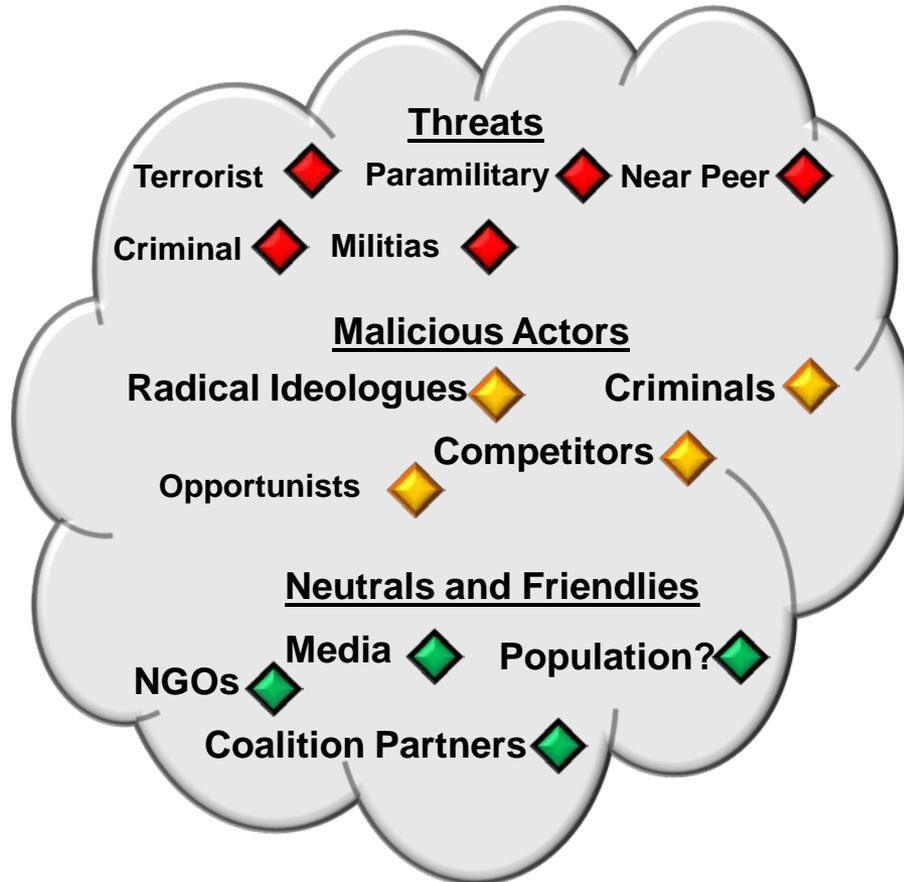
- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy

### WAYS:

- Competition
- Cooperation
- Conflict

### Means:

- Complexity – chaotic conditions – anti-access
- Asymmetry



### Characteristics

**Lethal:** weapons technology proliferates to all forces; no longer linear relationship between economic and military power

**Enduring:** persistent adversaries, difficult to defeat with blurred transitions from conflict to post-conflict

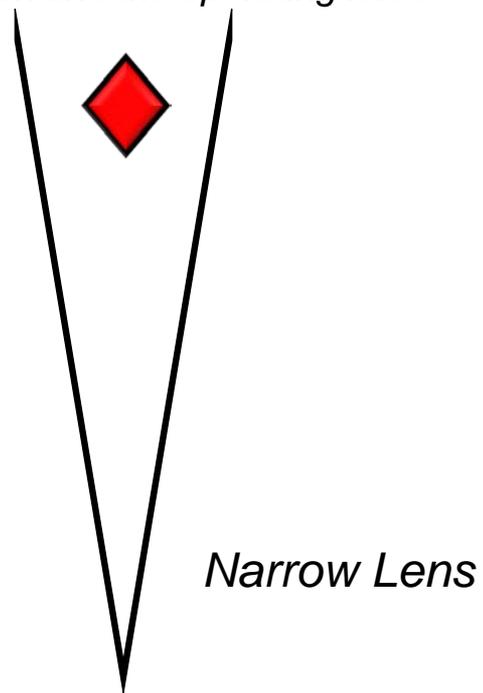
**Asymmetric:** sidestep U.S. preferred way of war, deny ISR and strike options, exploit cyber, protract conflict, and project conflict to the homeland



