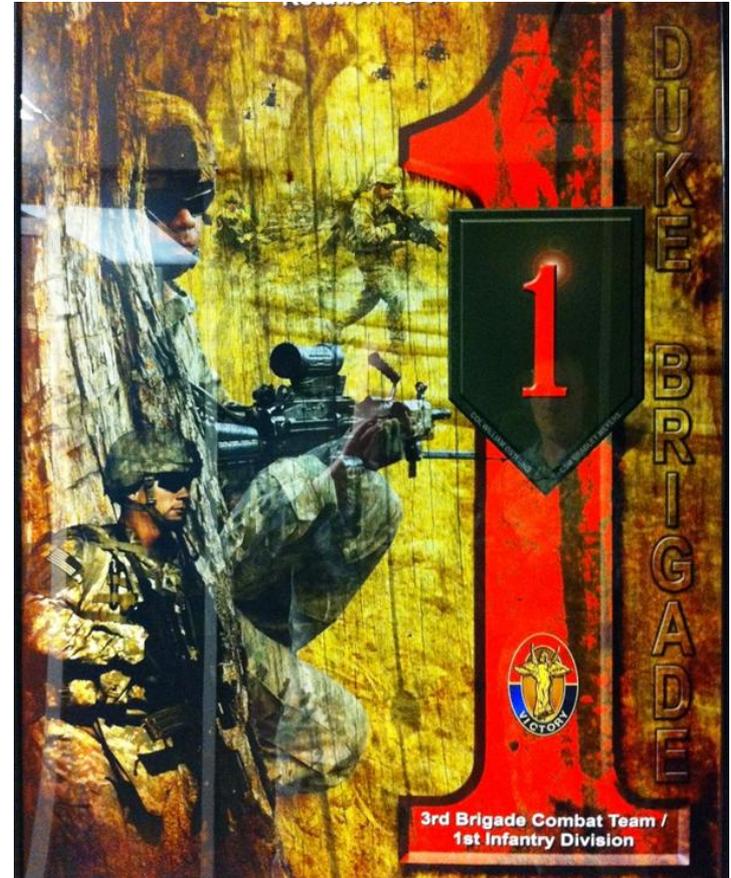


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# ***Deploy with Honor, Redeploy with Honor***

**COL Bill Ostlund**  
**[former] Cdr, 3-1 IBCT (L)**  
**“The DUKE Brigade”**

**31 Jul 14**

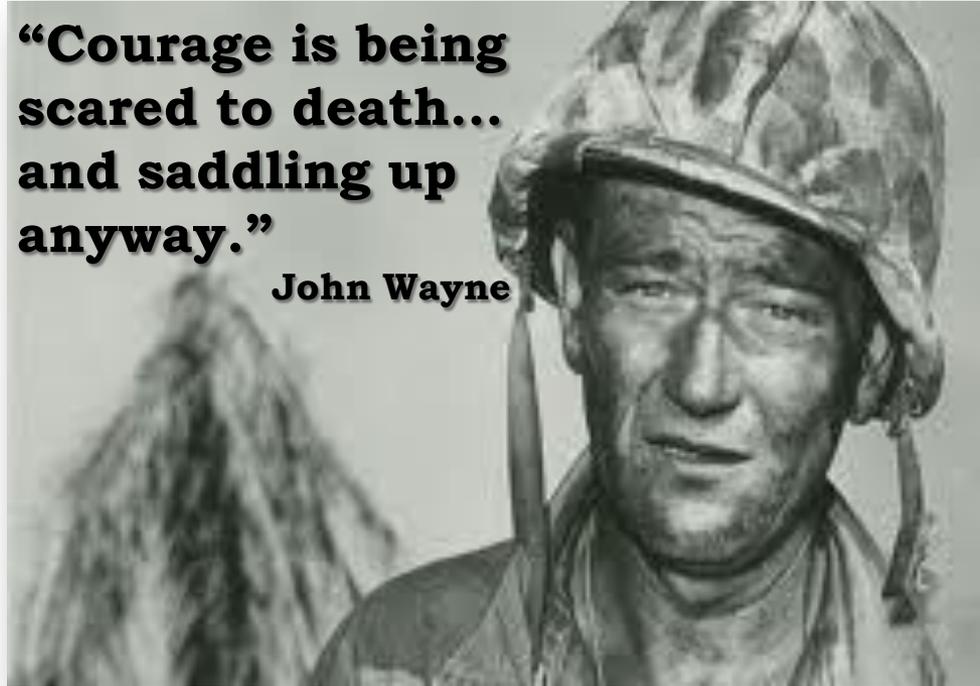


***What we do in life echoes in eternity...***

# Agenda

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- **3-1 IBCT (L) Context**
- **Training**
  - Design
  - MAPET
- **Mission Command**
- **Effects – Garrison**
- **Effects – Training**
- **Effects – Combat/OEF**
- **Final Thoughts**
- **Discussion**



