

# S O P D



Senior Officer Professional Digest

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#### Land Warfare Studies Centre

Ian Campbell Road  
Duntroon ACT 2600  
Australia  
+61 2 6265 9624

[lwsc.publications@defence.gov.au](mailto:lwsc.publications@defence.gov.au)

## MESSAGE FROM THE EDITORS

This month the Editors of the *Senior Officer Professional Digest* recommend ten articles drawn from professional and academic journals on the subjects of social networking, virtual leadership, social media on operations, asset management, human performance, US defence policy and intelligence analysis.

Web 2.0 applications are becoming increasingly critical to the Army, with such technologies already being used to communicate with critical audiences such as potential recruits. It is likely that these technologies will soon be used to target critical *operational* audiences. To assist senior officers in keeping abreast of these important new communications technologies—and their effects—the editors of the *SOPD* recommend works this month by Mark Drapeau & Minton Wells II; the United States Air Force Public Affairs Agency Emerging Technology Division; Holly Dolezalek; Margery Weinstein; and William B Caldwell IV, Dennis M Murphy & Anton Menning, all of which focus exclusively on Web 2.0 and how it will likely affect organisations such as the ADF. Web 2.0 technologies represent the latest wave in the ongoing information revolution—a revolution that has already inspired the network-centric warfare (NCW) concept. Peter W Singer examines an alarming trend born of NCW: the ‘tactical general’, the ultimate ‘four-star meddler’, who is empowered by the now continuous flow of information.

While the Adaptive Army concept acknowledges the ongoing wisdom of mission command as a corrective for these problems, it does call for the abolition of other classical concepts. One major area where new ideas are demanded is in asset management, and Diaswati Mardiasmo, Stephane Tywoniak, Kerry A Brown & Kevin Burgess, and Anthony P Tvaryanas, Lex Brown & Nita L Miller offer two excellent articles on these topics.

Similar efficiency-seeking reforms have been initiated across the entire department in light of recent financial troubles, and our key allies look set to follow suit. Frank G Hoffman examines the United States armed forces in an attempt to define a plan that would see them returned to fiscal responsibility, while D Lee Fuell Jr examines intelligence analysis, proposing several reforms to see that aspect of Western defence business run more effectively.

Enjoy  
The Editors

**Mark Drapeau and Linton Wells II, *Social Software and National Security: An Initial Net Assessment*, Center for Technology and National Security Policy, National Defense University, April 2009,**

**<http://oai.dtic.mil/oai/oai?verb=getRecord&metadataPrefix=html&identifier=ADA497525>.**

The era of Web 2.0 is unmistakably upon us. The sudden explosion of online social networking sites, such as Facebook and Twitter, are testament to this evolving and exciting trend – Army should take note. What was once mentioned in dispatches is today posted online within minutes, if not seconds, of the event. As Mark Drapeau and Linton Wells observe, ‘new social software technologies offer organisations increased agility, adaptiveness, interoperability, efficiency and effectiveness.’ In an initial net assessment for the National Defense University’s Center for Technology and National Security Policy, both authors highlight the valuable benefits of social networking—particularly for government and the military—and at the same time, acknowledge the difficulties and risks attached to the implementation and use of such technologies.

Understandably, it is no easy feat for organisations such as Army to adapt to this ever-changing landscape. Military organisations and government must balance the need to own and control their information with their desire to enhance dialogue between their people, their partners and wider society. Yet, as the authors of this article posit, simply ignoring the potential benefits of social networking or dismissing it as dangerous is flawed. These technologies will exist whether traditional bureaucratic organisations like them or not. The risks attached with their adoption may pale in comparison to the capability that these technologies will likely provide our enemies on and off the battlefield in the future. Senior officers will gain valuable insight from this report as it will increase their understanding of the evolving character of social networking in the 21st century and the implications it has for Army and the whole-of-government concept.

