



Royal Military College Saint-Jean and Centre for National Security Studies

Symposium on Systems Thinking and Design

Panel 1
Design and Systems Thinking Around the World



Moderator:

Dr. Bill Bentley, Military Personnel
Generation

Panelists:

Dr. Philippe Beaulieu-Brossard, Centre
for International Policy Studies,
University of Ottawa

Dr. Aaron Jackson, Defence Science and
Technology Group, Government of
Australia

Mr. Ben Zweibelson, Joint Special
Operations University, US Special
Operations Command

Design Thinking in Israel Defense

Forces (IDF):

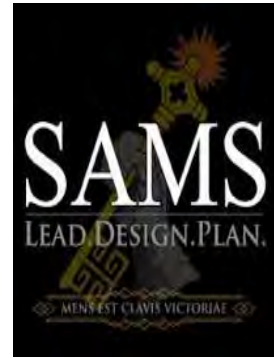
The Art of Moving On



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.com

A Design Thinking Pilgrimage (2015-2017)



A Design Thinking Challenge in Itself...



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An Attempt...



Renovation

Re = Again + Novare = Make New



1950? -
1989

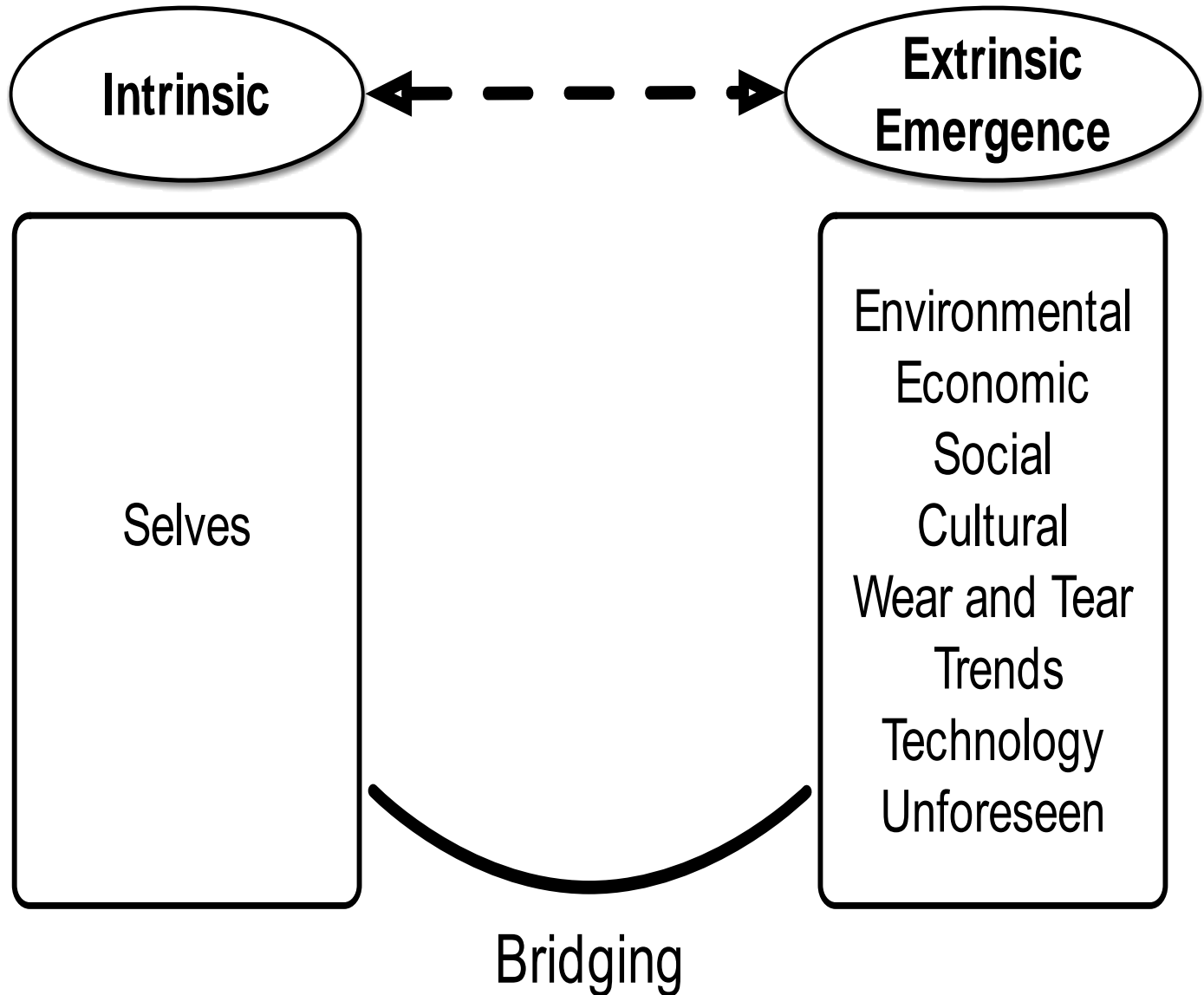
1990s-
2000s

2014-2035?

