Army in Motion

Aide for Army’s Teams
## Contents

### Preliminaries
- How do I use this document? ........................................... 4
- What actions are expected of me? ................................. 5

### Part 1: Army in Motion
- How do we describe the operating environment? ............... 8
- How do we respond to this operating environment? ........... 9

### Part 2: Ready now
- How are we ready now? ................................................. 14

### Part 3: Future ready
- How are we becoming future ready? .............................. 22
- What is changing? ..................................................... 24

### Chief of Army’s challenge
- How can I help simplify the Army? ............................... 30
- How can I contribute to the contest of ideas? ................. 31
Preliminaries

How do I use this document?

Purpose
This document aims to create shared understanding of the key concepts of Army in Motion.

Chief of Army documents
The Chief of Army released Army’s Contribution to Defence Strategy to inform Defence senior leaders about Army’s contribution to Defence strategy.

Army’s Contribution to Defence Strategy is supported by four documents that inform and assist Army’s teams:

- **Aide for Army’s Teams**: describes Army in Motion, Accelerated Warfare and Good Soldiering concepts and initiatives through the framework of ready now, future ready.

- **Command Statement – Army in Motion**: describes Army’s command philosophy of people, preparedness, profession, potential and partnerships.

- **Futures Statement – Accelerated Warfare**: describes accelerating and converging change within cooperation, competition and conflict.

- **Good Soldiering**: describes good soldiers as the foundation of Army’s exceptional teams.

In addition, the Chief of Army issues classified direction through Strategic Guidance, Command Guidance and Chief of Army Directives.
What actions are expected of me?

Instructions

Army’s command teams (from our section commanders and their second-in-commands through to our commanding officers and regimental sergeant majors) are to communicate the key concepts of Army in Motion to their people.

From this baseline understanding, the actions expected of Army’s leaders and teams are:

► Tell our story – persuasion, influence and assurance through telling Army’s story is an important skill for all of Army’s people.

► Conduct your analysis – align your team’s actions and behaviours to Army in Motion.

► Simplify the Army and contest ideas.

Creating shared understanding and ownership for the future is the first step to unlocking the potential in all our people. It is part of who we are as an Army in Motion.
Part 1: Army in Motion

Key points

► Army has grouped the challenges and opportunities of the operating environment under the name Accelerated Warfare.
► Army’s central idea in response to Accelerated Warfare is Army in Motion.
► An Army in Motion has an adaptive mindset that balances being ready now and future ready.
► Good Soldiering is Army’s cultural optimisation program to develop Army’s teams for an Army in Motion.
Accelerated Warfare

How do we describe the operating environment?

Our operating environment is shaped by accelerating and profound change.

Army has grouped the challenges and opportunities of the operating environment under the name Accelerated Warfare. This name is a constant reminder that change is occurring at a more rapid pace than many of our processes, concepts, capabilities and structures were designed for. Key features that influence our thinking are accelerating and converging change, and cooperation, competition and conflict.

Accelerating and converging change
Change is occurring across political, military, economic, social and informational and physical environments. Technologies and demographics are also changing at pace. Army must be comfortable with the need for continual change, this is why we are an Army in Motion.

Cooperation, competition and conflict
War remains a human endeavour. Army will operate in complex, remote and hostile environments – in all weather conditions – in cities, jungles, littorals, swamps, deserts, mountains and amongst populations. We prepare for ground, air and littoral manoeuvre. We must also be prepared for warfare in all domains (land, maritime, air, space and cyber) and at all ranges (close combat through to lethal and non-lethal effects projected across hundreds or thousands of kilometres).

Constant contest in the international system is combining with grey zone competition, information operations, cyber attacks and weapon proliferation. We build cooperation through partnerships for global security and a stable, prosperous and open Indo-Pacific.
Army in Motion

How do we respond to this operating environment?

Continual change means military forces need to be in continual motion – learning, adapting and transforming.

The Australian Army is, and always has been, in motion. We adapt the way we fight to defeat the adversary we face and to the environment we are in. We improve our capabilities as technology develops and we prepare our people in new ways to meet new challenges.

