

Stability, Security, Transition & Reconstruction Operations:

*Working in the Same Space: International
Outreach and its Implications on the 3-Ds*

Presented by George P. Burdell


28 September 2009



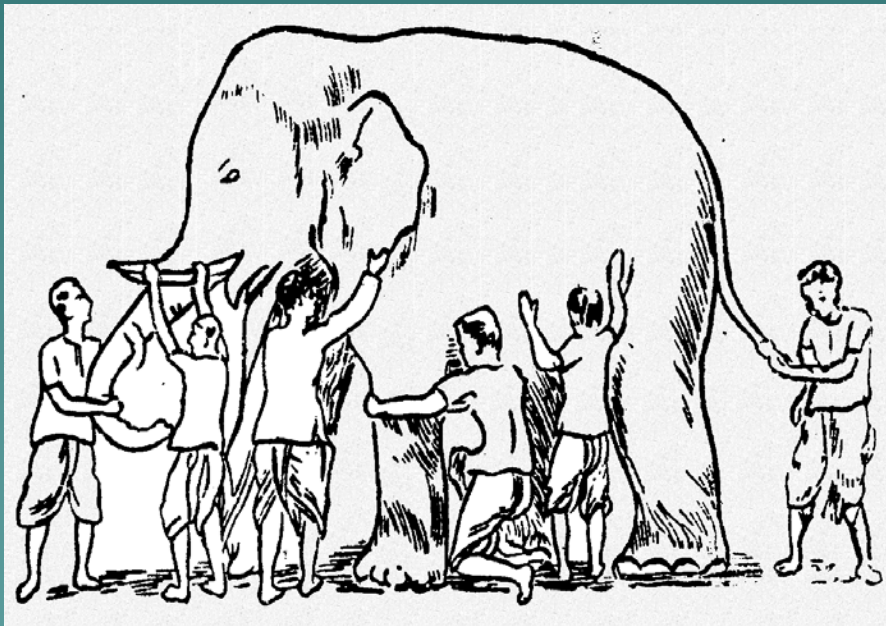
Context & Disclaimers

- ◆ My bona fides in the community
- ◆ My current status with Creative Associates, International
- ◆ The disclaimer: *"The observations, comments, descriptions, slander, and defamations presented here are solely the product of my own experience, capacity for reason, and fertile imagination and should not reflect – favorably or otherwise – upon any person or organization with whom I am or have been associated."*

Outline

- ◆ Premise 1 – Unity of What?
 - ◆ Premise 2 – Pronouns are Important
 - ◆ “Do You See What I See?”
 - ◆ Premise 3 – Culture Wars
 - ◆ The Unavoidable Problem
 - ◆ The Problem is Simple
 - ◆ “Let’s Not Make This Difficult”
 - ◆ The Great Truth
 - ◆ Afghanistan
- 

◆ PREMISE 1: "You can't have unity of effort without unity of vision"



- ◆ **Blind men describing an elephant:**
- ◆ Each is correct;
- ◆ But none are completely correct;
- ◆ None can understand what the others describe;
- ◆ All are necessary to get it right!

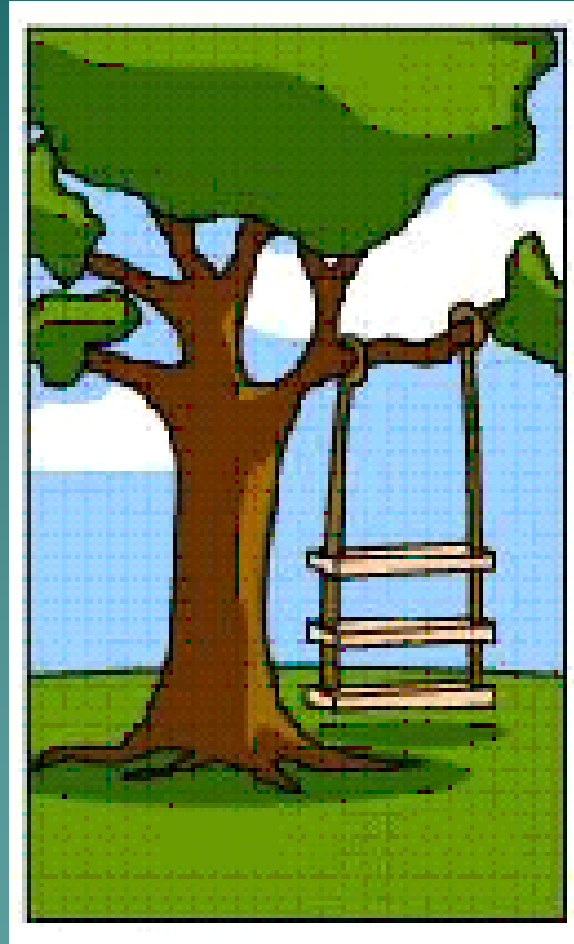
PREMISE 1 (extended): "You can't have unity of effort without unity of vision, and you can't have unity of vision without unity of command."

