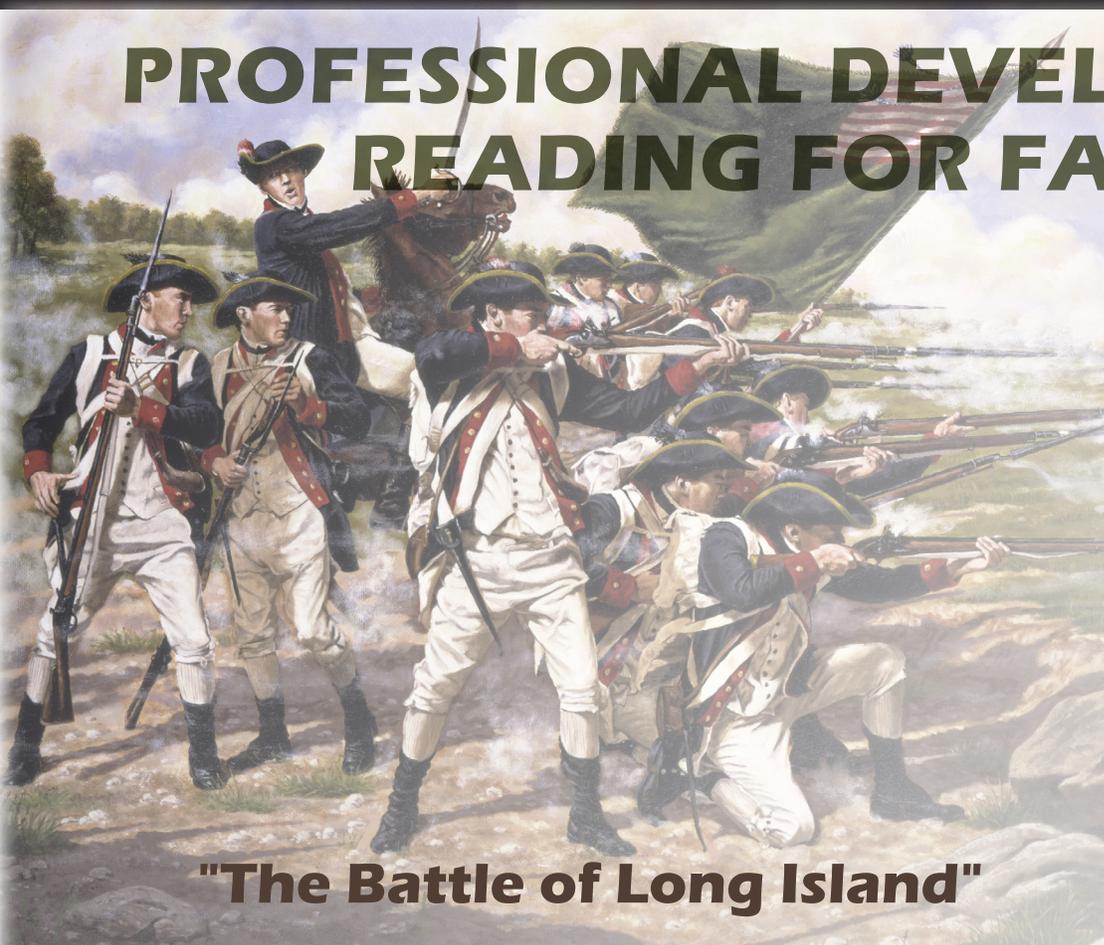


The Oracle

Volume 10 • 4th Quarter FY14

PROFESSIONAL DEVELOPMENT READING FOR FA50S



"The Battle of Long Island"

by Retired Colonel Michael Sean Tuomey

In the next few editions of *The Oracle*, I would like to publish some military history articles. These articles will look at the first battle of every major conflict the United States Army has fought, from the revolution to Vietnam. We may stray a little, looking at other conflicts and other battles. Since the theme of this edition of *The Oracle* is professional reading, I highly recommend all officers (not just FA50s) have "America's First Battles, 1776-1965" (1986) by Charles E. Heller (Lieutenant Colonel, U.S. Army Reserves) and William A. Stofft (Brigadier General, U.S. Army) in their professional library. I read this as a student in the Command and General Staff College (CGSC), now Intermediate Level Education (ILE). When I was on the faculty of the Army War College, I used this as a textbook in one of the electives I taught. This book consists of eleven essays by several military historians.