Make New Again

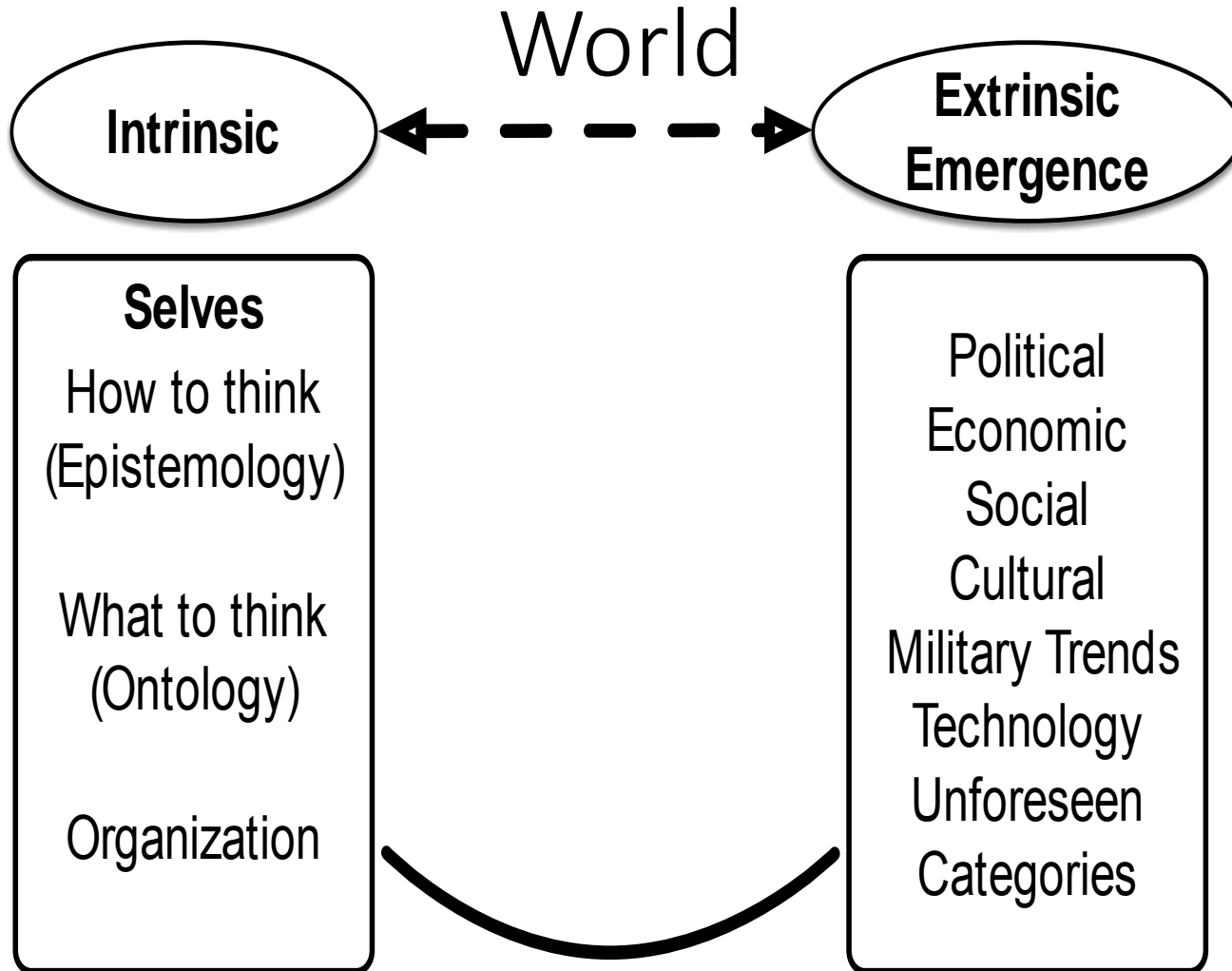
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IDF General Course

