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

<table>
<thead>
<tr>
<th>Past</th>
<th>Present</th>
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<tbody>
<tr>
<td><strong>Environment</strong></td>
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<tr>
<td>• Bipolar world, one major competitor, stability</td>
<td>• More actors, increased complexity, faster change</td>
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<td>• Cold War nuclear and conventional threats</td>
<td>• More numerous, more varied threats</td>
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<tr>
<td><strong>Scope</strong></td>
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<tr>
<td>• Diplomacy, military, and intelligence</td>
<td>• Also homeland security, law enforcement, energy, economy, environment, trade, health, and education</td>
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<td>• To a lesser extent, development and information</td>
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<td><strong>Government levels</strong></td>
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<td>• Just federal (primarily a few externally-oriented departments and agencies)</td>
<td>• Also state, local, tribal, and territorial</td>
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<td></td>
<td>• Businesses, universities, NGOs, and civil society</td>
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<td></td>
<td>• Global collaboration</td>
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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Compelling evidence of an outdated national security system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**

Chris Lamb and Evan Mussing. “Secret Weapon: High-value Targeting Teams as an Organizational Innovation.” Center for Strategic Research, NDU
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

PNSR. “America’s First Quarter Millennium: Envisioning a Transformed National Security System in 2026.” Prepared and edited by Chris Holshek
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