Army in Motion is the term that describes Army’s central idea in a time of accelerating change. We contribute to today’s operations while preparing for tomorrow’s challenges.

Ready now, future ready
To be an Army in Motion, Army has adopted a ready now, future ready mindset:

- Army is ready now: contributing to the joint and integrated force for today’s global operations, for missions with military partners in our region and domestically to keep Australians safe from those who seek to do us harm.

- Army is becoming future ready: setting the conditions to increase our agility and capacity, introducing new concepts and capabilities.
Good Soldiering

Change is about culture. Culture is about leadership.

Culture
For Army in Motion to become the way we act and think, rather than just a saying, it has to be part of our individual and collective culture.

For this reason, Army has reviewed its approach to teaming and cultural optimisation against the idea of an Army in Motion. Good Soldiering is the result.

Good Soldiering is Army’s cultural optimisation program to equip Army with the ability to form successful teams quickly in uncertain and complex environments. It is founded on a platform of trust, exemplary character, Army’s values and mission command.

Leadership
Army’s leaders drive Army’s ready now, future ready mindset and our Good Soldiering culture.

This mindset is supported by a command philosophy of people, preparedness, profession, potential and partnerships as articulated in the Command Statement – Army in Motion.

We will empower our people to act now for the future – at all levels of leadership – to tailor solutions to their teams, missions and roles. Our leaders are responsible and accountable for setting the conditions for this to be the norm for Army’s next generation of leaders.
One Army

Our good soldiers form Army’s exceptional teams.

Joint and integrated force
The environment is changing at a more rapid pace than initially forecast. Challenges and opportunities are crossing boundaries and evading single service responsibility. These challenges demand that Army has a joint and integrated mindset.

One Army
One Army is our identity. Army has traditionally described our people as reservists or regular. The changing character of our workforce has made this boundary invalid. We are One Army, full and part-time, with one mission: to prepare land forces for war to defend Australia and its national interests. We develop our people with leadership and cultural skills, tactical and technical literacy and an instinct for teamwork – this allows them to form teams wherever, whenever and with whomever, to complete the mission.

Teams
Army is a force provider. We raise, train and sustain teams for the joint and integrated force. These teams are ready now.
Part 2: 
Ready now

Key points
- Teams are at the core of Army’s contribution to Defence.
- These teams are always on, always ready.
- Army’s teams have the attributes of being a credible combat, people and partnered force.
- These attributes are the foundation for Army’s teams into the future.
Ready now

How are we ready now?

Mission
Army’s mission is to prepare for war to defend Australia and its national interests. Army’s teams are the primary mechanism for Army to achieve its mission and contribute to Defence.

Army’s teams
Teams are at the core of Army’s ready now contribution to Defence. These teams are always on, always ready, and have the attributes of being a credible combat, people and partnered force.

Always on, always ready
Our teams are:

- ‘Always on’ for global operations, border protection, persistent engagement, military partner support, information operations, intelligence, surveillance and reconnaissance and strategic deterrence.

- ‘Always ready’, within Army’s readiness system, for war, humanitarian assistance, disaster relief, counter-terrorism, counter-proliferation, population protection, stability operations, recovery operations and evacuation operations.
Effects
Army’s teams create a range of options for Defence, and help to:

- Generate persistent understanding, influence and deterrence.
- Assure and protect in times of crisis or disaster.
- Deter, deny, disrupt, strike and defeat adversaries when necessary to defend Australia and its national interests.

Attributes
Army’s teams have the attributes of being a credible combat, people and partnered force.

Credible combat force
All of Army’s teams are credible in combat.

- **Connected, protected, lethal and enabled.** Credible combat forces are connected with other land, joint and integrated elements and are protected against lethal and non-lethal effects. They can project lethal and non-lethal effects from the land into other domains. Army’s soldiers are enabled to operate in all weather conditions, in urban and littoral environments and in contested information terrain.