Change Your-self(s) Before Changing the



Catching the Drift

Surprise... means falling into
irrelevance



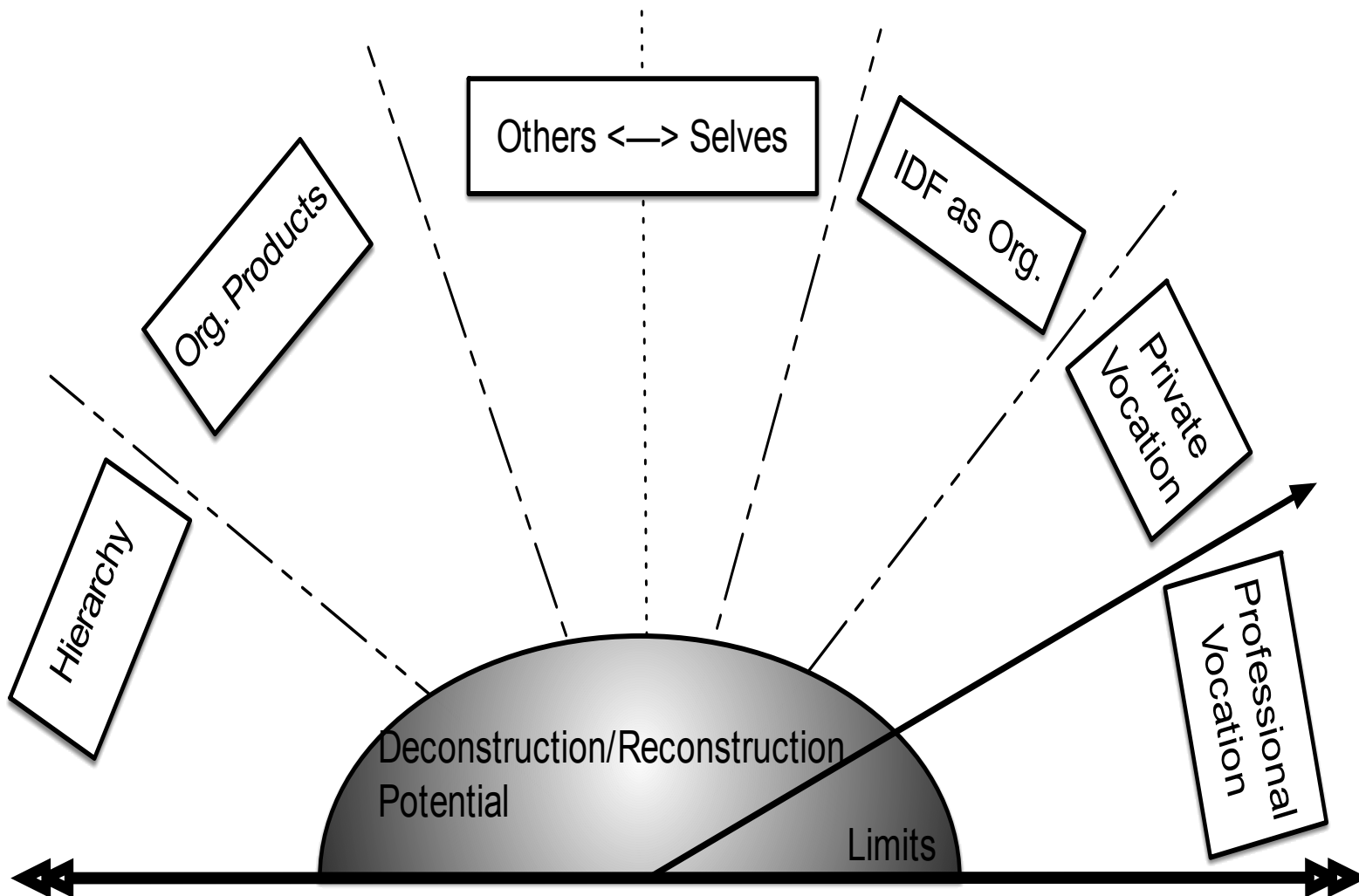
Sustaining Relevance is... Painful



How?... (1) Deconstruction



SN ° 000
De
Sp



Status quo

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Radical Critique

How?... (2) Reconstruction



SN & OG's Tricks: Self-Education & Divergence

Mentoring

Discovery Learning (e.g. Einstein Quotes)

Interagency, Interservice, International, Interdisciplinary

Different qualities: writing, visualizing, synthesis

Small groups (2 x 10 into 2-3 teams)



How?... (3) Intervention



Enjoy until you have to do it all over
again...

Every 20 years? No... As Often as Possible



A Tragedy: Unfair
Deconstruction/Reconstruction
Possibilities...

Ex.: Reconstructing Space & Private Vocation (Disengagement of Gaza, 2005)