Read About It In
The Oracle

COVER STORY

Professional Development Reading—"The Battle of Long Island"

by retired Colonel Michael Sean Tuomey
Editor in Chief

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Professional Development Reading
by Lieutenant Colonel Kevin M. Klopčic

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by Major Jason Ison

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FROM THE EXECUTIVE AGENT: — — — — —



Maj. Gen. Robert Dyess
Director, FA50 Executive Agent

Fellow FA50s,

As we go into the fall season, this ORACLE edition will focus on developmental opportunities and FA50 growth.

First, in my last message I addressed the importance of broadening and professional development opportunities established specifically for FA50s. I would like for each of you to take advantage of these professional development programs that my Personnel Development Office (PDO) and the FA50 HRC Branch Manager are providing for you. These programs are essential in providing you a broader and more in-depth background in order to enhance your military career. But in order to maintain a level of broadening experience and give FA50s an opportunity to compete for these programs, we recently increased our total allocation for Advanced Civil Schooling (ACS) from two to ten slots for FY15. This increase in ACS slots will allow for more FA50s to attend school as part of their professional development. Please contact Ms. Campbell in the PDO for more details about these broadening education programs.

In addition to professional growth, over the next fiscal year we are working toward growing the FA50 Community in three major commands (First Army, Eighth Army and NORTHCOM). These three commands are where FA50s need to be in order to have a positive impact on the transition and challenges our Army is facing. All of this could not have been possible without your dedication and commitment.

Another example of professional development is what you can do on your own, which brings me to the focus of this edition of The Oracle – Professional Development Reading. Expanding your horizons includes “self development”. Consider some of the book recommendations from senior leaders which are really quite interesting. If you have a good recommendation, contact Mr. Tuomey in the PDO and provide a few lines on why it would be good read for an FA50.

Finally, I would like to welcome Brigadier General Daniel L. Karbler as our new Director of Joint Integration. Brig. Gen. Karbler comes to us from being the Commanding General, 94th Army Air and Missile Defense Command, Fort Shafter, Hawaii. Brig. Gen. Karbler will be a great asset and is a big supporter of FA50s.

In closing, I will like to reiterate how important FA50s are to our Army. Your contributions and professionalism during this challenging time is the hallmark of success. You have proven it at all levels.

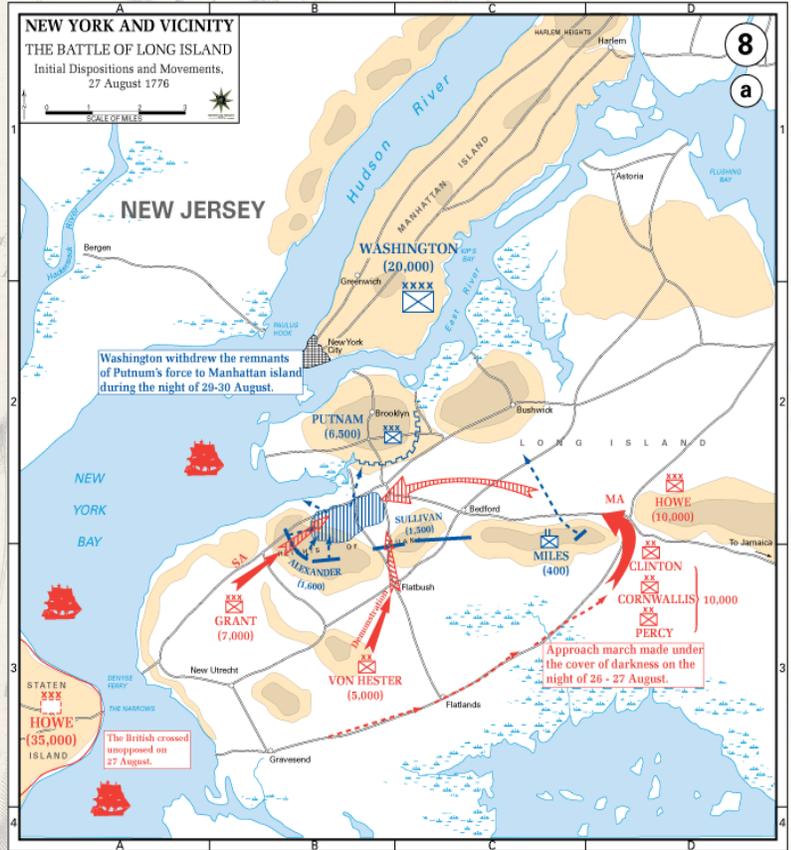
Major General Robert M. Dyess

MG Dyess
ARMY STRONG!