**“Courage is being  
scared to death...  
and saddling up  
anyway.”**

**John Wayne**

# 3-1 Context

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- **3-1 History –**

- 2007 – from Germany to FHTX
- **2008 – OEF**
- 2009 – from FHTX to FKKY
- **2011 – OEF**
- 2012 – **WITA** (Women in the Army)
- **2013 – OEF**



- **Redeployed**

- **4 Day weekends – 47%'ers**
- **Communication was lacking**
- **7 pages of misconduct**, morale and discipline issues – **physical, mental, emotional, spiritual health in question**
- **Not Reset – *not prepared to train at R+180***

- **Geographically Separated from Division**

- 2012 – 1<sup>st</sup> ID Deployed; Training Guidance, Ambiguous Deployment
  - FORSCOM Commander Guidance – ***train as a decisive action BCT in an austere dispersed contested COIN environment; don't get distracted by rumors...***

# 3-1 Context

- **Enviably Unit History** located in a **Fantastic Community**
- **FKKY – Best Ranges and Range Control** East of the Mississippi – **no competition**
- **Recruited/Inbound Talent**
  - **CSM Brad Meyers**

- 
- **Training plan – traditional +**
    - + **DESIGN** – *Critical Creative Thought About Complex problems*
      - **Value intellectual acumen** (and intellectual stamina/integrity)
      - Seek and value disparate inputs
    - + **MAPET** – Proactively and Continuously **Do the Right Thing for the Right Reasons** – Vignette-based Training



# Readiness (Training) Methodology

## Foundation:

**D**uty  
**U**nrelenting  
**K**nowledge  
**E**thics

### BN Cdrs

- Mission Cmd
- ISR
- Fires
- MEDEVAC
- E-Resupply
- I2A
- CERP

## Methodology:

- **Army Design Meth** (ADRP 5-0, Ch 2)
- **Mission Command**
- **Scenario-driven Multi-echelon Tng**
- **Trust** – product of character, competence, and commitment – earned, recognized, and rewarded

## DUKE 6 – Priorities:

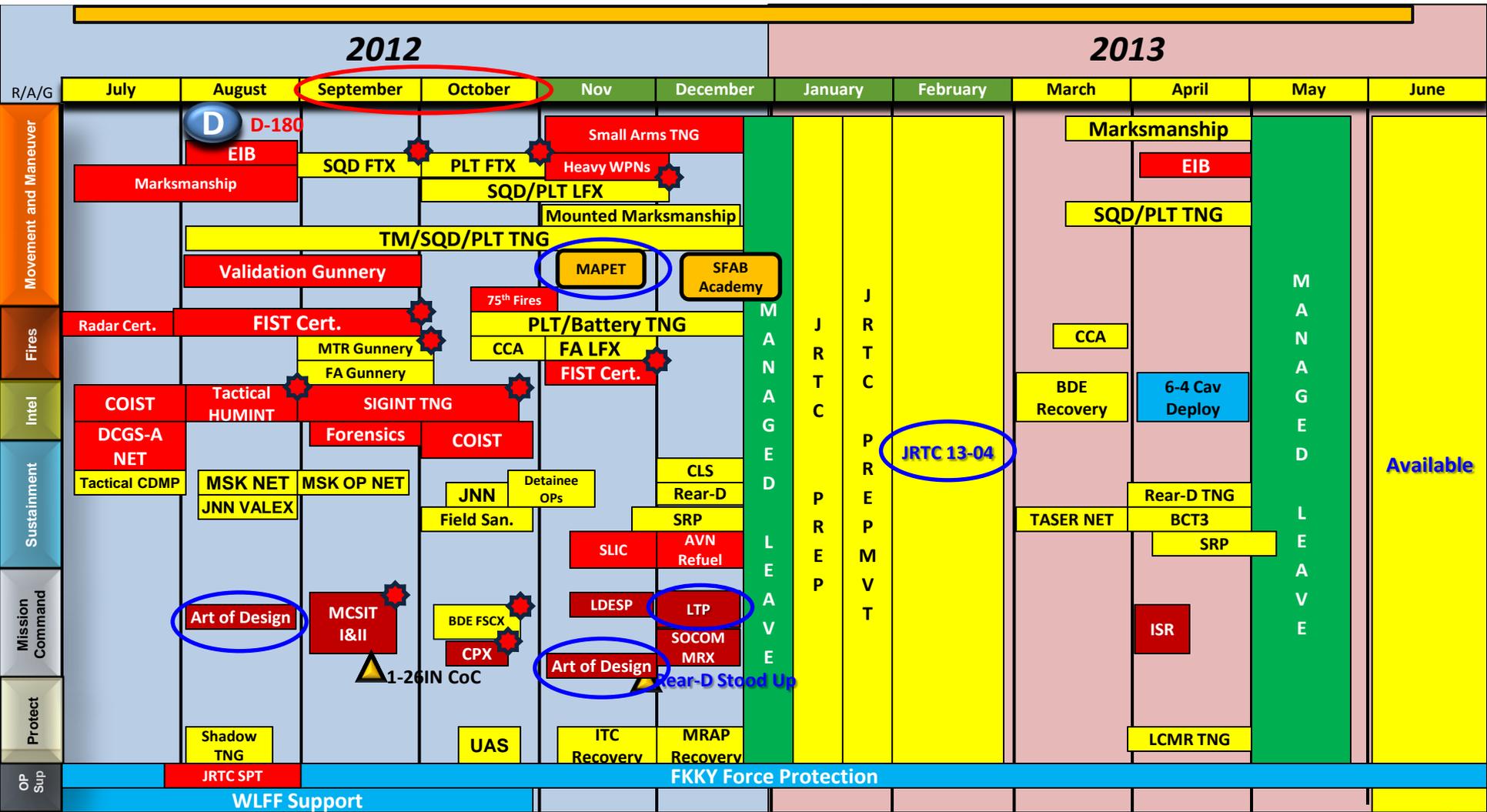
1. **Leader Training and Development**
2. **Mission Command**
3. **Allocating Resources**
4. **Intelligence Driven Targeting – F3EA**
5. **Inform and Influence Activities – I2A**
6. **Soldier Fundamentals – Big 6**
7. **Care for Soldier and Families**
  - **Red-Amber-Green**