In Conclusion: Some Takeaways for CAF **Deconstruction?**

PME & Doctrine

Goodbye SALY & SAIA

Acquisition = capabilities

Defense by geography

US as a timeless ally & model

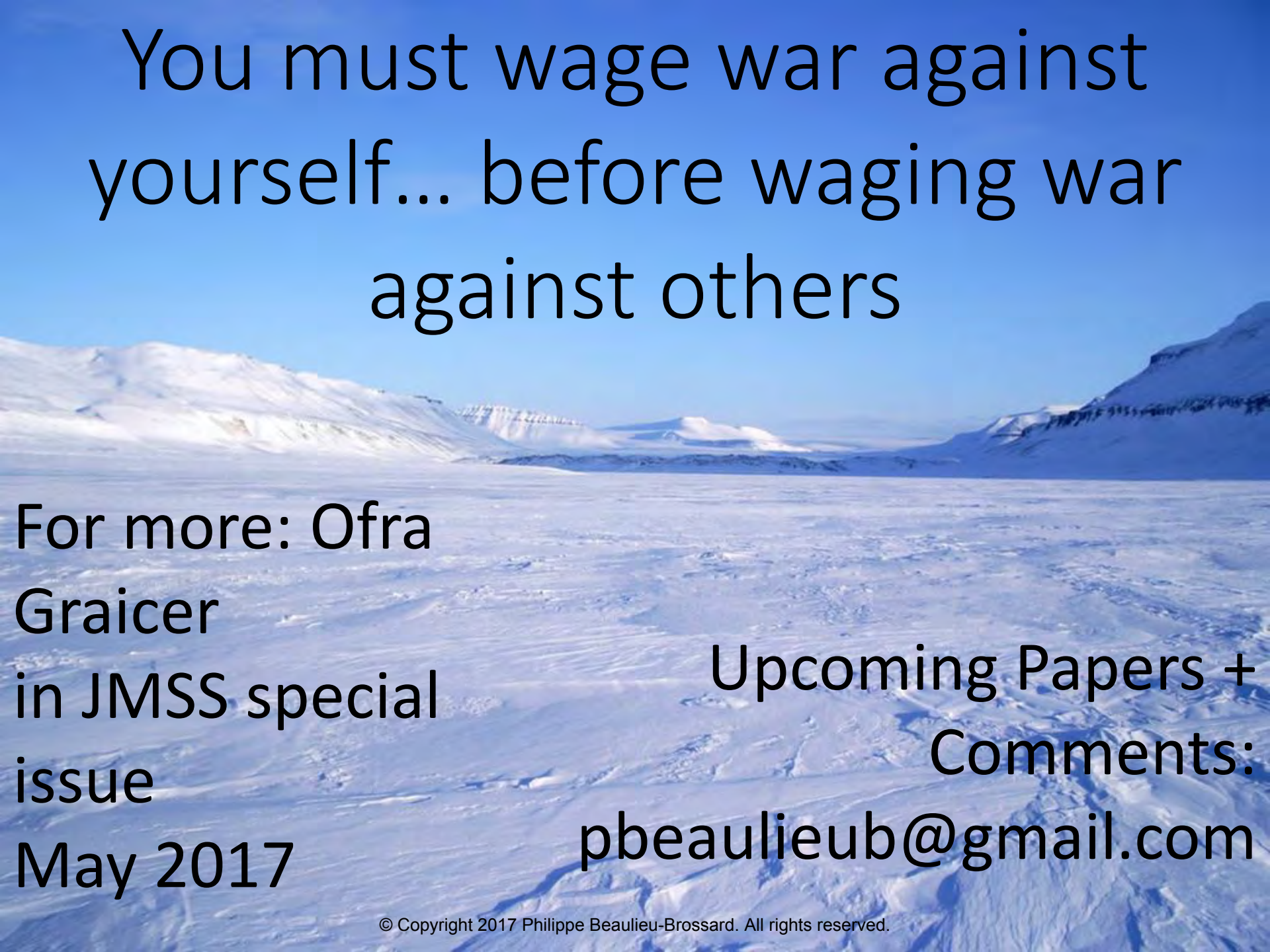


Reconstruction

Time for better WOG?

Time for strategy?

Time for leadership?



You must wage war against
yourself... before waging war
against others

For more: Ofra
Graicer
in JMSS special
issue
May 2017

Upcoming Papers +
Comments:
pbeaulieub@gmail.com

A PRAGMATIC APPROACH:

A PERSONAL ACCOUNT OF PUTTING DESIGN THINKING
INTO THE AUSTRALIAN DEFENCE FORCE'S JOINT
PLANNING DOCTRINE

UNE APPROCHE PRAGMATIQUE

COMPTE-RENDU SUR LA MISE EN PLACE DU *DESIGN THINKING*
DANS LA DOCTRINE DE PLANIFICATION INTERARMÉES DE LA
FORCE DE DÉFENSE AUSTRALIENNE (FDA).

Dr Aaron P. Jackson

Joint Operations Planning Specialist

Joint and Operations Analysis Division
Defence Science and Technology Group
Australian Department of Defence

DISCLAIMER AVERTISSEMENT

- The views contained in this presentation are exclusively those of the presenter. They do not necessarily reflect those of the Australian Department of Defence, or any part thereof.
- All information presented in these slides is UNCLASSIFIED and approved for release to the public.
- Les points de vue exprimés lors de cette présentation sont strictement ceux de l'auteur et ne représentent ou ne reflètent pas nécessairement ceux du Département de la défense australienne.
- Tout le contenu de la présentation est non-classifié et approuvé pour une diffusion publique.

SCOPE - ÉTENDUE

My presentation today is based on a forthcoming article in a special edition of “Journal of Military and Strategic Studies”

- My background
- Doctrinal epistemology
- The ADF’s Joint Planning doctrine
- Design thinking in the ADF’s Joint Military Appreciation Process
- The ADF and design thinking: doing without knowing?
- Where to next?

La présentation d’aujourd’hui est basée sur un article qui paraîtra sous peu dans une édition spéciale du “*Journal of Military and Strategic Studies*”

- Mon expérience
- Épistémologie de la doctrine
- Le *Design thinking* dans le Processus d’analyse interarmées (PAI) de la FDA
- La FDA et le *Design thinking* : “Faire sans savoir”?
- Et ensuite?



Doctrine, Strategy and Military Culture:

Military-Strategic Doctrine Development in Australia,
Canada and New Zealand, 1987–2007

Aaron P. Jackson

Doctrine, stratégie et culture militaire :

Évolution de la doctrine militaire stratégique de l'Australie,
du Canada et de la Nouvelle-Zélande entre 1987 et 2007

Aaron P. Jackson

The Roots of Military Doctrine
Change and Continuity in
Understanding the Practice of
Warfare



Dr. Aaron P. Jackson



Combat Studies Institute Press
US Army Combined Arms Center
Fort Leavenworth, Kansas

“Jackson’s arguments are well reasoned, his assertions are provocative, and his conclusions are profound.”

- Colonel Thomas E. Hanson, US Army

“Wow- just a quick scan of this put this at the top of my reading list.”

- Lieutenant Colonel Grant M. Martin, US Army
Special Operations Forces

“Les arguments de Jackson sont biens raisonnés, ses affirmations provocantes et ses conclusions considérables.”

- Colonel Thomas E. Hanson, US Army

“Wow - après un bref aperçu il s’est retrouvé au sommet de ma pile de lectures .”

- Lieutenant Colonel Grant M. Martin, US Army
Special Operations Forces

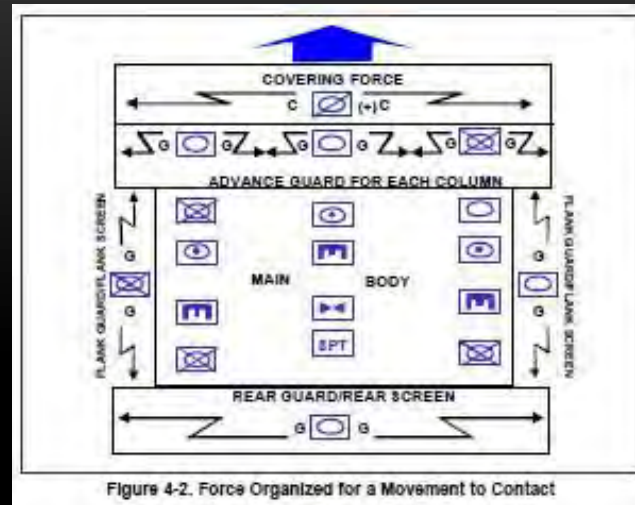
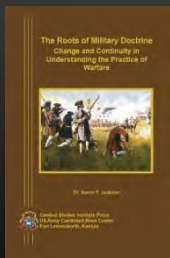