Long Island continued from cover

FA50s can benefit from this book because it takes a look at how America has prepared for war, how operations have changed over time, and, sometimes, looking at what occurred during the "inter-war" years. FA50s can apply lessons learned from this book, even as far back as 238 years ago.

Colin S. Gray once said "War and Warfare will always be with us: it is a permanent feature of the human condition. War is a social institution and warfare is a social activity." (Colin S. Gray, 2005, *Another Bloody Century: Future Warfare – Another great read for officers*.) I believe the nature or character of war has not changed in more than 650 years. What changes is warfare; not war. The nature or character of war remains unchanged but the "form" of war changes. As Force Management Officers, we know these changes in warfare can be as a result of the threat, the environment, the global economy; many, many factors, all of them beyond our control. Sometimes changes in warfare are manifested in a materiel solution...sometimes not. Yet, as Force Managers, nobody in the Army knows how to address these changes, and prepare for war better than us. History holds the key. So, now, we start with the American Revolution...



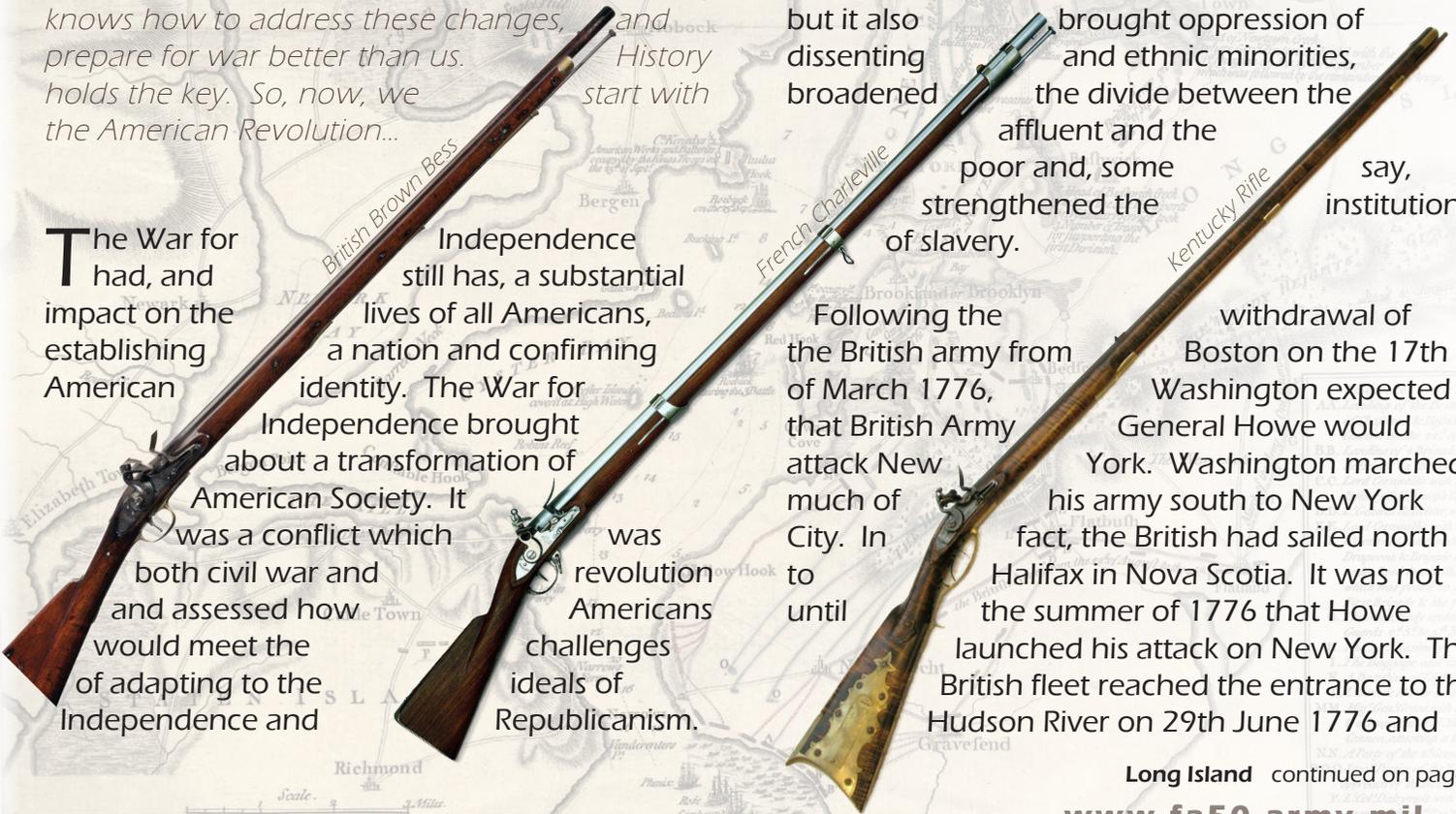
The war effected political reconstruction and brought economic self sufficiency and expansion, but it also brought oppression of dissenting and ethnic minorities, broadened the divide between the affluent and the poor and, some say, strengthened the institution of slavery.