- **Deployable.** Army’s teams are deployable. They go where they are needed. They operate away from supporting infrastructure and in austere conditions. They remove obstacles and build infrastructure to make it easier for other teams to help. The training and mindset of Army’s people conditions them to this approach.
Integrators. Our people and leaders are integrators. Army’s people support human, tactical and technical integration. Army brings people together, from combined arms to multi-agency to multi-national teams. They align around a shared purpose and work together to deliver results. Army helps others to succeed.

People force
Army’s competitive advantage is our people, enabled by technology and prepared for uncertain and ambiguous environments. When crisis strikes and people are affected they want human presence, protection and reassurance. They do not want an automated or machine response. Our people and teams are:

- **Versatile** – they are able to do many things.
- **Agile** – they change rapidly between missions, roles and environments.
- **Adaptive** – they are able to do new things, and instigate needed change with minimal direction.

Partnered force
Army works hard to support government agencies and Defence to build strong partnerships in Australia, our region and the world. Our Army builds partnerships with allies and military partners, industry and academia, and our communities.
Aide for Army’s Teams
Army’s teams: Persistently engaged

Our teams are always on and always ready. They are persistently engaged at home, in the region and across the world every day.
Part 3: Future ready

Key points

- Army knows that its teams need to change to be ready for the future.
- Army will create greater agility and capacity, and introduce new concepts and capability.
- Army is using top-down and bottom-up initiatives to learn, test, experiment and adapt.
- Army’s leaders need to focus their teams on change through the training system, initiatives, contest of ideas and simplify the Army.
How are we becoming future ready?

The future is uncertain, our teams will continue to adapt and evolve for new missions and environments.

Setting the conditions

Army is setting the conditions to provide more teams, for more tasks in more environments, more often for Defence.

To create future ready teams, Army is:

- Transforming the training system.
- Creating greater agility and capacity, and introducing new concepts and capabilities.
- Using top-down and bottom-up initiatives to learn, test, experiment and adapt.

Training transformation

The ability of Army’s teams to respond quickly to domestic and world events as a part of the Australian Defence Force is a result of effective training.

It is the Army training system that gives us the capacity to adapt to Accelerated Warfare. Our training system enables us to change the shape, purpose, scope and size of our teams.

At present, it does not do this quickly enough or in ways optimised for how Army’s people learn. Army’s training system is being transformed to do this.
Agility, concepts, capability and capacity

We are ensuring that:

- Army has greater agility to transition teams between missions and environments.
- Army creates teams that employ new capabilities and concepts to meet the demands of Defence strategy.
- Army has greater capacity to generate more teams so it can do more tasks, in more domains, more often.

Initiatives

Change will vary in scale and speed of implementation. To progress change iteratively, Army ‘thinks big, starts small, moves fast’. We are comfortable even if we sometimes fail on that journey. We progress by learning from failure, testing and adjusting.

We use top-down and bottom-up initiatives to learn, test, experiment and adapt. You will start to see change this year and next.
What is changing?

This year and next

**Training system transformation**

Army will trial new approaches to better harness technology to learn at speed and at the point of need. We will better prepare our instructors as coaches, mentors and facilitators. We will develop systems to enable training assurance for levels of experience and currency. Army's training will trial and develop new fighting concepts and equipment.

Initiatives in place that are beginning to transform our training in the Army include land range safety, Decisive Action Training Environment (DATE), combat behaviours, The Cove and human performance.

A ‘business as usual’ approach to our training will not successfully deliver the Army we need for an **Accelerated Warfare** environment. A ‘training transformation’ is required. This starts now.

**Pacific Step-Up**

Army will expand its regional engagement as part of Australia’s **Pacific Step-Up**. This includes enhancing and adapting Army’s international engagement activities, the 2nd/30th Training Group at Royal Malaysian Air Force Base, Butterworth and the Pacific Support Team.

**Partnerships**

Army will focus on partnerships with industry and academia; including science and technology research on the network, signature management, power and energy, joint fires, robotic and autonomous systems and human performance.
Teaming and leadership

*Good Soldiering* will equip Army with the ability to form teams quickly in uncertain environments. These teams will often include people from different cultures, generations and roles. This ability is based on trust, exemplary character, Army’s values and mission command. Army’s new Centre for Leadership will lead this work.