# Range of Military Operations Through the Lens of Defense Strategy

A primary focal point for the institution and the operating force

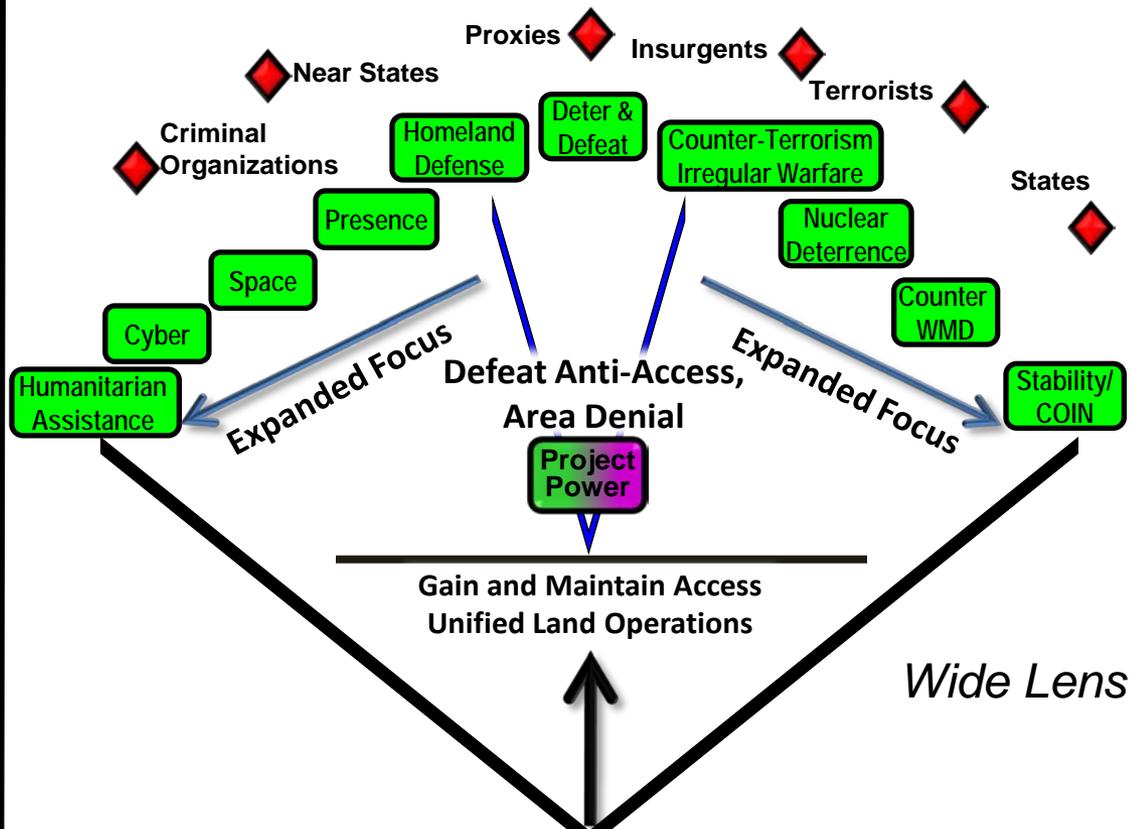
Army also did missions outside this narrow lens



Narrow Lens

## Historic Examples:

- Vietnam: Counterinsurgency
- Post Vietnam: AirLand Battle
- Post Gulf War: Ops Other Than War
- Last decade: Counterinsurgency



Wide Lens

## What the Army Must Do: Prevent, Shape, and Win:

The combination of a narrow focus within a wide lens allows the Army to adjust more rapidly to potential threats.