- ◆ Voluntary unity of vision (as opposed to command-driven) is episodic and unreliable.
- ◆ Imagine if "pedestrians in a crosswalk have the right-of-way" was optional...

PREMISE 2: "There can be no unity of command because there is no unitary 'we'."

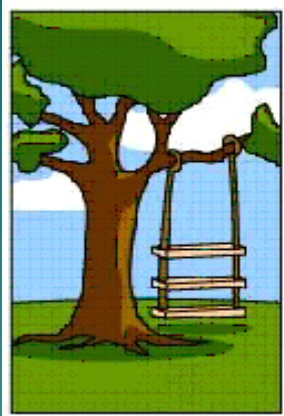
- ◆ "Pronouns are important"
- ◆ There is no "interagency;" no "international community"
- ◆ Business Class lounge analogy
- ◆ "If the planet Mars was named for the God of War, then I'm guessing the planet Uranus was named for the God of Bureaucrats!"

In the Absence of Leadership...

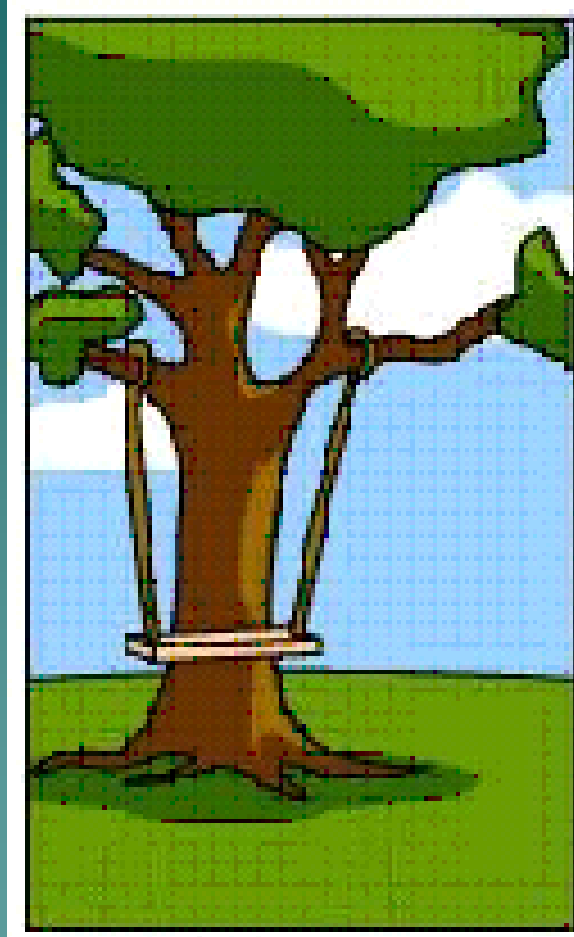


What the U.N. said
they wanted

In the Absence of Leadership...