Soldier systems small teams laboratory

The small teams laboratory will be established between Army Headquarters, Diggerworks and the Contemporary Operating Environment Force at the Combat Training Centre. Through this laboratory Army will learn about the opportunities technology provides for dismounted combatants and experiment with tactics, techniques and procedures.

Human performance optimisation

Army is advancing physical, psychological and social components of performance. This includes care models to reduce the risk of injury and support the return of injured personnel to duty. This work seeks to comprehensively develop people and provide the tools to outperform and outlast adversaries.

Employment category modernisation

The employment category modernisation project will make workforce practices more agile and allow Army to change faster.
Integrated air and missile defence concepts

Army is acquiring an air and missile defence system comprising of a fire distribution centre, high mobility launchers, tactical and operational sensors and passive electro-optical/infra-red sensors. Army will contribute to the joint concepts to integrate this capability throughout 2020.

Long range fires concepts

Anti-access/area denial (A2/AD) technologies demand a response. Army will acquire a persistent, all weather and lethal long range fires system that can rapidly force project to deter, deny and defeat. This starts in the next year with development of the concepts for the employment of these new capabilities.

Robotic and autonomous systems trials

Army is experimenting with the unmanned ground vehicles and optically crewed M113, and developing autonomous transport and equipment vehicles through research agreements. The next soldier combat system will experiment with a human-machine team to incorporate robotics and autonomous systems and people through digital data networks.

Protected manoeuvre concepts

Army is building the capability and concepts to ‘think differently’ about how to employ new capabilities including combat reconnaissance vehicles, infantry fighting vehicles, unmanned aerial systems, protected mobile fires, main battle tanks and supporting mobility and sustainment vehicles.
Information warfare transformation team

Army is forming an information warfare transformation team to integrate experts from across different fields including psychological operations, civil-military operations and public affairs. This builds understanding and concepts for the future ready Army.

Competition concept

Army is developing an operating concept to be ‘trusted and effective in competition’. This will provide the basis for experimentation regarding capabilities, structures and the development of Army’s people for partnering and stability operations.

Special warfare

Army continues to evolve its special warfare capability to support whole-of-government efforts. This may include security force assistance for capacity building of national institutions or unconventional capabilities for military, political or economic purposes in an area occupied by an adversary.

Innovation & eXperimentation Group (IXG)

A top-down framework needs to complement bottom-up approaches. IXG is a unit-level initiative to address capability gaps and advance the adoption of emerging technology, organisational processes and human performance factors. This has already started in some units, others are encouraged to self-initiate these actions and join this bottom-up approach.
In the next decade

Training and workforce

In ten years, iterative change in Army will result in:

- Army’s training system is transformed. Our individual courses and collective training system builds teams who support the joint and integrated force across land, sea, air and cyber. Our training areas integrate the virtual and physical worlds. The physical training world is designed for Army’s vehicles, helicopters and watercraft and includes more urban areas, better ranges, realistic depictions of information warfare, smarter targets and systems for data capture. We learn more frequently, through online systems and simulators, and train more often with industry, joint and multinational partners.

- Army’s workforce is agile and sustainable. Army’s workforce includes a wider spread of ages, service categories and cultures, and a smarter combination of specialists and generalists. Army’s processes are simplified so our people easily move between new roles and time commitments. Our workforce structures allow components of Army to grow rapidly to meet new and emerging operational demands.

Credible combat, people and partnered force

Change is not linear or even. Some areas of Army might change little, others will change a lot. In ten years, our focus on being a credible combat, people and partnered force will mean:

- Army is still a people force, creating the teams that the tasks demand and building strength through relationships. Army’s people and teams have kept an adaptive mindset: innovation is normal and we are comfortable in motion.
Army is partnered. Army has enhanced military partnerships through respect and cultural understanding. We have synchronised training, infrastructure development, capabilities where there is mutual benefit and multinational activities. Army has stronger partnerships with our community, industry and research organisations. We support industry to develop and manufacture systems in Australia. We learn from our partners and they learn from us. We bring out the best in each other.

