

1 ☐ "Emerging Lessons from **2025**: The Spirit of Future Leadership"

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2 ☐ **2025: The Project**

- ◆ Examine the world of 2025
- ◆ Identify key
 - players (who)
 - conditions (what)
 - technologies (how)
 - goals (why)
 - places (where)
- ◆ To develop strategic guidance now

3 ☐ **2025: The Project**

- ◆ Initiated by the USAF Chief of Staff, General Ronald Fogleman
- ◆ Not limited to Air Force concerns or participants (Navy, Army, Marine, Civilian)
- ◆ Approximately 40 faculty and 142 students from AWC and ACSC for 9 months

4 ☐ **2025: The Project**

- ◆ Describe the world(s) of **2025**
- ◆ Examine multiple possibilities
- ◆ Select relevant probabilities
- ◆ How can we shape a preferred future?

5 ☐ **2025: The Project**

- ◆ Matter
- ◆ Energy
- ◆ Information
- ◆ People

- ◆ Space
- ◆ Time

6 ☐ **2025: The Project**

- ◆ How best to utilize these building blocks?

- ◆ Analysis (taking things apart)

- ◆ Synthesis (putting things together in new ways)

- ◆ Not things as much as thinking

7 ☐

2025: The Aptitudes

- ◆ Want people who are bright
- ◆ Inquisitive
- ◆ Articulate
- ◆ Experienced
- ◆ Skilled
- ◆ Who have questions, not answers
- ◆ Who work hard to get things done

8 ☐ **The Aptitudes**

- ◆ Volunteers
- ◆ With a reason for volunteering
- ◆ What they could contribute
- ◆ How they could benefit
- ◆ A variety of backgrounds
- ◆ Interested in, excited by, the future
- ◆ Open ended time investment

9 ☐ **A Profile of 2025 Participants**

- ◆ All service plus some civilians but predominantly (85%) USAF
- ◆ Average age of students is 37, 15 years of experience in the service, most with M. A.s
- ◆ Average age of faculty is 48, 20 years of teaching, most with Ph. D.s
- ◆ Work in seminars of 12 and 3 respectively with teams of 2 to 5 on projects

10 ☐ **2025: The Future(s)**

- ◆ What are alternative futures that are not merely possible, but plausible and probable?
- ◆ What would they look like?
- ◆ How would they operate as they do? Why?
- ◆ Data--Behavior--Structure
- ◆ What are the overlapping probabilities that are shared by most of these future worlds?
- ◆ How do we shape the desirable futures?

11 ☐ **The Futures(s)**

- ◆ Construct future worlds
- ◆ Live in them and start answering questions about them
- ◆ Backcast, rather than forecast, to see how they evolved as they did
- ◆ Look for critical decisions and turning points in their evolution
- ◆ Assess how that can come to pass

12 ☐ **2025: Attitudes**

- ◆ C⁴ and I⁴ Thinking

Creative	Intuitive
Critical	Imaginative
Conceptual	Innovative
Connective	Initiative
- ◆ Key is a willingness to embrace novelty

13 ☐ **2025: Attitudes**

- ◆ Too much analysis
- ◆ Too much Left Brain
- ◆ Need more Synthesis
- ◆ Need more Right Brain
- ◆ Most business success derive from a new answer to an old problem or a new combination of existing capabilities

14 ☐ **Left Brain Right Brain**

- ◆ one thing at a time

- ◆ linear processing
- ◆ sequential operation
- ◆ writing & symbols
- ◆ analysis
- ◆ logic & reason
- ◆ mathematical
- ◆ verbal memory

15 ☐ **2025: Attitudes**

- ◆ The spirit of the individual, the organization, the enterprise
- ◆ A sense of conviction that what you are doing is important
- ◆ A spirit of adventure, a quest
- ◆ An aura of excitement and joy
- ◆ A sense of novelty and creation

16 ☐ **2025: Attitudes**

- ◆ Want the mind at play--at work
- ◆ Greek word for school related to leisure
- ◆ Novelty and commitment are critical
- ◆ A sense of obligation, honor and integrity
 - To customers
 - To suppliers
 - To self
- ◆ Do it because: it is fun, because its your work, because its important to get it right

17 ☐

Keys to Survival in 2025

- ◆ All organisms, systems or structures that seek to survive and prosper must be
- ◆ Decentralized
- ◆ Distributed
- ◆ Adaptive
- ◆ Competitive
- ◆ Collaborative

18 ☐ **Keys to Survival in 2025**

- ◆ Decentralized--
 - Less concentrated
 - Dispersed
 - Empowered components

Decisions made at lowest level
Commander's intent and *Auftragstaktik*

19 ☐ **Decentralization**

- ◆ A capacity to make small adjustments
- ◆ To make these adjustments quickly
- ◆ To create bottom-up as well as top down decision structures and information flows
- ◆ To instill independence and resiliency in component parts of the enterprise
- ◆ To have networks, not just hierarchies