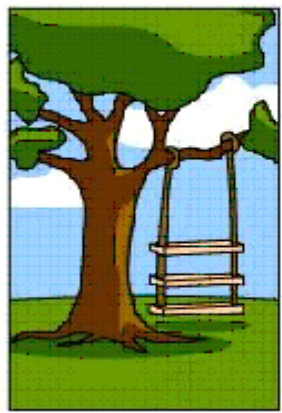


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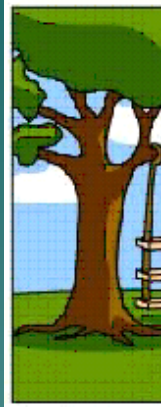


What the E.U. said
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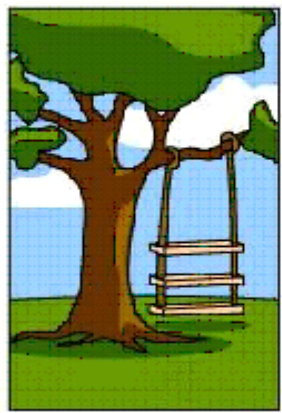


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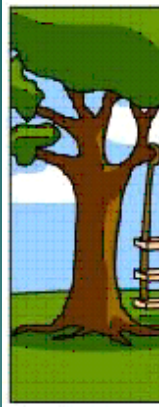


What USAID said they wanted

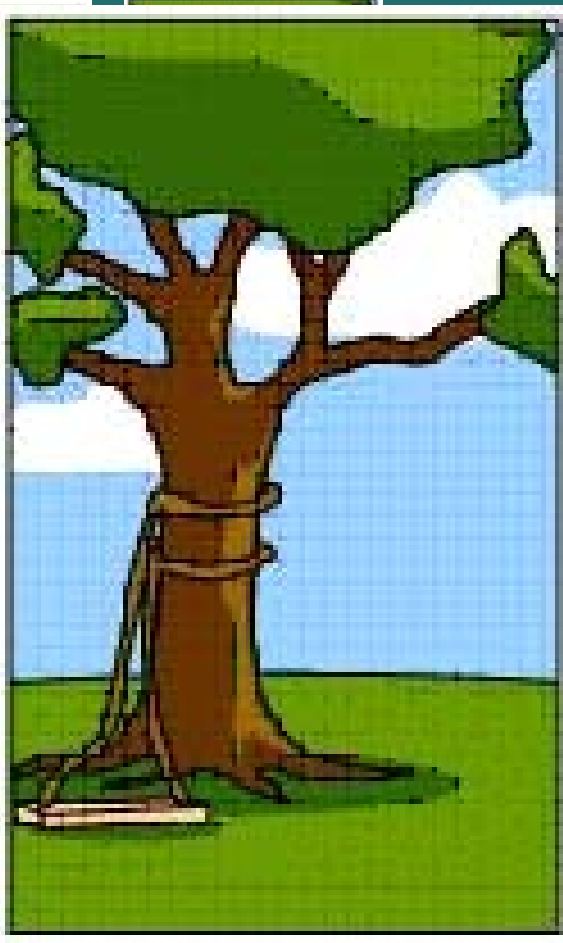
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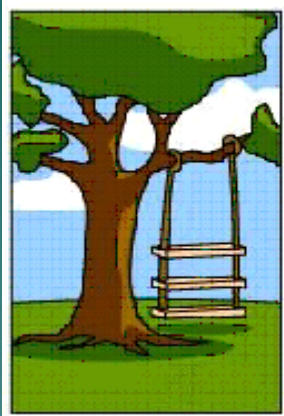


What the E
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What DoD said
they wanted

In the Absence of Leadership...