*Dr Mark Drapeau is an Associate Research Fellow at the Center for Technology and National Security Policy at the National Defense University. Dr Linton Wells II is a Distinguished Research Professor at the Center for Technology and National Security Policy, and serves as the Force Transformation Chair at the National Defense University.*

**United States Air Force Public Affairs Agency Emerging Technology Division,  
*New Media and the Air Force*, Government Printing Office; Washington DC, 2008**

The rapid development of social networking technology coincident with the United States’ desire to redress an imbalance of influence in both Iraq and Afghanistan has been of great significance to military affairs in recent years. To this end, Web 2.0 acts as both a blessing and a curse. However, as the authors of this recent US Air Force report state, ‘if the Air Force does not tell its own story, someone else will.’ Produced by the US Air Force’s Public Affairs agency, this report outlines the importance of utilising military personnel to ‘act as communicators who can successfully wage an information media war against our detractors’ through the use of social networking technology.

This article is recommended not only for its overview of the most popular social networking technologies, but also for its proposals which are quite radical in their scope. It is one thing for organisations such as the US military to apply Web 2.0 technology to enhance perceptions, increase dialogue and foster better communication with various stakeholders. However, this article proposes much more. It advocates that every individual soldier act as a spokesperson for their organisation with very little overall supervision. Accordingly, it is likely that this report will spark some debate within the Australian Army as such an approach, while necessary to maximise the effect that such technologies can have, certainly militates against the ‘unity of command’ principle.

**Holly Dolezalek, ‘Virtual Leaders’, *Training*, Vol. 46, No. 4, May 2009, pp. 40–42.**

Leadership, particularly today, requires flexibility, adaptability, trust, and above all, the ability to communicate effectively with one’s team. A leader could be forgiven in 2009 for viewing social networking technologies as a panacea for achieving effective and timely communication in the modern workplace. The ease with which individuals can exchange ideas, suggest solutions

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**‘[T]he most successful leader is likely to be the one who remembers that although the tools are new, the reasons to use them are not.’**

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or provide feedback is ever increasing now that technologies, once considered mere gadgets of Generation Y, are used as workplace tools. However, Holly Dolezalek is somewhat cautionary towards this view. Clearly, social networking provides many value-adding opportunities for the senior leader. Yet, as Dolezalek argues, ‘like any new technology, it requires champions who can lead the way in using them to their best advantage.’

This article acts as a reminder that, as with the adoption of any new capability, an underlying purpose is essential. A leader must lead by example—they must understand the technology they seek to adopt, possess the ability to adequately communicate through the written word and face-to-face, and maintain top-down control in a Web 2.0 workplace where there otherwise exists a diffusion of power. ‘Virtual Leaders’ is recommended for its important reflections on today’s rapidly changing work environment as well as the implications such changes hold for leadership in the 21st century.

*Holly Dolezalek is a freelance writer and editor specialising in social commentary.*

**Margery Weinstein, ‘Next-Generation Leaders’, *Training*, Vol. 46, No. 4, May 2009, pp. 17–19.**

Managing subordinates and empowering them to succeed are critical skills for any leader to master. However, in an organisation as large and with as many layers of command as the Army, many factors can impinge upon the effective exercise of such skills by senior leaders. Most limiting, perhaps, is the significant disparity in age between senior and junior officers, and the commensurate differences in understanding and mindset that this entails.

Margery Weinstein's brief, informative article addresses this issue directly by examining those enterprises that have been most successful in mentoring junior leaders and harnessing the unique skills and insight they bring. Most importantly, the author notes that junior leaders, while familiar with new things like Facebook and Twitter, will not always be capable of identifying the methods for turning such 'swords' into 'ploughshares'. In this event, senior management

must make the effort to comprehend these tools and develop ways to use them, so that organisational goals can be achieved more efficiently. As Dolezalek argues in 'Virtual Leaders' (recommended elsewhere in this edition of the *SOPD*), using these tools simply because much hype surrounds them is pointless—they must be managed to effect; they will not create efficiencies in and of themselves.

