Stability, Security, Transition & Reconstruction Operations:

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

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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...

What the U.N. said they wanted

What the E.U. said they wanted
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What IO products described
In the Absence of Leadership...

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
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What IO products described

What the Press reported
In the Absence of Leadership...

What the U.N. said they wanted

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What USAID said they wanted

What DoD said they wanted

What IO products described

What the Press reported

What Congress thought they funded
In the Absence of Leadership…

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
What DoD said they wanted
What IO products described
What the Press reported
What Congress thought they funded
What the NGOs preferred
In the Absence of Leadership...

What the U.N. said they wanted
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What IO products described

What the Press reported
What Congress thought they funded
What the Contractor provided
In the Absence of Leadership...

What the U.N. said they wanted
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What IO products described
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What Congress thought they funded
What the Field had requested!
In the Absence of Leadership…

- What the U.N. said they wanted
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- What IO products described

- What the Press reported
- What Congress thought they funded
- What the NGOs preferred
- What the Contractor provided
- What the field had requested!
“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

Ambiguity

Operational

Execution

Tactical

Vision

Tolerance of Ambiguity

Geo-political/diplomatic: Host Nation Capital(s)

Accountants
Congress
The Problem is Simple...

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

- **What**
  - Are we here to accomplish?
  - Is the division of labor?

- **When**
  - Will "we" be finished here?
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."

Mayo
The Great Truth

YEP, SON, WE HAVE MET THE ENEMY AND HE IS US.
Afghanistan Discussion