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What the E said they wanted

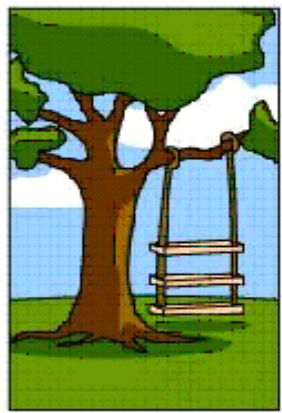


What IO products described



D said they wanted

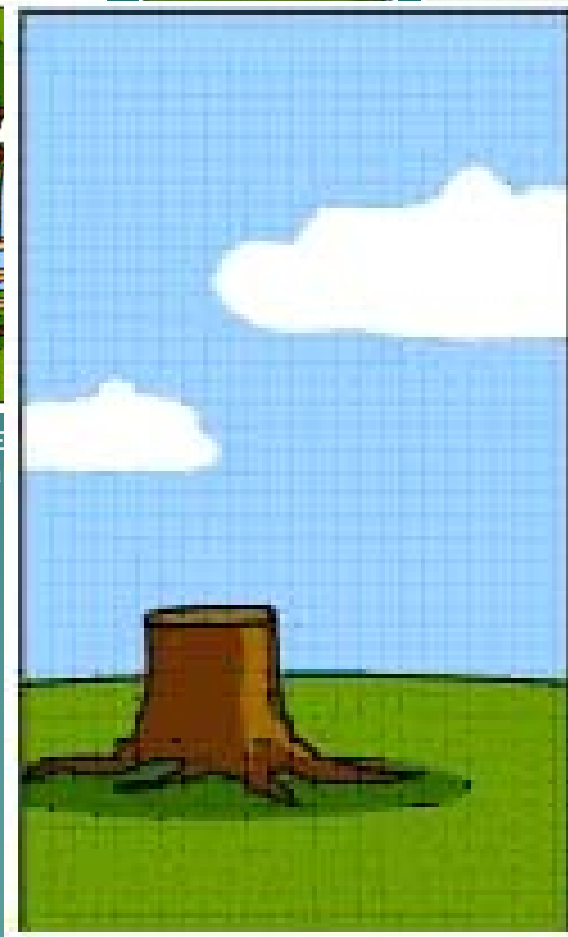
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What the E
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What the Press
reported



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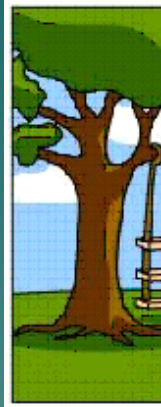


What IO products
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In the Absence of Leadership...



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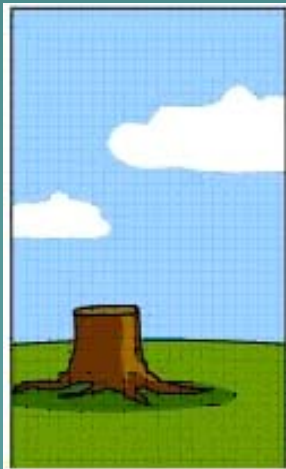
What Congress thought they funded



What the D said they wanted



What IO products described

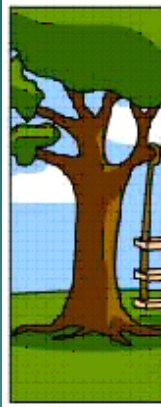


What the Press reported

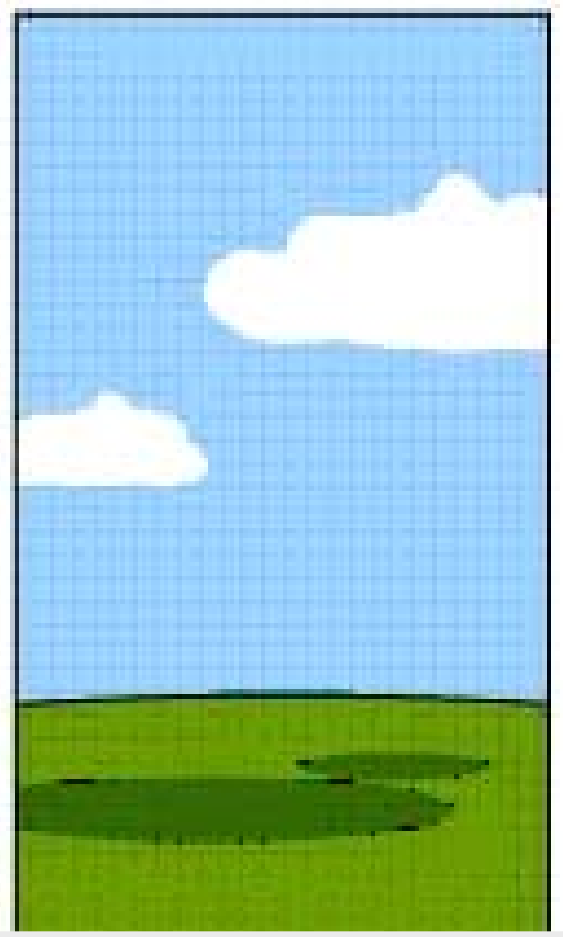
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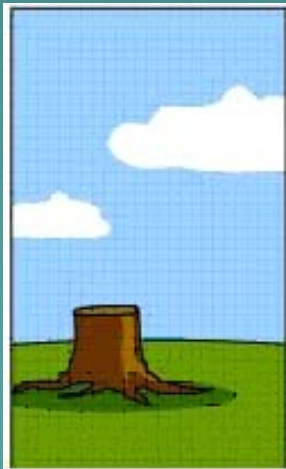
What the NGOs preferred