## Big 6 – 3 Enablers:

1. **Discipline/Standards**
2. **Physical and Mental Toughness**
3. **Medical Proficiency**
4. **Marksmanship/Livefire**
5. **Crew/Battle Drills**
6. **Mobility** (Land Nav, Vehicles, AASLT)
  1. **Communication**
  2. **Safety/Accountability/Maint (SAMS)**
  3. **OPSEC**

*“What we do in life echoes in eternity...”*

# 3/1 IBCT Long Range Calendar



1. Movement & Maneuver
2. Fires
3. Intelligence
4. Sustainment
5. Mission Command
6. Protection



## Available

**LEGEND:**

- C2/STAFF
- INDIVIDUAL
- LEADER
- COLLECTIVE
- RESILIENCE
- HOLIDAY
- OTHER
- ★ Training Gate

# Design Methodology

*Design* is a methodology for applying critical and creative thinking skills to understand, visualize, and describe complex, ill-structured problems and develop adaptive approaches to solve them.

ADRP 5.0

Organizational Learning

Systems Thinking

Valuing Difference

Social Creation

Transformational Leadership

Strategic Mental Model

Environmental Space

Problem Space

Solution Space

Assessment Space

Adaptation Space

“**Design** Methodology is a Systemic Guide to Non-Predictive Decision Making”. *Steve Banach*

# Mission Command

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- ...exercise of authority and direction...using **mission orders** to enabled **disciplined initiative** within the commanders intent to empower agile and adaptive leaders...
  - Requires ***communication, trust, understanding, intent, disciplined initiative, mission orders, and prudent risk...***
  - ***Ownership*** – Good and Bad
- Educated, Trained, and Enforced **Design** as a ***complement*** to the planning process (MDMP/TLPs), which generated **mission-type orders** and led to **disciplined initiative w/in intent**
  - ***Critical, creative thought about complex problems***
  - Required for operations in an ***austere dispersed contested COIN environment***
  - Incorporated **MAPET-type** vignette based training into all facets of training – taught/trained the “**why**”



# Effects – Garrison

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- **Suicide, DUI, Indiscipline, Property Accountability – *threats to our Training Efforts / Readiness***
  - Incidents **fragment leadership** focus – create additional gaps/seams
  - **Cost** resources, dollars, and time
- **Design** – know ourselves – directed efforts
  - ***Environmental Space, Problem Space, Solution Space...***
    - Proactively “Reframe” in assessment
  - **Focus Groups** – great Soldiers, Indisciplined Soldiers, Command Teams (MAPET), Leaders, Civilians, Post Agencies, Spouses...
  - Outputs/recommendations ***dramatically curbed discipline issues*** – to include accountability – created leader buy in – **Design Culture**
  - Experience with and **confidence in Design**
  - ***Allowed 3-1 leaders to focus on training the force for deployment***



