



PROJECT ON NATIONAL SECURITY REFORM

PNSR

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





1947-Era Concepts in 2012

Industrial Age



Information Age



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

President Obama, State of the Union Address, 2011



National Security Has Changed

	Past	Present
Environment	<ul style="list-style-type: none"> • Bipolar world, one major competitor, stability • Cold War nuclear and conventional threats 	<ul style="list-style-type: none"> • More actors, increased complexity, faster change • More numerous, more varied threats
Scope	<ul style="list-style-type: none"> • Diplomacy, military, and intelligence • To a lesser extent, development and information 	<ul style="list-style-type: none"> • Also homeland security, law enforcement, energy, economy, environment, trade, health, and education
Government levels	<ul style="list-style-type: none"> • Just federal (primarily a few externally-oriented departments and agencies) 	<ul style="list-style-type: none"> • Also state, local, tribal, and territorial • Businesses, universities, NGOs, and civil society • Global collaboration

Vastly Increased Demands on Government's Capacities and Agility₃



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Compelling evidence of an outdated national security system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**