Figure 4-2. Force Organized for a Movement to Contact

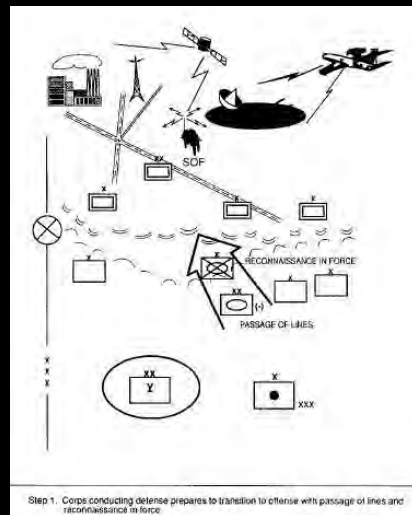


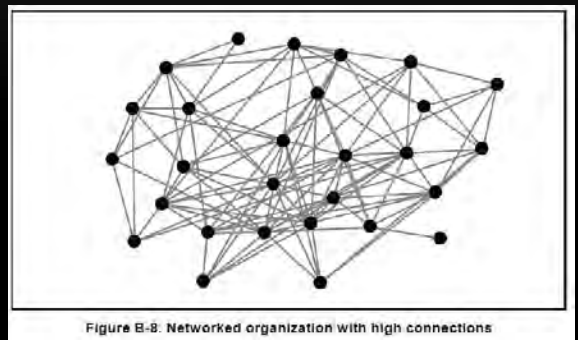
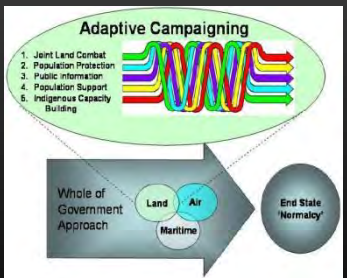
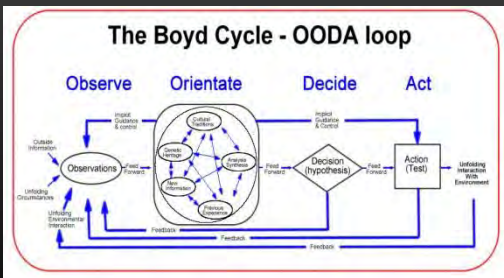
Figure 4.1 – Land Component Command and the Levels of Warfare

Step 1. Corps conducting defense prepares to transition to offense with passage of lines and reconnaissance in force.

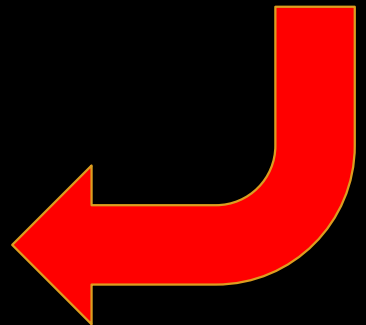


17th-20th centuries
17e- 20e siècles

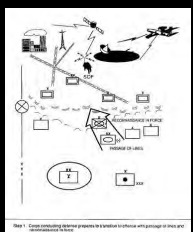
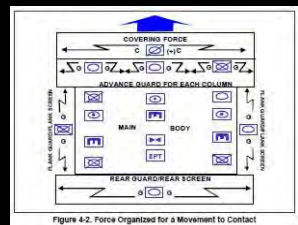
Positivist doctrine
La doctrine positiviste