Following the withdrawal of the British army from Boston on the 17th of March 1776, Washington expected that British Army General Howe would attack New York. Washington marched his army south to New York City. In fact, the British had sailed north to Halifax in Nova Scotia. It was not until the summer of 1776 that Howe launched his attack on New York. The British fleet reached the entrance to the Hudson River on 29th June 1776 and

The War for Independence had, and still has, a substantial impact on the lives of all Americans, establishing a nation and confirming American identity. The War for Independence brought about a transformation of American Society. It was a conflict which both civil war and revolution assessed how Americans would meet the challenges of adapting to the ideals of Independence and Republicanism.

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Long Island continued from page 3

Howe landed on Staten Island on the 3rd of July. The American Congress declared independence the next day.

English reinforcements began to arrive from Britain and Major General Clinton arrived from his abortive foray to Charleston, South Carolina. Washington had built artillery batteries on



The Oracle is the quarterly newsletter published by the U.S. Army's FA 50 Personnel Development Office (PDO). Its purpose is to discuss FA 50 specific issues, exchange ideas on how to better the community, and keep us all informed.

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Manhattan Island and Long Island to prevent the British fleet from penetrating past New York. Of his 18,000 men, Washington had positioned around 11,000 in fortifications on Brooklyn Heights, facing the sea and inland, to defend the approach to Manhattan. **Washington had split his force.** The force on Long Island was commanded by Major General Israel Putnam. Like many officers in the Continental Army, Putnam had served through the French and Indian Wars. He was a tough and popular man, but elderly and of limited ability in a high ranking command.

Part of the American force held the fortified area along the East River shore with their backs to the East River, while the main body had taken up positions along the high ground inland on Long Island known as the Heights of Guan or Gowanus Heights. This ridge, approximately four miles long, was rough terrain back then and provided for bad communications between American forces.

On the 22nd of August, the British forces landed on Long Island at Gravesend Bay, to the south of the American fortifications and the Gowanus Heights. The British landed with 15,000 troops, forty cannon – and they landed quickly – within a matter of hours. One Continental Army officer remarked that the landing had appeared as if it had been rehearsed. During their nearly two months on Staten Island, the British did nothing but prepare for battle. They built flat bottom landing craft. When the time came, they crossed almost three miles of open water unopposed. As they marched, the British saw the affluence of Long Island. They saw the rich orchards and the plentiful fields and crops. The British were even surprised to see lovely farm homes and estates. They saw all of this to be at the expense of the crown, and it only made them hold the Americans in even greater contempt. The British already considered us cowards and traitors.

Long Island continued on page 5



One of the iconic images of the American Revolution, "The Death of General Warren at the Battle of Bunker Hill, June 17, 1775" was painted by John Trumbull in 1786 and resides in the museum of Fine Arts, Boston.