20 ☐ **Keys to Survival in 2025**

- ◆ Distributed--

Serving to allot or assign
To distribute or divide
A coalition of independent parts
Differentially tasked
Specialized

21 ☐ **Distributed**

- ◆ Don't have all the eggs in one basket
- ◆ Maximize strengths and minimize weaknesses by having specialization
- ◆ Permit, encourage differentiation rather than cookie-cutter organization forms, products
- ◆ Embed a capacity for regeneration if a piece of the enterprise is damaged or destroyed

22 ☐ **Keys to Survival in 2025**

- ◆ Adaptive--

The art of adjusting, evolving
The capacity for change
Change of structure or function in order to
 "become better suited to survive"
Slow modification in response to change in surroundings

23 ☐ **Adaptive**

- ◆ A capacity to adjust the organisation to change in the environment
- ◆ A sensitivity to changes in data, behavior or structure that requires

adjustment

- ◆ Change that is incremental rather than monumental is easier to create & absorb
- ◆ Continuous improvement in harmony with the environment

24 ☐ **Keys to Survival in 2025**

- ◆ Competitive--

Contending with others for some reward
(position, market share, prize, profit, etc.)
Willing and able to struggle
Able to compete to demonstrate excellence
Decided by competition

25 ☐ **Competitive**

- ◆ A continuous process done on different levels in different ways
- ◆ Need not be violent, head to head, public
- ◆ Can even be cooperative in the process for mutual self-interest and advantage
- ◆ Must be modulated to be successful
- ◆ Winning is defined by maximizing one's vitality & growth, surviving & prospering

26 ☐ **Keys to Survival in 2025**

- ◆ Collaborative--

Able to work with another or others
To cooperate willingly
Even with an enemy
Describing the process or product of such
Means literally "co-work"

27 ☐ **Collaborative**

- ◆ Certain tasks may not be able to accomplish individually and require cooperation
- ◆ "Teaming" on a contract, product development, marketing in one case or in a particular sector, area of the world, etc.
- ◆ Joint ventures and co-production, licensing agreements, or consortium R & D efforts
- ◆ Coalitions of the moment

28 ☐ **Keys to Survival in 2025**

- ◆ Might also need to be

Redundant--not too lean and too mean

(absorptive capacity)

Spontaneous--self-sufficient

(independent as well as interdependent)

Self-limiting--there is a price for dominance

If you don't need it, why pay it?

29 ☐ **Requirements for DDACC Leadership**

- ◆ If organizations are to exhibit these qualities to survive, what kind of leadership is required?
 - Leadership that mirrors these requirements
 - Less directive than suggestive
 - Permits bottom up, not just top down
 - Does not control everything or even know all
 - Trusts others with authority and responsibility

30 ☐ **Requirements for DDACC Leadership**

- ◆ Create strategies, tasks and frameworks that permit and encourage the desired behavior
 - Flatten hierarchies into networks
 - Be able to adjust or mutate as required
 - Treat the company as a living breathing organism, not a wiring diagram
 - Give others a piece of the action--decisions as well as profits
 - Ownership inspires commitment, creativity

31 ☐ **Leadership and 2025**

- ◆ The process itself is a learning tool
- ◆ Have to get 182 people of diverse backgrounds to work effectively with each other
- ◆ Continuous assessment of human capital
- ◆ Rearrangement of teams based on interests and capabilities
- ◆ Shaping a final product without snuffing out creativity and different ideas

32 ☐ **Leadership and 2025**

- ◆ Demand a high level of performance
- ◆ Demonstrate the sort of data, behavior and structure that you seek
- ◆ Modulate independent and group activities

- ◆ Look for the initiative and leadership displayed in group settings
- ◆ Find the skilled loaners
- ◆ Merge the two

33 ☐ Principles of Leadership

- ◆ L--Listen
- ◆ E--Empower
- ◆ A--Adapt
- ◆ D--Decide
- ◆ E--Equity *
 - A critical element in any organization
- ◆ R--Reward

34 ☐ Principles of Leadership

- ◆ S--Synthesize
- ◆ H--Honesty *
 - With self and others
 - Related to integrity and quality
 - A sense of obligation to customers, suppliers, colleagues and self
- ◆ I--Inspire
- ◆ P--Provide

35 ☐ Successful Leadership

- ◆ Demonstrates these habits of thought and action
- ◆ Instills them in others
- ◆ Gets the most out of yourself and others in accomplishing the tasks at hand
- ◆ Does so with a sense of balance , harmony and moderation that is sustaining
- ◆ Creates people and organizations that are DDACC

36 ☐ Parting Thought

“The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.... The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.”

Walter Lippmann