Army forces must maintain a high level of operational adaptability



# Power Projection

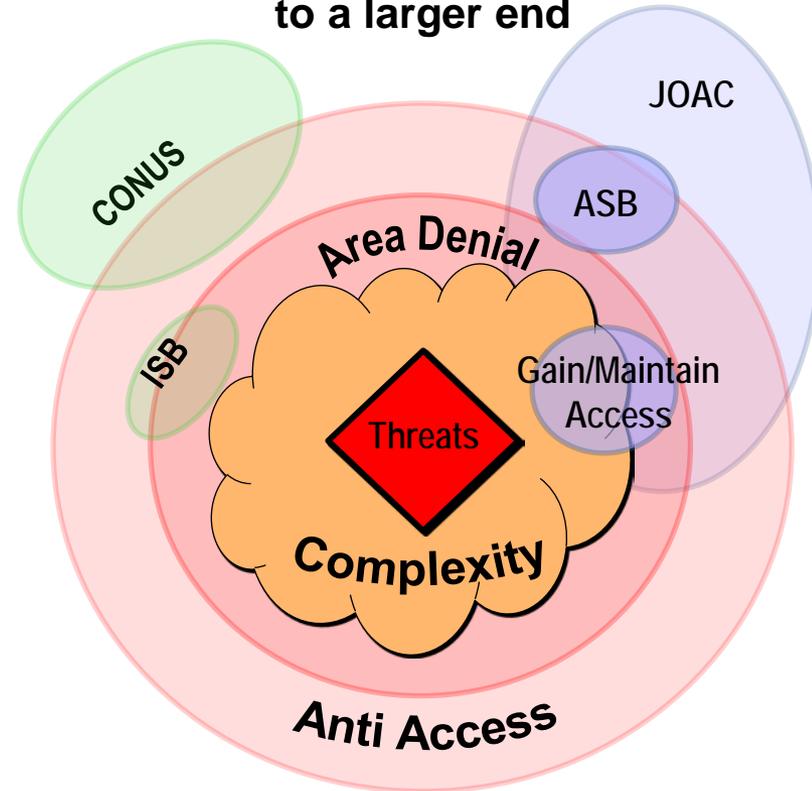
“Conduct operations to gain access based on the requirements of the broader mission, while also designing subsequent operations to lessen access challenges.”

***Joint Operational Access Concept, first precept of access operations***

“Army and Marine Corps forces contribute to the Joint Force Commander’s effort to gain and maintain operational access by entering hostile territory, without benefit of domain dominance, and employing combined arms maneuver to locate and defeat area-denial capabilities.”

***Army and Marine Corps Gain and Maintain Access Concept***

**Access is a means to a larger end**



**Army forces must gain entry through multiple means into multiple entry points IOT introduce decisive land force capabilities**