What the IO said they wanted



What IO products described



What the Press reported



What Cor thought the

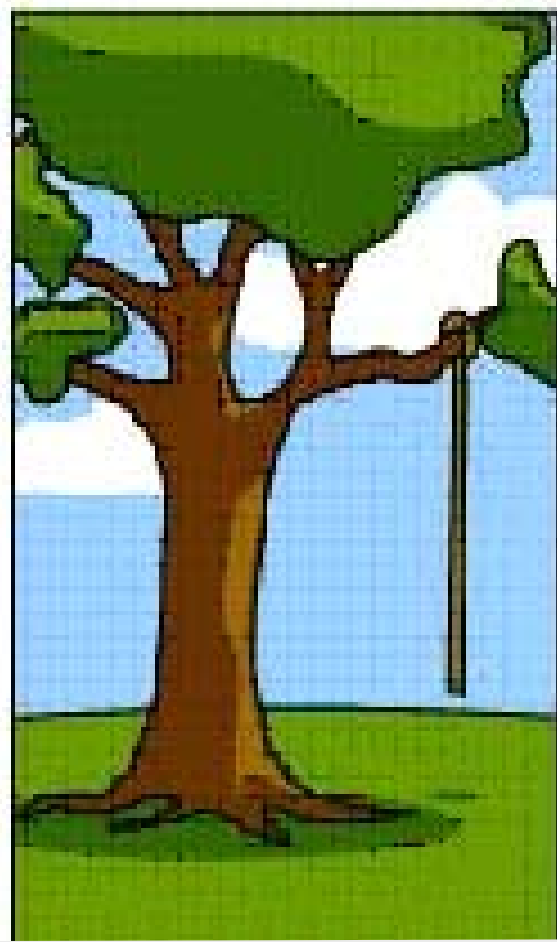
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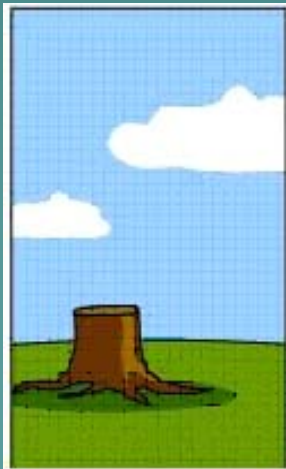
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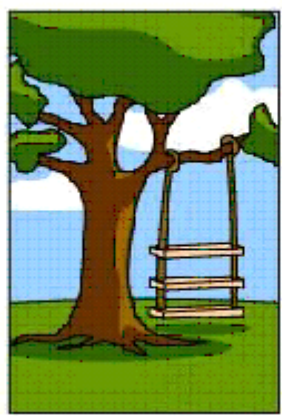
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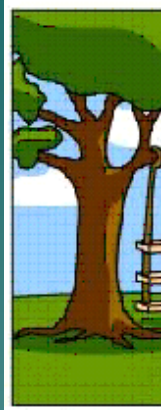
What they thought