The Army is now resolved to incorporate collaborative learning tools, break down information stovepipes, and try to comprehend the operational impact of 'democratised media' and other aspects of Web 2.0. Such change will, inevitably, be difficult, but it will not be without reward. Weinstein's article offers senior officers an insightful look at how other organisations are dealing with these same problems and how they have harnessed the rewards to generate increased efficiency and effectiveness.

*Margery Weinstein is a senior staff writer for Training magazine.*

**William B Caldwell IV, Dennis M Murphy and Anton Menning, 'Learning to Leverage New Media: The Israeli Defense Forces in Recent Conflicts', *Military Review*, Vol. 87, No. 3, May–June 2009, pp. 2–10,**

**<[http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview\\_20090630\\_art004.pdf](http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20090630_art004.pdf)>.**

Almost any aspect of contemporary military operations that senior officers can think of has been performed by the Israeli Defence Force (IDF) in battle, and the conduct of information operations (IO) in a 'new media' environment is no exception. William Caldwell, Dennis M Murphy and Anton Menning's article presents senior officers with a concise analysis of how the IDF has

rapidly progressed since failing in their 2006 operations, during the Second Lebanon War.

Spurred on by their poor IO performance in the Second Lebanon War, the IDF launched an ambitious information campaign heavily reliant on new media during Operation CAST LEAD in Gaza. The IO planners, while spending many months crafting their campaign before kinetic operations began, demonstrated great flexibility, raising major new lines of effort mere days after the campaign began. For example, while influential blogs had been well catered for,

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**'Your company's next wave of leadership is fast approaching. If you're not careful, you may find yourself bowled over by the challenge of preparing these young people for the new way of doing business that lies ahead.'**

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**'In contrast with 2006, the Israelis would use the media to provide the strategic depth their country lacks.'**

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YouTube had been neglected, and so a YouTube channel—‘the brainchild of a couple of soldiers’—was established quickly. It became a highly influential, pro-IDF tool almost overnight and went some way to countering Hamas propaganda.

The IDF’s IO campaign in 2008 was relatively successful compared with its efforts in 2006, as it deflected enough diplomatic pressure for long enough such that the IDF could complete its mission. However, there is always room for improvement, and the authors present the flaws of the Israeli campaign as clearly as they do its successes. Senior officers who are today striving to bring Web 2.0 technologies into widespread use in the Army should read this article for the valuable operational perspectives it offers of these new social media.

*Lieutenant General William B Caldwell IV is Commanding General, US Army Combined Arms Center. Dennis M Murphy is Professor of Information Operations and Information in Warfare at the US Army War College. Anton Menning is the media strategist at the US Army Combined Arms Center.*

**Peter W Singer, ‘Tactical Generals: Leaders, Technology and the Perils of Battlefield Micromanagement’, *Air & Space Power Journal*, Vol. XXIII, No. 2, Summer 2009, pp. 78–87, <<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj09/sum09/singer.html>>.**

Peter W Singer has become somewhat of an authority in the field of robotics in war and its implications on the evolving nature of warfare generally. This article—taken from the summer edition of the *Air & Space Power Journal*—incorporates some of the key themes of his recent book entitled *Wired for War*. Senior officers would be wise to reflect on many of Singer’s observations, particularly with regard to the use of robotics by the ‘tactical general’. As Singer describes, since 2003 and the invasion of Iraq, the use of unmanned aerial vehicles and robotic ground vehicles has grown exponentially within Western militaries, including the ADF. These technologies offer senior leadership previously unthought-of access to the battlefield, from multiple locations, instantaneously. What was once the core remit of the junior officer in the field—tactical decision making—is now within the grasp, or be it the joystick, of the senior strategic leader. However, in Singer’s view, ‘in everything from doctrine to the laws of war, [robots] are presenting more questions that we can answer.’

Clearly, these robotic technologies offer the capacity for greater tactical and operational oversight in war, for those who are ultimately responsible for either success or failure. So too can they enhance intelligence gathering and communications. However, as readers will likely acknowledge, the once obvious line between the tactician and the strategist is increasingly blurring, entailing major consequences for military leadership and the effective use of human resources in war. The testimony of those directly grappling with these issues is both valuable and timely. Those with an interest in current coalition operations, robotics in war, or even organisational leadership would do well to read Singer’s highly informative piece.