But the British soldier then was not that much different than the Continental Army Soldier. Of course, the British troops were better trained and better equipped. They were the greatest Army on the face of the earth during this period. But, most of the British troops were from rural areas of the British Isles, just like the American soldiers. The British Army had not seen combat for more than a decade prior to this action. Many of the British soldiers at the time were not combat veterans. The British soldier had regulations, and therefore discipline. The Americans had nothing of the sort until Valley Forge when Baron von Steuben made warriors out of them. The Army was a way of life to the British soldier. Just like today, the loyalty of the

British soldier to his regiment was paramount, very strong. In the final analysis, we know the reason soldiers fight is for each other.

As a result of this landing, there was great misinformation and disorder. We all know the term "rabble" as applied to the American Army at the time. Well, in this case, the American Army was a rabble and it was especially unprepared and unruly. The Americans had a disregard for authority (probably thanks to British rule) and they did not take the potential for military operations seriously. The Americans had never experienced the horrors of battle. The British, on the other hand, were professional soldiers.

MESSAGE FROM THE PDO CHIEF



Lt. Col. Stephon Brannon
Chief, FA50 Personnel
Development Office

Teammates;

The theme for this edition of The Oracle is professional development reading. I hope you enjoy and find interesting the material in this edition. If you have any recommendations on books for our community, please contact Mr. Tuomey in the PDO. Make a recommendation on a book our population should read and should have in their professional library. Please include a few lines explaining why you think this is a good book for our officers.

As we go into the fall I am glad to say we are continuing our commitment to provide professional growth experiences across the FA50 Community. Recently you were notified about submission of packets for the different broadening opportunities. The suspense for your submission to HRC is 17 October 2014. Please take advantage of these opportunities and ensure you submit your packets on time. Questions concerning these packet submissions should be directed to Ms. Patsy Campbell or our HRC branch manager, Major Jason Ison.

As the Army continues to change and face many challenges, FA50s are making a positive impact on senior leaders decisions that influence those changes. We continue to provide FA50s in positions to support all Army Commands. This is where I need your assistance. To continue our success, please contact us of any structural changes that may impact FA50 positions.

And finally, I ask that the FA50 Community join me in congratulating the following FA50 officers on their selection to Colonel.

Christopher Reid

Willie Roseman

Theodore Thomas

This is a great accomplishment and it is an opportunity for our officers to continue their success by promoting the expertise and experience of what an FA50 can provide to the leadership. Great Job!

As you know there will be many challenges in FY15. These challenges will demand our very best seasoned and experience officers. So I will ask that you continue to strive for success.

ARMY STRONG!

A handwritten signature in black ink, appearing to read "Stephon Brannon".

Chief, FA50 Personnel Development Office

Long Island continued from page 5

General Washington had no cavalry, spies or informants. The British had all of the above to include loyalists. General Washington's inexperienced staff told him that the landing was a feint. His staff told him, and he believed that the main effort would be Manhattan. And, he was told the force that was landing was only 8,000 or 9,000. Washington initially dispatched 1,500 troops. As the operational picture became clearer to the Continental Army leadership, more forces crossed the east river into Brooklyn. Suffice it to say, our initial response was not decisive.



"The British fleet in the lower bay" depicts the invasion fleet under Admiral Howe assembling in lower New York Harbor off the coast of Staten Island in the summer of 1776, in preparation for the Battle of Long Island.

Four days after the landing, on the 26th of August, in the middle of the night, the main body of the British troops marched north-east along the line of high ground held by the Americans to begin their attack. The British marched 10,000 troops more than 9 miles through Jamaica Pass, a 6-hour forced road march, with full battle gear. The column itself was 2 miles long. With loyalist farmers to guide them, the assault force made its way to the pass and crept into the rear area of the American forces with out detection. Information, to include excellent reconnaissance by the British, had revealed that

the most northern of the three roads across the high ground was not guarded. The British even used deception in conjunction with their offensive. They left their tents and campfires in the plains to the south of the American positions so the Americans would think they were still encamped. The signal to attack was an opening volley of British artillery on American targets. The first battle of the American Revolution began at approximately 9 o'clock in the morning, on August 27th, 1776. And the Americans were already outflanked.