What the Contractor provided

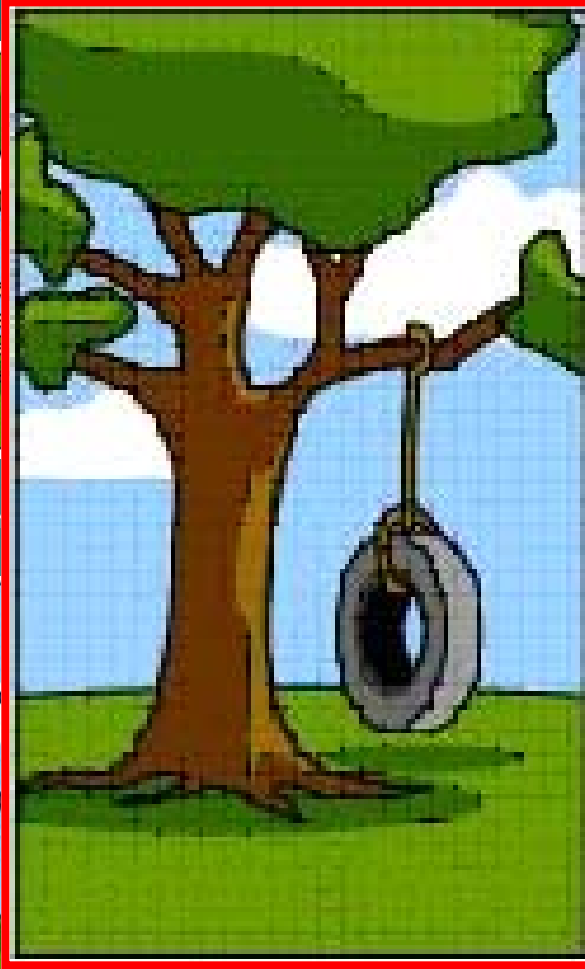
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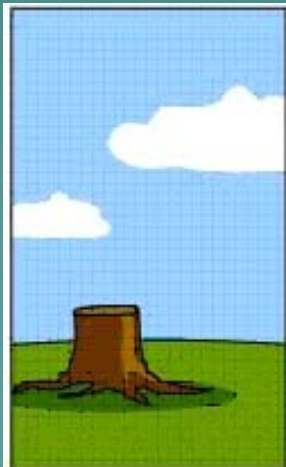
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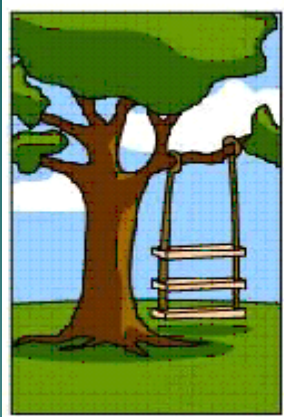
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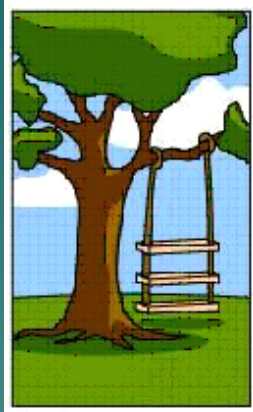
What thought