*Peter W Singer is Senior Fellow and Director of the 21st Century Defense Initiative at the Brookings Institution, Washington, DC.*

**Diaswati Mardiasmo, Stephane Tywoniak, Kerry A Brown and Kevin Burgess, *Asset Management and Governance: An Analysis of Fleet Management Process Issues in an Asset-intensive Organisation*, Paper presented at the International Conference on Infrastructure Systems: Building Networks for a Brighter Future, Rotterdam, Netherlands, 10–12 November 2007.**

Reducing the costs of ownership of the Army's substantial vehicle fleets entails not only generating better awareness of operating costs but also generating better management policies. For senior officers charged with this important mission, reconciling policies designed to maximise efficiency with operational practices aimed at maximising combat effectiveness will be critical.

This paper is therefore of considerable value to Army officers as it examines some of the challenges faced by a large, vehicle-intensive government organisation possessed of a large fleet of highly-specialised vehicles. It highlights some of the challenges posed by a group attempting to meet conflicting operational requirements from different parts of the user base, while maximising uniformity and centralisation to achieve economies in maintenance. While the conflicting demands of efficiency and operational effectiveness can never be entirely resolved, this paper presents officers with the experiences that one organisation has had in meeting such demands.

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**'Efficient asset management is a key performance driver for asset-intensive organizations.'**

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*At the time of writing, Diaswati Mardiasmo was a PhD candidate at the Queensland University of Technology; Stephane Tywoniak and Kerry A Brown were on the faculty of the Queensland University of Technology's School of Management; and Kevin Burgess was an associate professor at Griffith University's Department of Management.*

**Anthony P Tvaryanas, Lex Brown and Nita L Miller, 'Managing the Human Weapon System', *Air & Space Power Journal*, Vol. XXIII, No. 2, pp. 34–41, <<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj09/sum09/tvaryanas.html>>.**

The Army's recent move to better understand the true cost of ownership of its vehicle fleets is a significant step along the path to deliver the ambitious savings targets set by the department and the ADF. Not only will it allow more efficient fleet maintenance and administration, it will also give senior officers firm information on which to make far-reaching cost-benefit analyses. However, despite the many battlefield advantages that Army's vehicles bring, it is people that remain the Army's greatest asset. With this in mind, Anthony P Tvaryanas, Lex Brown and Nita L Miller's article offers senior officers a look at how a similar program of 'through life management' may look for 'the human weapon system'.

Without restating the many excellent ideas raised by the authors in this article, it should be mentioned that senior officers will find such an approach to personnel management of considerable interest for many of the same reasons that capability-based, total life-cycle

approaches to equipment maintenance are so attractive. For example, were such a model implemented, senior officers would have better visibility of the costs associated with changing patterns of personnel employment, such as redeploying specialist personnel in theatre. Personnel career management would be better tied into operational considerations and so issues related to availability for training or mandatory leave requirements could be better managed.

Senior officers will no doubt see much sense in the authors' arguments, but they will also most likely see grounds for caution, as well they should. For example, applying an approach to humans that works well for equipment may 'remove' the commander from his soldiers and lead to estrangement—a disastrous situation for the force's morale. Such human considerations must remain paramount if the authors' approach is to be feasible.

*Lieutenant Colonel Anthony P Tovarinas, US Air Force, is a PhD candidate at the US Naval Postgraduate School. Colonel Lex Brown, US Air Force, is Director, Human Performance Integration, 711 Human Performance Wing. Dr Nita L Miller lectures in human systems integration and human factors engineering at the US Naval Postgraduate School.*

**Frank G Hoffman, 'Towards a Balanced and Sustainable Defense', *Orbis*, Vol. 53, No. 3, Summer 2009, pp. 385–464.**

Balancing resources against risks is a key part of every senior officer's role in the ADF. Traditionally, the ADF has looked upon the almost lavish funding of US defence programs, and envied their peers apparent freedom to do 'anything and everything'. However, Frank G Hoffman's article paints a picture of turning tables—with deep and substantial budget cuts hanging over the Pentagon, it may soon be US officers turning green with envy at the ADF's solid financial position.