# Effects – Training

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- **FKKY** – Individual through Co FSCX (4 x iterations/Co)
  - Reset – “*either and...*” – *Battalion/Company-level leader buy in...*
- **JRTC**
  - Paid for Aviation TF to deploy/support JRTC
  - Planned, coordinated and paid for simultaneous **Pre-Mission Training with 2 separate SFGs** at two separate locations (FBTX/YTC) – dispersed Mission Command
  - **Commo** – HUB issues / no fiber – *critical/creative thought*
  - **No aerial resupply** – ground only w/1 x DOS – no interdiction
  - Recovered Hostage/POW
  - **IO/I2A** very effective
  - **Very low** – accident rate (no significant injuries), lost MILES, damage to equipment/maneuver area – *junior leader responsibility*
  - Turned back money to FORSCOM



# Effects – Combat

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*Deploy with Honor – Redeploy with Honor...*

BCT Effects Sustained

Mission Command

Disciplined Team Players

20% of Accidents

ANSF/GIRoA Effects

All-purpose vs. Niche Players

Brown on Blue

25% of Misconduct

Freedom of Action

DFAC, Gyms, MWR, Chapel

Downed Acft

No Sexual Assault

Targeting – F3EA / I2A

Pick-up Trash

IED Defeat

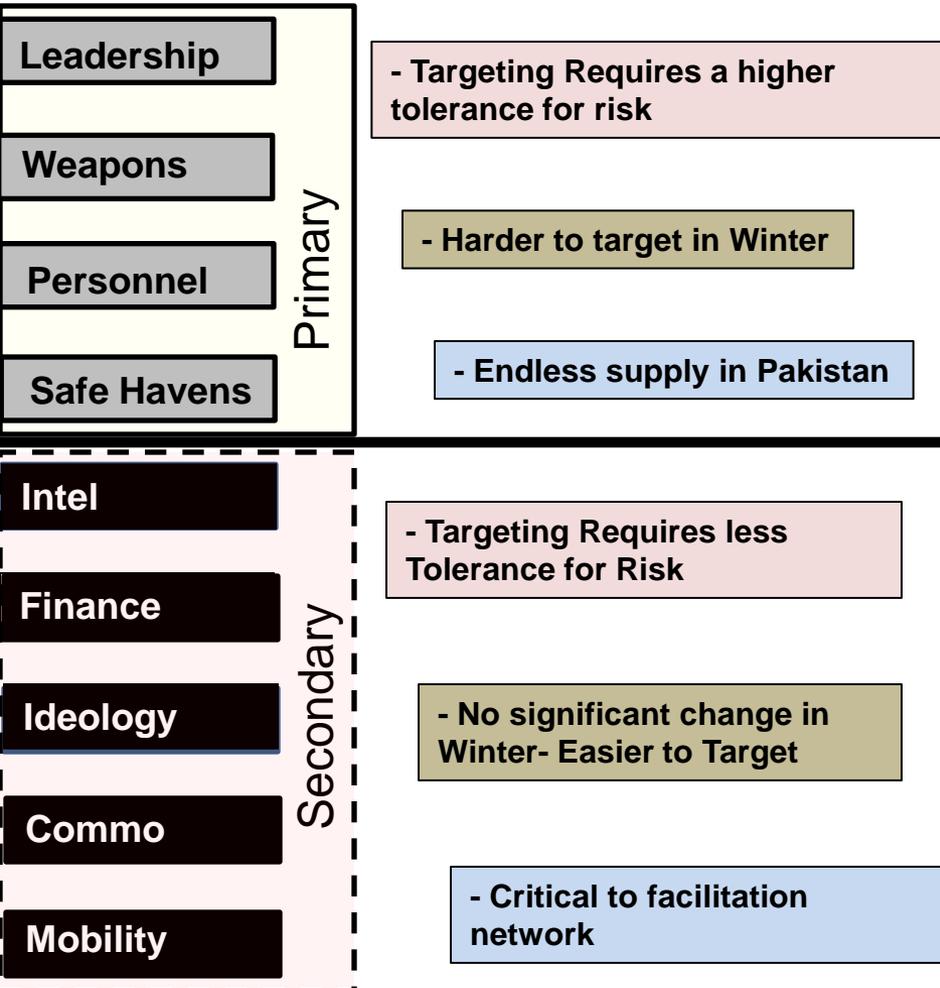
No Suicide