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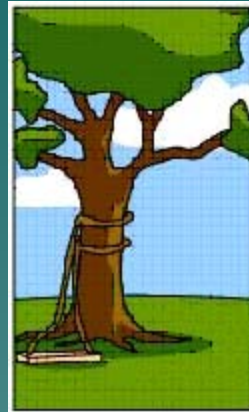
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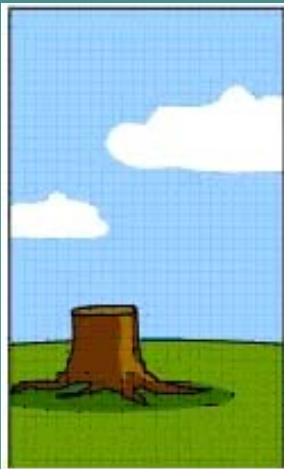
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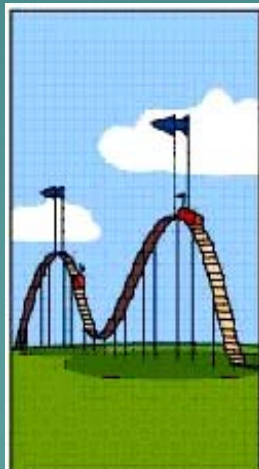
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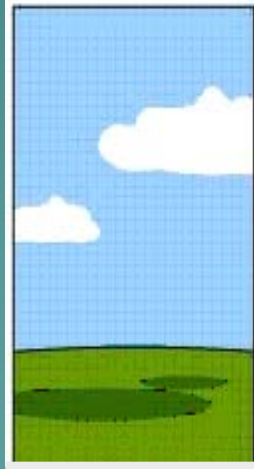
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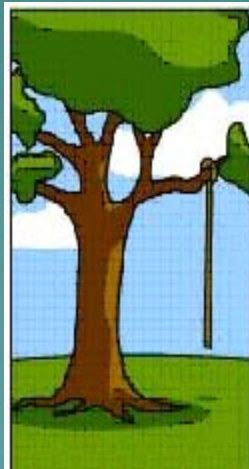
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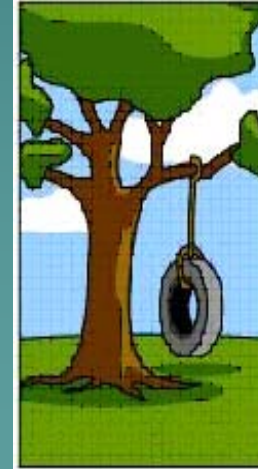
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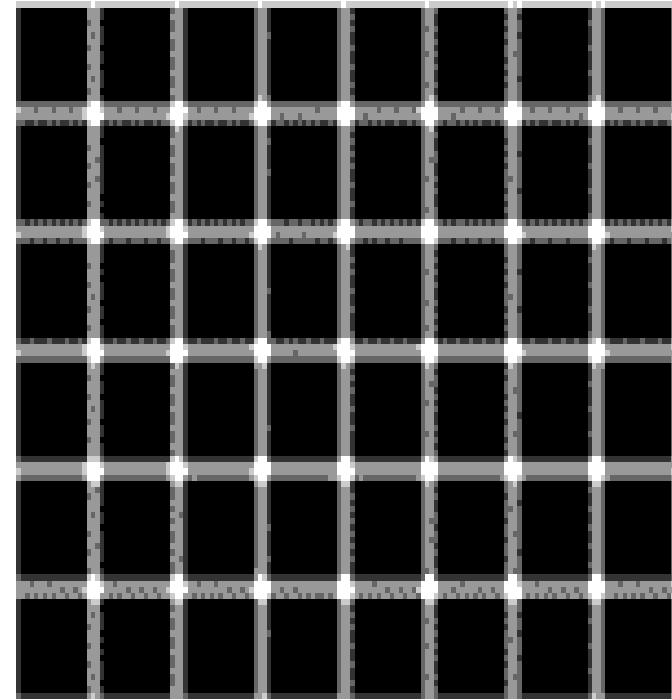