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**'Gates' insistence that the Department of Defense return to the basics of strategic planning, rather than overwhelming force supplied by unlimited or nearly limitless, resources is heartening.'**

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While suggesting an intriguing, rebalanced force structure, Hoffman's article is of further interest as he debunks the idea recently discussed in US strategic circles of guaranteeing the Defense Department four per-cent of US GDP. By delving beneath the surface of simple percentages and total budget figures, Hoffman conclusively demonstrates that guaranteeing such a level of funding would actually be counterproductive, in that it would be an unsupportable millstone around the neck of the US economy, and thus would undermine the longer-term security of the United States.

Hoffman's reasoned arguments raise an important flag for Australian officers. His call for the United States to exercise more restraint and seek greater cooperation and burden-sharing from key allies must inevitably be a part of the Obama administration's foreign policy approach—the United States simply cannot afford more unilateral action. Accordingly, the Army's high operational tempo of the last decade is not likely to decrease markedly over the

next decade. Hoffman's article offers senior officers with a look at how much burden they are likely to be called upon to share, and is thus well worth reading.

*Frank G Hoffman is a national security analyst and Research Fellow at the Potomac Institute for Policy Studies. He is also a Senior Fellow of the Foreign Policy Research Institute and is assigned to the United States Marine Corps' Center for Emerging Threats and Opportunities.*

**D Lee Fuell Jr, 'Understanding the Enemy as a Complex System: A Multidisciplinary Analytic Problem Requiring a Multidisciplinary Team Approach', *Air & Space Power Journal*, Vol. XXIII, No. 2, pp. 19–24,**

**<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj09/sum09/fuell.html>.**

Despite the futuristic, high-tech nature of modern intelligence, surveillance and reconnaissance equipment, its purpose remains as timeless as war itself: understanding the opponent. D Lee Fuell's article offers one senior intelligence analyst's view on how this technology can be better harnessed to provide that understanding—and his solution is not another piece of kit.

Rather, Fuell's argument is that, in order to comprehend the complex system that is the enemy, the specialised products that each area of intelligence provides must be synthesised, in a very low-tech fashion, by teams of humans. While of course this does already occur, Fuell believes that a recalibrated incentive structure that focuses on rewarding collectives rather than individuals will help foster a truly unified analytical team rather than the currently prevailing 'federated' model. Only with specialists working collaboratively can any sense be made of diffuse, fragmented and complex enemies, such as terrorists or insurgents.

Senior officers will find Fuell's argument of particular interest because, while aimed at US Air Force professionals and focusing on the assessment of air and space threats, its analysis of understanding complex, adaptive networks makes it particularly relevant for the Australian Army—an organisation seeking to combat and destroy just such enemies today and in the future.

*D Lee Fuell Jr is the Technical Director for Global Threat at the US National Air and Space Threat Intelligence Center.*

*LWSC/ADFA Changing Character of War Seminar Series*

The Land Warfare Studies Centre in conjunction with the Australian Defence Force Academy will launch a seminar series on the Changing Character of War in August.

The inaugural seminar will be delivered by Professor Hew Strachan, the Chichele Professor of the History of Warfare at Oxford University, at 1300 on 12 August 2009.

Professor Strachan is a leading scholar in strategic studies, having published numerous books and articles on matters ranging from tactics and technology to strategic innovation.

Professor Strachan is uniquely placed to offer ADF personnel engaging commentary on the changing character of war as he has served as director of the Oxford Leverhulme Programme on the Changing Character of War for the past six years. In this position, he has led a research program involving some of the finest minds in strategic and military studies.



The venue and timings for this inaugural seminar are yet to be confirmed. For any enquiries relating to the Changing Character of War seminar series, please contact Mr Campbell Micallef on (02) 6265 9624.