Anti-positivist doctrine
La doctrine anti-positiviste



Early 21st century
Début du 21e siècle





PLANS SERIES
JOINT PLANNING

ADDP 5.0



AUSTRALIAN DEFENCE DOCTRINE PUBLICATION

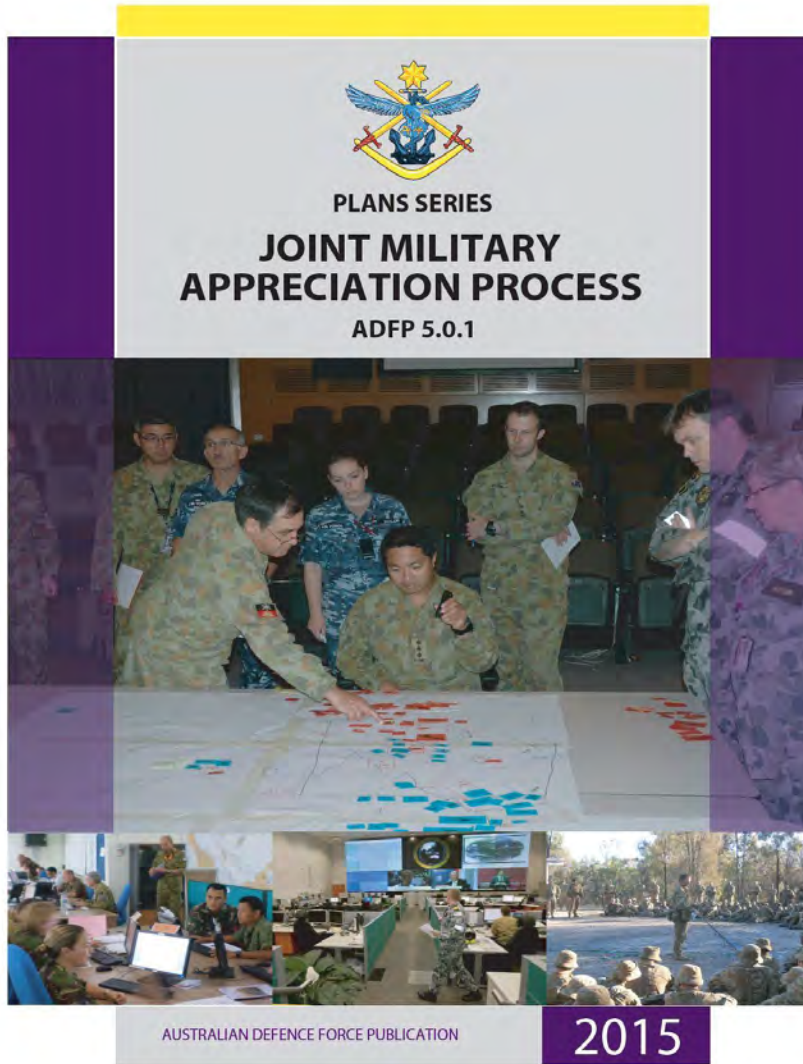
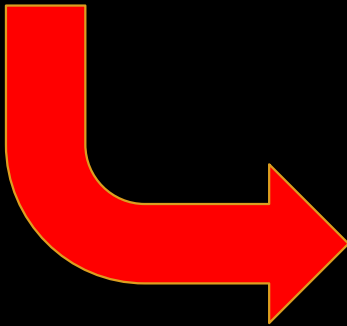
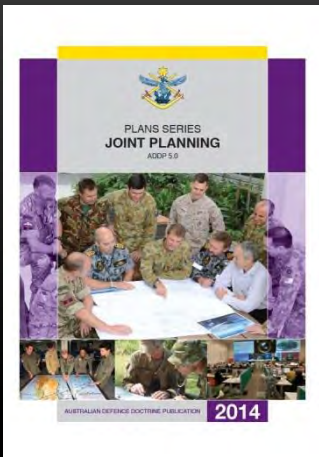
2014

“From a Staff College perspective it is a great improvement over the first edition because it has given us the cognitive framework to deal much better with complex planning problems.”

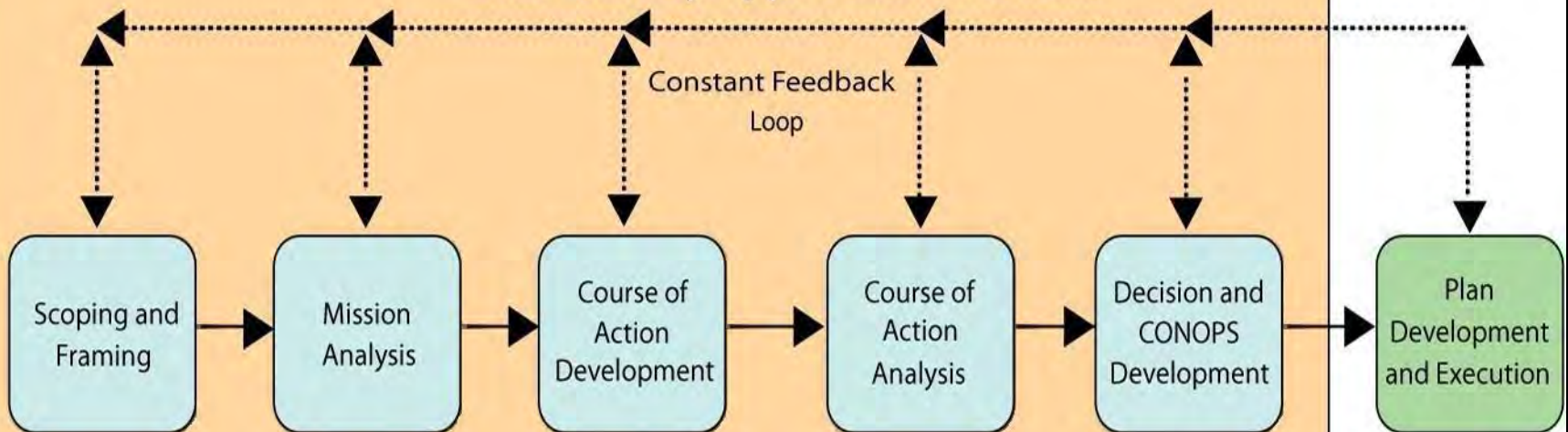
- Operations module instructor, Australian Command and Staff College

“Du point de vue d’un collège d’état-major, il s’agit d’une grande amélioration par rapport à la première édition, puisqu’il nous a donné le cadre cognitif pour résoudre plus aisément les problèmes de planification complexes.”