Army is connected. We are connected with other land, joint and integrated elements to create dilemmas for adversaries and maximise the survivability of each other.

Army can support the joint and integrated force to engage land, air, and sea targets at ranges of hundreds of kilometres while remaining experts in close combat.

Army uses new tactics and operational concepts for its armoured fighting vehicles and has integrated combat vehicles, robotic and autonomous systems and networks.

Army can deploy in our region with a broad range of vehicles, watercraft and helicopters. Our generic vehicle architecture allows new technology to be integrated quickly into vehicles, helicopters and watercraft.

Army’s soldiers are equipped with new night vision technologies, advanced materials and situational awareness systems. Our soldiers are teamed with autonomous ground, subsurface and air systems and the algorithms that give them combat advantage. These machines: small, light, inexpensive, ‘a soldier’s best friend’, can be produced at scale.

Army has grown and integrated our cyber workforce, information operations and special warfare capabilities.
Chief of Army’s challenge

Army is transforming for the future but change will vary in scale and speed of implementation. Parts of our Army will see change quickly through the introduction into service of new equipment and vehicles. Others will experience change on courses and in training.

Some of you will not see new equipment but you will lead change for your team to adapt your current capability for new missions and environments. To increase our rate of adaptation I challenge Army’s teams to simplify the Army and contest ideas.

How can I help simplify the Army?

An Army ready for Accelerated Warfare must simplify processes, structures and policies. Simpler organisations generate greater freedom of action, sustain tempo and absorb rapid change (Army in Motion). Increasing freedom of action will allow Army to embrace agile structures and form and reform teams quickly (Good Soldiering).

Many of Army’s processes, structures and policies have developed over time and although well intentioned, inhibit Army’s freedom of action. Simplifying the Army requires conscious and deliberate effort:

► We will all seek opportunities to remove friction. To do this we will avoid over complicated solutions, think about principles rather than rules, and focus on behaviours and culture before policies and process.

► We will ensure we do not unnecessarily complicate ourselves in the first place. This means thinking carefully about second and third order effects, so that a solution to one problem does not burden another part of Army.

► We will avoid narrow risk management practices that treat problems in isolation but ultimately increase risks in other areas.

► We will be self-aware. Army has not always appreciated how it might be limiting itself, unaware of or not embracing new ways, new ideas, and best practice in other organisations.
A self-aware Army can avoid over complication, have an open mind for new ideas (contest of ideas) and be ready for Accelerated Warfare. A simpler Army will unlock capacity needed to be Future Ready.

How can I contribute to the contest of ideas?
The future cannot be predicted in detail. The joint and integrated force will conduct operations it is not explicitly prepared for. Army’s competitive advantage for this future is our soldiers, teams and leaders. We need to be proactive about modernising our tactics, techniques, procedures and concepts. Innovation is imperative for an Army in Motion.

You all play a role in this contest of ideas, whether you are part of Army’s commands (Forces Command, Headquarters 1st Division, Special Operations Command and Army Headquarters), deployed on operations or assigned to other groups and services. Contesting ideas starts with you. Don’t wait for others to do this for you.

There are simple activities we can all do:

- **Network.** Step outside your category, trade, corps and service comfort zone. Expand your thinking by listening to others. Debate tactics in the mess with other teams, invite a different hat-badged corporal into your corps discussions, and actively expand your networks with people in Navy, Air Force, Defence, whole-of-government and other professions.

- **Contest.** Encourage your team to ask questions and share unconstrained ideas. Use first principles and logic. Establish this debate as our professional norm. The first place we contest our ideas cannot be on the battlefield.

- **Share.** Share your team’s ideas as widely as possible within security classification. Others will see your ideas differently and this debate will strengthen our thinking.

This approach is founded on your commitment to being a professional soldier. I am listening for your ideas and am open to your thoughts on modernising what we currently do. We can also be bold and do things differently for our mission to prepare for war. Think big, start small, move fast.