*What we do in life echoes in eternity...*

# Targeting – CTAF 9 Components of Network

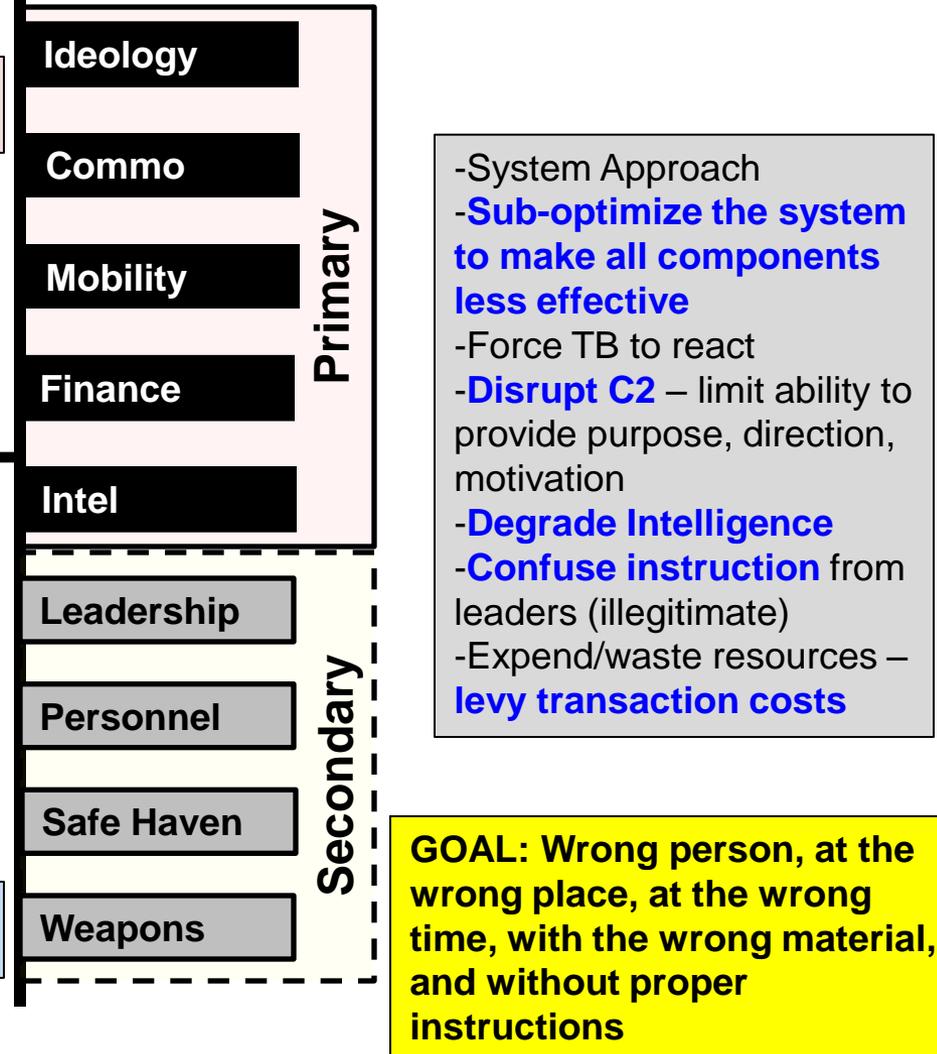
## Past Way of Thinking/Targeting

- Trying to be more effective at what we have done in the past



## DUKE Targeting

- Focus on what will have the greatest effect on the network



# Some Thoughts

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- **Prodigal Soldiers** – Professionals (w/responsibilities)
- **Discipline** – Integral to a Profession – School of the Soldier
  - Reiterate, Discuss, Continuous Example
  - **Strength and Respect** – self, peers, unit, family – Golden Rule +
- **Mission Command**
  - **Ownership/involvement** – Train, Trust, Support – shared responsibility
  - Communicate – Ops Process – Understand, Visualize, Describe, Direct, Lead, Assess
- **Design** – **critical creative thought** – complements MDMP  
Encourages/drives units to pool/value **intellectual acumen** – raise **organizational IQ**
- **MAPET** – credible quality teams touch each Brigade each year
- **Soldiers for Life** – Can we host our retired/former Soldier populations (COMREL) and **tell them “thanks”** and **this is what else we need** from each – support the Army, tell your story, recruit the best...?

# Discussion