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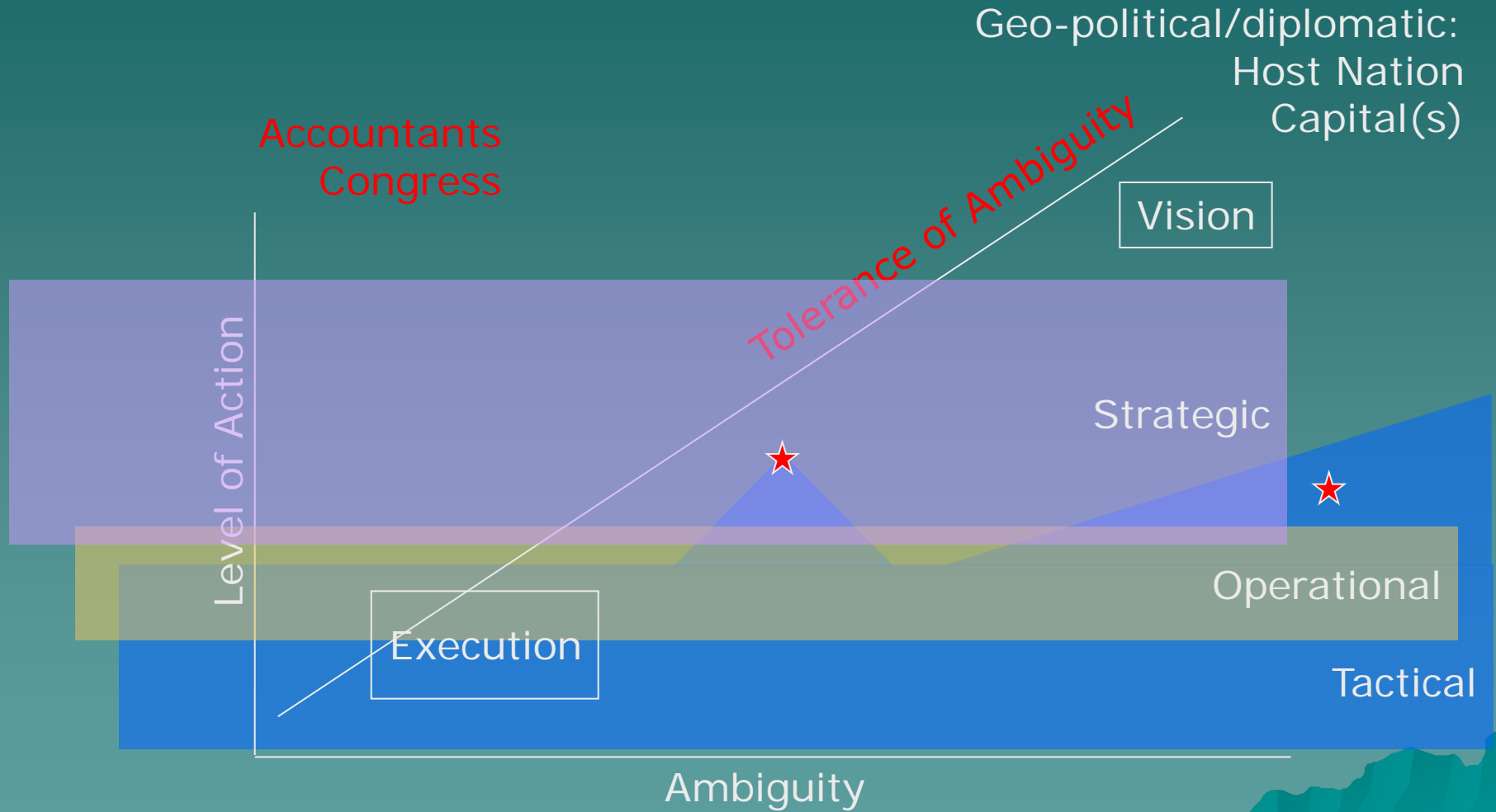
“Do You See What I See?”



Premise 3: We Are Incompatible

- ◆ Legos
- ◆ *"Unibrowed, knuckle-dragging, muscle-headed, Neanderthalic thugs"*
- ◆ Direct lines of authority
- ◆ Command driven decisions
- ◆ Peace enforcement
- ◆ Digital metrics
- ◆ Focused on exit strategy
- ◆ Duplos
- ◆ *"long-haired, dope-smoking, yogurt-slurping, pinko hippies"*
- ◆ Decentralized authority
- ◆ Decisions by consensus
- ◆ Peace building/making
- ◆ Analog metrics
- ◆ Focused on staying

The Unavoidable Problem



The Problem is Simple...

- ◆ Who

- Are we? Are you? Is causing
- Is in charge?
- Pays for all this mess

- ◆ What

- Are we to
- Is this

- ◆ Why

finished here?

COMMON RELEVANT OPERATING PICTURE
COMPREHENSIVE
WHOLE-OF-GOVERNMENT APPROACH

Let's not make this difficult...

"Men who achieve greatness do not work more complexly than the average man, but more simply...."

In dealing with complex problems, with the simplicity that is natural to him he goes directly to the point, unaffected by the confusion of details in which another man would have lost himself."

The Great Truth



Afghanistan Discussion