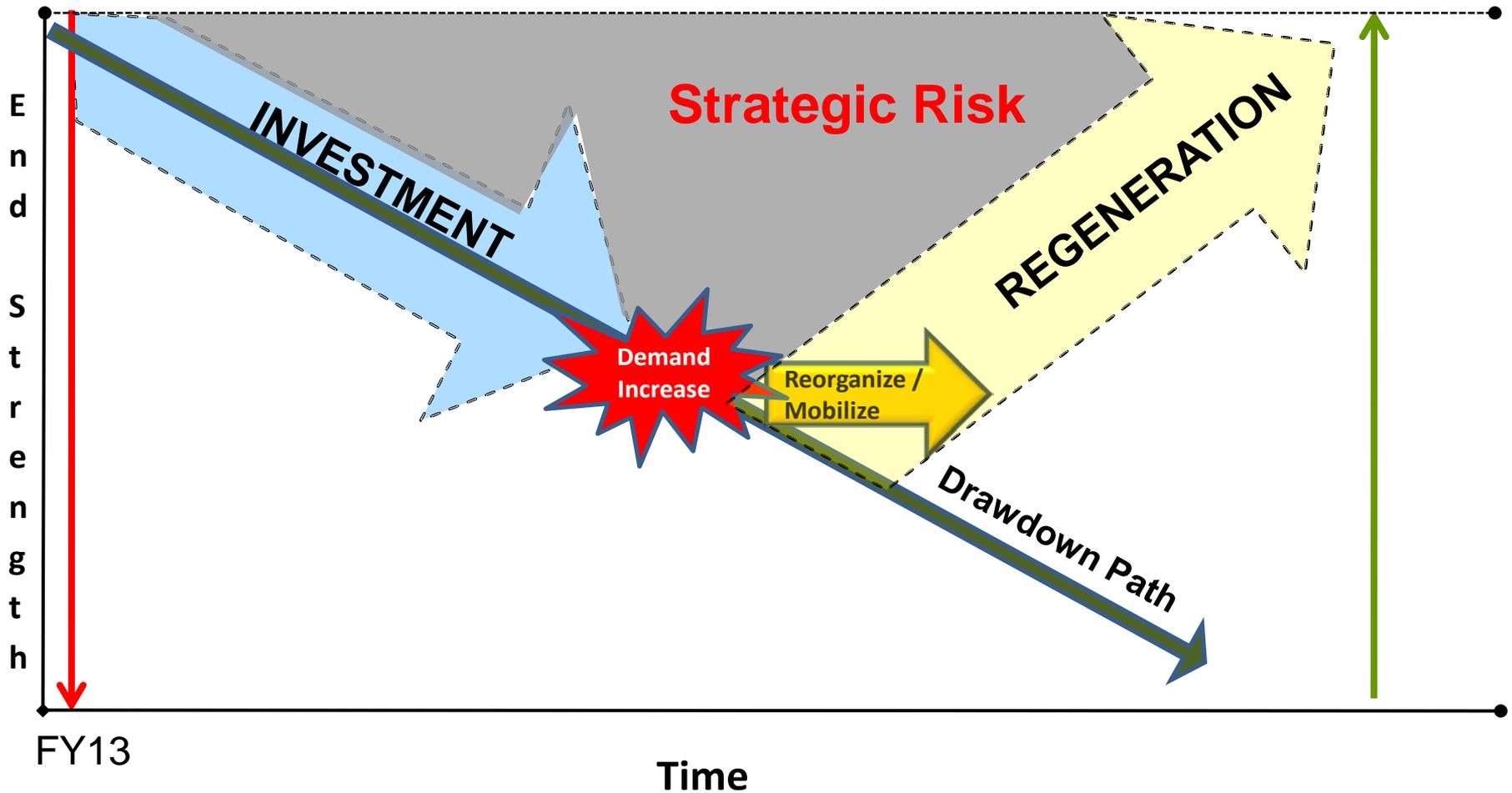
# ***Major Army 2020 Ideas***

- ❑ Redesign Brigade Combat Teams
- ❑ Improve Echelons Above Brigade (EAB) Mission Command
- ❑ Create a New ARFORGEN Model
- ❑ Maintain an Operational Reserve
- ❑ Project Power Despite Anti-Access/Area Denial Challenges
- ❑ Create Regionally Aligned Forces
- ❑ Integrate Special Operations and Conventional Forces
- ❑ Develop the Human Dimension
- ❑ Create 7<sup>th</sup> Warfighting Function
- ❑ Enhance Army Advisory Capability
- ❑ Review Logistics Concept of Support
- ❑ Focus Investment and Ensure Regeneration

***Transition from today's force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force***



# Investment and Regeneration for the Army of 2020



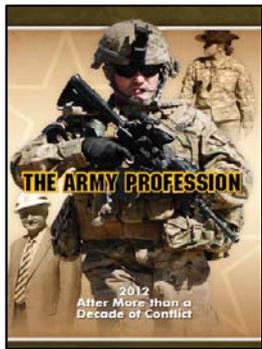
**INVESTMENT** focuses on preparation – **REGENERATION** focuses on execution



# Army 2020 Leader Development

*Capture the Imagination and Experience of our Soldiers & Leaders*

## The Army Profession

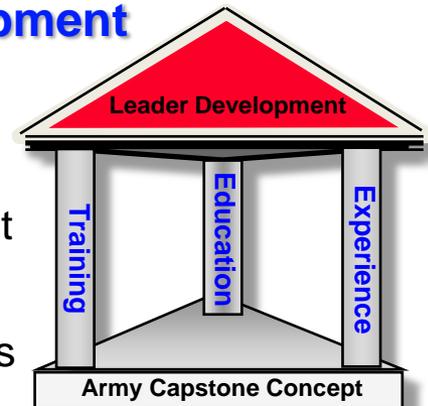


Army Profession Campaign

- Defining our Profession
- Professional Certification
- Strengthening Standards
- Improving Feedback

## Army Leader Development Strategy

- Broadening of Leaders
- Better Talent Management
- Rebalance the Pillars
- Develop Strategic Leaders



***Innovative & Adaptive Soldiers and Leaders are the Key to Operational Adaptability***



# Army 2020 Training

## Army Learning Model

- Learning at the point of need
- Adaptive, career long learning
- Relevant, challenging context
- Technology enabled
- Soldier created content (wikis, apps)
- Self-structured and tracked learning
- Shift courses from instructor-centered lectures to collaborative, problem-centered experiences
- Tailor learning to the individual's experience and competence level



## Revolution in Training

- Ownership by Commanders
- Regional alignment of units
- Training based on real-world scenarios
- Blended training using live, virtual, constructive, and gaming systems
- Combat Training Center capabilities at home station
- Networked training domain accessible anywhere
- Scalable, high-fidelity replications of complex operational environments

*Capture the Imagination and Experience of our Soldiers and Leaders*

***“It's tough to make predictions, especially about the future.”***

*Yogi Berra, Baseball Hall of Famer*

