

THE SCIENTIFIC ADVISOR
U.S. ARMY TRAINING AND DOCTRINE COMMAND

5 Apr 91

MEMO FOR GEN FOSS

SUBJECT: The Management of Doctrinal
Innovations in the Army

1. Attached is a paper I recently received from Chip Pickett, a retired Army officer, addressing innovation in the Army using FM 100-5 as the case study. I had previously sent you another paper he prepared using the introduction of armor as the case study.

2. Based on the lessons deduced, you are doing all the right things to get the evolving concept/doctrine adopted.

3. While you are probably familiar with this history, I recommend you scan the attached paper which I have highlighted for you.

VR

Paul

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PAUL J. BERENSON

I was deeply involved. My view was that we could not have had the '82 version without the '76 version. We needed a hard focus on weapons systems before we could branch out '82. If the institution does not develop the change - Drive for the top, then it won't happen.