- Operations module instructor, Australian Command and Staff College

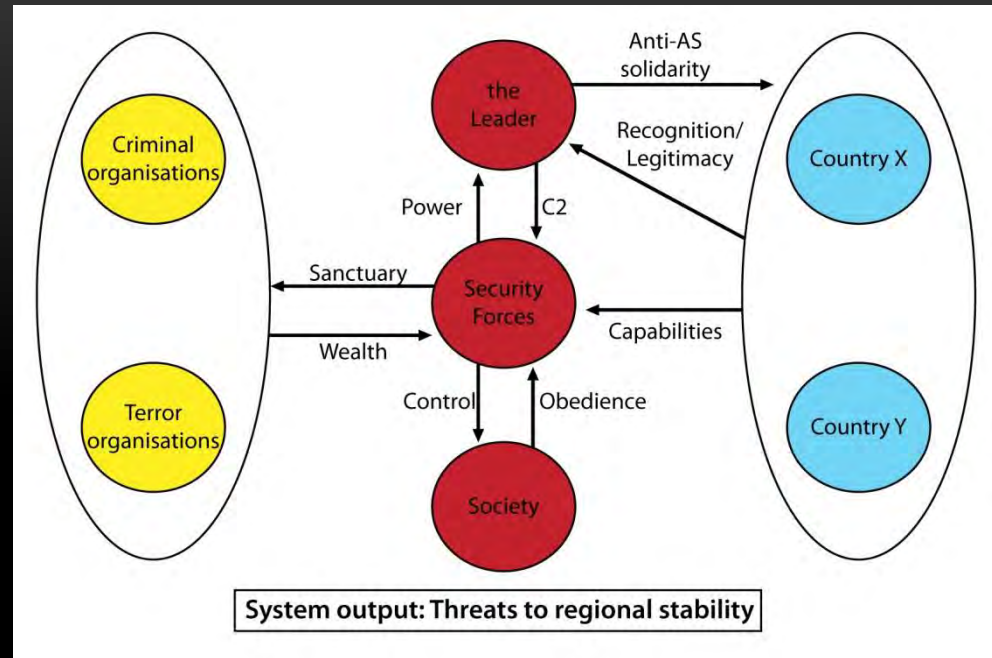


Joint Military Appreciation Process



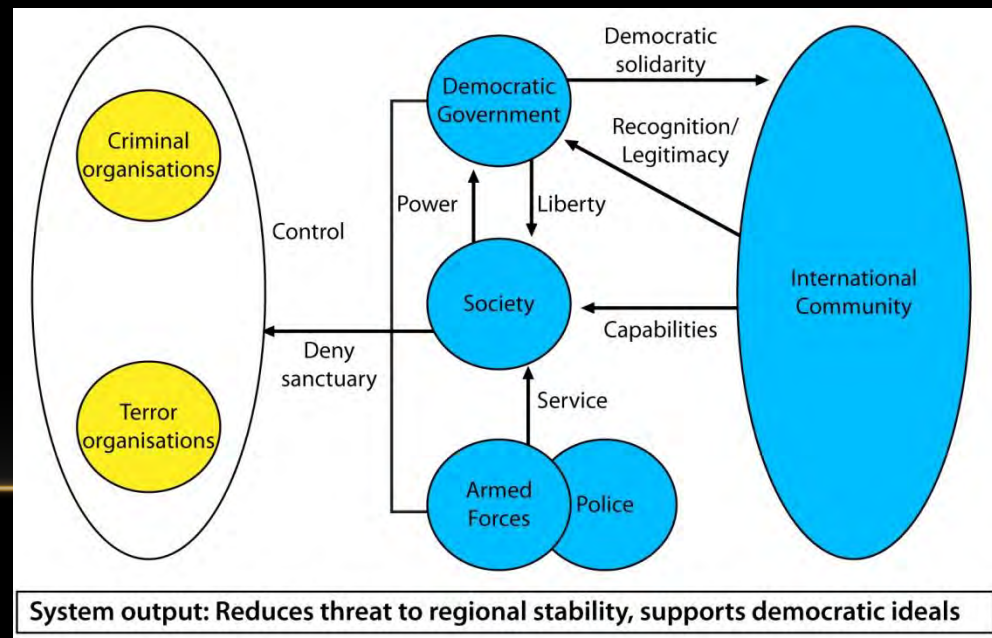
DESIGN THINKING IN JMAP

- Critical thinking
- Circularity during planning
- Scoping and framing
- Fictional narrative



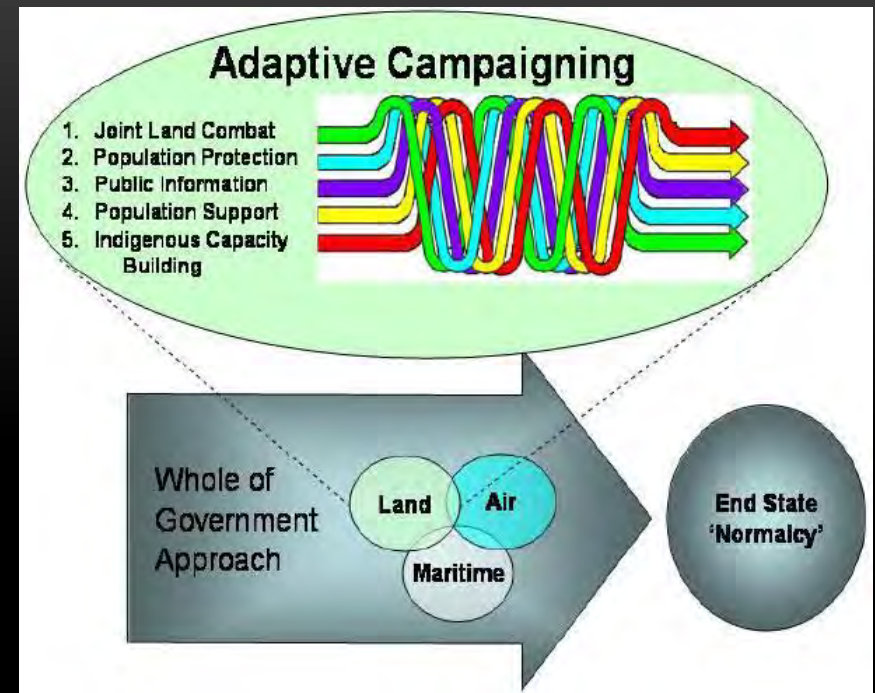
DESIGN THINKING ET LE PAI

- Pensée critique
- Circularité lors de la planification
- Portée et cadrage
- Narration fictive



