

PROJECT ON NATIONAL SECURITY REFORM

Transforming the National Security System to Meet the Challenges of the New World Dynamic





1947-Era Concepts in 2012





Information Age





We can't win the future with a government of the past.



National Security Has Changed

	Past	Present
Environment	 Bipolar world, one major competitor, stability Cold War nuclear and conventional threats 	 More actors, increased complexity, faster change More numerous, more varied threats
Scope	Diplomacy, military, and intelligenceTo a lesser extent, development and information	 Also homeland security, law enforcement, energy, economy, environment, trade, health, and education
Government levels	 Just federal (primarily a few externally-oriented departments and agencies) 	 Also state, local, tribal, and territorial Businesses, universities, NGOs, and civil society Global collaboration

Vastly Increased Demands on Government's Capacities and Agility,



Organizations Have Changed... But U.S. National Security System* Has Not

(*Complex whole of all U.S. national security institutions)

Business

- Leadership culture
- Strategic approach
- Mission focus
- Process-centered
- Cross-functional teams
- Open networks
- Flat and lean
- Emphasis on education
- Results-oriented





National Security System

- Specialist culture
- Reactive and tactical
- Functional focus
- No process architecture
- Vertical silos
- Closed hierarchies
- Layered and bloated
- Little education of civilians
- Input-oriented





Consequence: Recurring Setbacks



Compelling evidence of an outdated national security system



Today's National Security System

The Good

- Dedicated, talented workforce
- Functional excellence in some agencies
- Premier military capability

The Bad

- Wrong personnel incentives
- Poor information sharing
- Not inclusive unable to use full-range of the nation's capabilities

"A bad system will beat a good person every time."

W. Edwards Deming



Today's National Security System

The Ugly

- Civilian leadership positions often filled with specialists, not leaders
- Grossly inefficient
- Narrow concept of national security
- Inability to anticipate or provide strategic direction
- No system-wide management
- Fragmented and unmanaged processes
- Limited collaboration and teaming
- Input budget with priorities driven by inertia
- Little feedback and assessment



New Organizational Concepts

National security as framework

Uses a whole-of-government approach Integrates all elements of national power Puts mission outcomes first

Broadened scope of national security

Economy, energy, law enforcement, climate change, etc.

Strategic management of end-to-end processes

Policy, strategy, align resources with strategy, planning, execution, assessment

Management and development of national security system

Human capital

Knowledge and intellectual capital

Interagency and intergovernmental teams

Full-time integrated staffs focused on missions and outcomes



Interagency High-Value Terrorist Targeting Teams

- Organizational innovations led by General Stan McChrystal
 - Three innovations: network-based targeting, fusion of intelligence and operations, and CT-COIN integration – "collaborative warfare"
 - Did so much to turn the Iraq war around had strategic impact
- Required unprecedented collaboration
 - Among diverse departments and agencies
 - Between SOF and conventional forces.
- Obstacles
 - No mechanism to create interagency teams
 - No authority over non-SOF: it was ask, not task
 - Overcome by learning, leadership, and experimentation
- Results took time, were fragile, not institutionalized





Envisioning a Transformed System

Leadership culture

Developing leaders able to cope with complexity and uncertainty

Holistic

Embracing all dimensions of national security in a system-wide approach

Process-centered

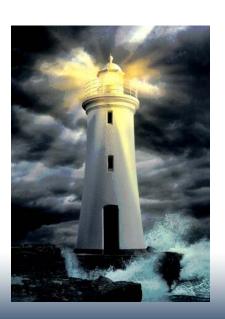
Employing well-articulated, mature, end-to-end processes

Strategic and anticipatory

Ensuring priority attention to strategy and foresight

Networked

Employing open organizations that are flatter, leaner, agile, adaptive, and information-rich





Envisioning a Transformed System

High-performance interagency teams

Using interagency teams at the strategic, operational, and tactical levels

Collaborative and inclusive

Excelling in whole-of-government, whole-of-nation, and whole-of-world operations

Results-oriented

Budgeting and managing to mission Incentivizing personnel to deliver results

Feedback loop

Monitoring and learning from implementation





If We Don't Fix the System...



- Catastrophic failures are inevitable
- Strategic drift and poor investment decisions
- Loss of U.S. global leadership and influence
- Further erosion of American competitiveness
- New challenges (e.g., cyber-security, climate change) will remain poorly addressed
- Policy initiatives will fail without transformation