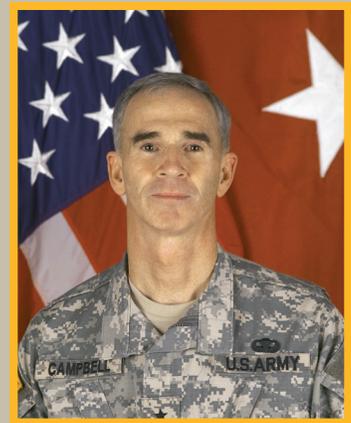




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Lifelong Learning

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he focus for this edition of the Army Space Journal is, “Tapping into Space: A How-To Guide.” This is an excellent follow up to the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command Training Conference held in September where attendees were able to listen and discuss presentations about Space, Missile Defense, and Cyber Operations with many of the leading Army experts in those areas. The discussions at the Command Training Conference provided ample opportunity to illuminate the myriad of issues that affect our core competencies of Space and Missile Defense as well as the new emerging domain of Cyber. This “How-To Guide” is another venue for examining lessons learned and is an excellent forum for adding to the collective body of knowledge.

“The Army, as a learning organization, harnesses the experience of its people and organizations to improve the way it operates,” FM 6-22, Army Leadership.

The Chief of Staff of the Army has stated that for the Army to maintain its agility, we must remain a learning organization by absorbing lessons learned and applying them to current and future problems. He further states that versatility is the central organizing principle of a balanced Army and begins with how the Army thinks.

We have a culture that builds on the experience of others and relies on Soldiers with critical thinking skills able to adapt quickly to unexpected situations in unfamiliar surroundings. This month’s Army Space Journal provides some of those experiences written by those at the tip of the spear.

The article written by United States Marine Corps Capt. Andy Lee and U.S. Army LTC Guy Burrow, Tactical Space: Lessons for the new FA40, provides new FA40s short, succinct rules that will help set the conditions for success. Their “Five Rules for New Tactical FA40s” is the kind of information young FA40s should copy and keep in their cargo pockets. Probably the most important line in the article discusses what it

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takes to be a good Space Operations officer, “a strong desire and dedication to learn and understand the science behind Space-related assets.” The key word is learn.

Another good article inside this edition is Floyd Light’s article about the Command’s Joint Friendly Force Tracking mission. The article provides a tutorial about JFFT that includes a historical background, the five basic functions that support the JFFT, and how it aligns with cyber and network operations. This important mission of identifying and tracking friendly forces provides better situational awareness for units and commanders thereby increasing command and control.

These and other articles in this edition of the Army Space Journal offer great professional reading. As our doctrine implies, being a professional means a commitment to lifelong learning. Three books I recommend adding to your professional reading list follow.

The Starfish and the Spider, by Ori Brafman and Rod A. Beckstrom. This is a superb book that discusses the power of leaderless organizations. Brafman and Beckstrom posit that decentralized organizations have a power unto their own and are difficult to overcome using traditional means. Much like the Spanish could not overcome the Apache nation because of the decentralized nature of the Apache society; it appears we find ourselves in a similar quandary in fighting Al Qaeda. As we adapt to the changing strategic environment; understanding the difference between a “spider” organization and a “starfish” organization, as described by Brafman and Beckstrom, may be critical.

The World is Flat, by Thomas L. Friedman. This is an excellent book about how technology has literally flattened the hierarchy of organizations and elevated individual empowerment. Friedman describes living in “Global 3.0” where it is, “less about

command and control and more about connecting and collaborating horizontally.” At our Command we are trying to flatten our own communication hierarchy through the use of programs such as SKIWeb. Removing layers of bureaucracy between the decision-maker and the information is risky and requires a certain amount of trust.

“Business @ the Speed of Thought”, by Bill Gates is the third book I recommend. Friedman and others write about how technology has flattened the usual hierarchy. Gates looks at the velocity of decisions because of technology. The speed at which technology can drive decisions has a quality of its own separate from the automation of processes, Gates writes. As we begin to understand Cyber operations within the Army, we will need to also understand the ramifications of decisions made at the speed of thought

These are three books for your suggested reading, but there are many excellent books available that can enhance critical thinking and expand your horizons. The important “take-away” is just to make time to read. By reading, writing articles and engaging in meaningful discussions about our profession we are able to grow as individuals and in turn increase the capabilities of our organizations.

I want to thank those who contributed articles to this edition of the Army Space Journal and encourage you to submit your own articles about topics that may be of interest to the community. This is your journal – use it.

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