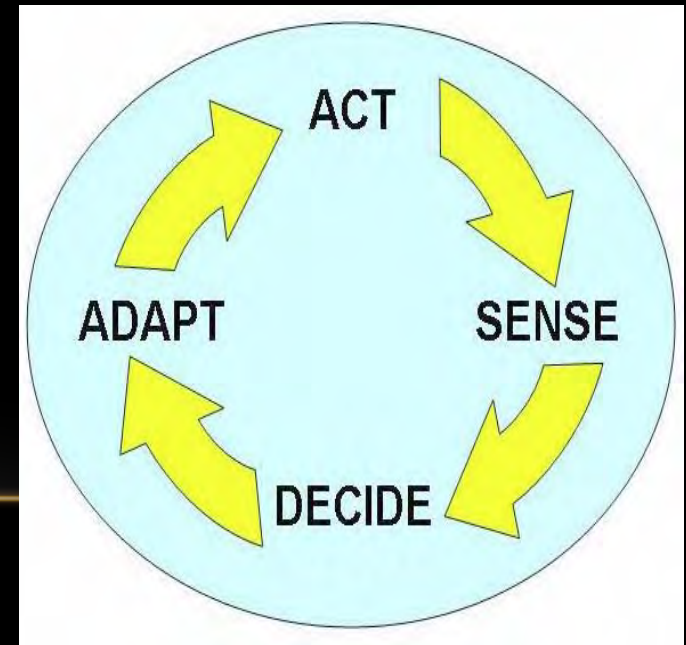
THE ADF AND DESIGN THINKING

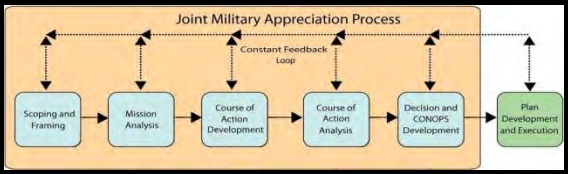
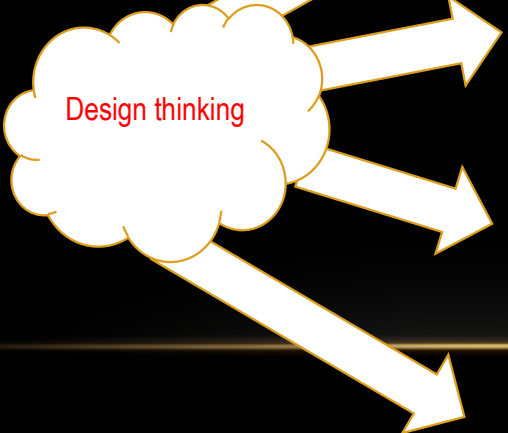
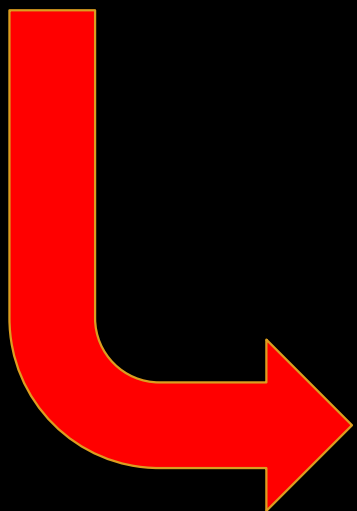
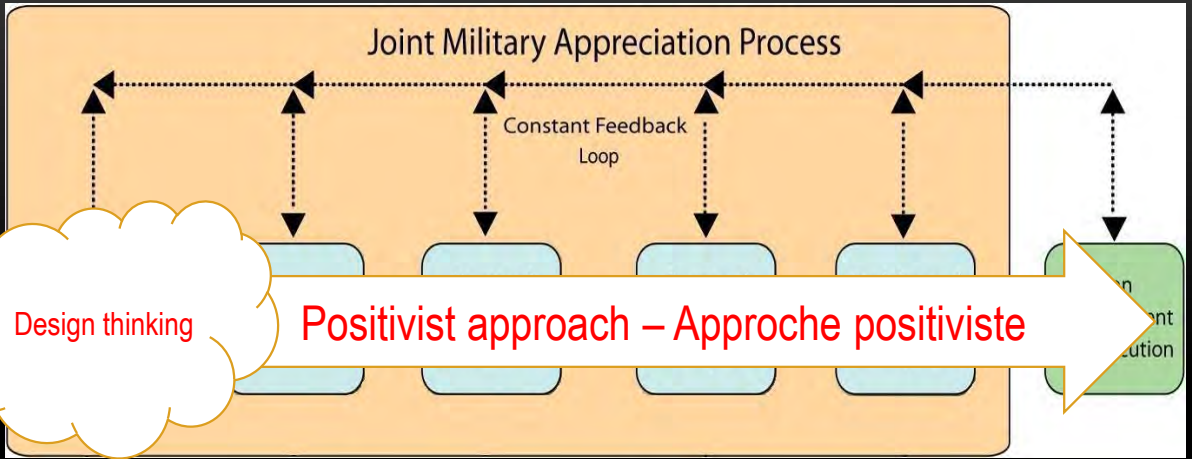
- Term 'design thinking' itself not used
- Purist vs. pragmatic approaches
- Links between JMAP and JPME
- Other ADF design thinking examples



LA FDA ET LE *DESIGN THINKING*

- Le terme "design thinking" n'est pas en soi utilisé
- L'approche puriste vs. pragmatique
- Liens entre dans le PAI et «JPME»
- Autres exemples de *design thinking* de la FDA.





QUESTIONS? QUESTIONS?