Howe took his troops over the road and was enabled to attack the left and center American divisions commanded by American Generals Chester and Sullivan while German Hessians under Von Heister attacked in front. Sullivan's troops were forced to leave their positions in the center of the American lines with much loss and retreat behind the main Brooklyn fortifications. Chester's troops on the American left flank were almost surrounded and nearly annihilated.

On the right of the American position, British Commanders Clinton and Grant had attacked with a smaller force. General Stirling and his American forces resisted for some hours until the British appeared in their rear from the other flank. His force then fell back to the fortified line as well. The situation looked pretty grim for the Americans.

However, before I go on, I want to make something perfectly clear. Since I'm from Maryland, I've got to reinforce this. If you take anything with you today, know this; The Maryland troops volunteered to stay. The Maryland soldiers not only continued to defend Long Island, they attacked. They attacked headlong into the redcoats. They almost broke through. What bravery! General Washington was heard to say, "Good God, what brave fellows I must lose!" as he watched the Maryland forces. But, it was not to be.

Long Island continued on page 10

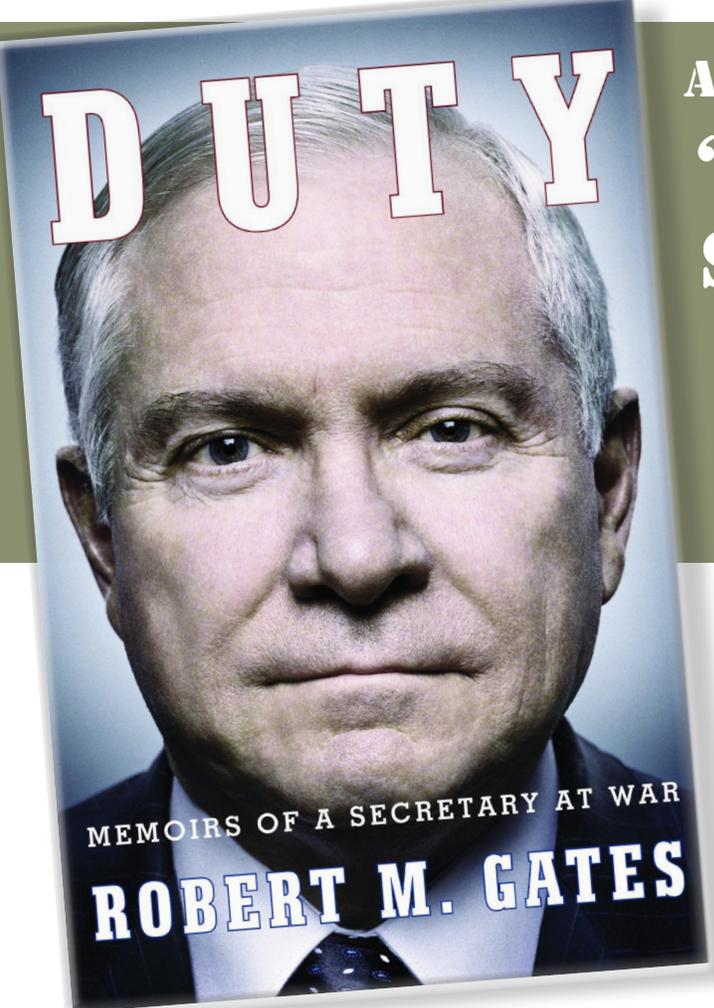
DUTY

AN FA50 BOOK REVIEW:

“DUTY: MEMOIRS OF A SECRETARY AT WAR”

BY ROBERT M. GATES

Reviewed by Colonel Timothy S. Burns
Joint Requirements and Assessments
HQDA, G-8, Force Development



MEMOIRS OF A SECRETARY AT WAR
ROBERT M. GATES

I did not choose "*Duty: Memoirs of a Secretary at War*" by Robert M. Gates because it gave a personal history of events over the last several years (events in which we all participated), but because this book is all about working with people from multiple organizations, each with their own opinions on what is right and guiding them toward a common solution. Secretary Gates talks about fighting several wars;

Operation Enduring Freedom, Operation Iraqi Freedom and the war in We (FA50s and CP26s) are problem solvers and in doing so must understand all the view points, follow all the threads and provide well thought out

This book is a personal account from Secretary Robert Gates from the day he was sworn into office, to the day he departed. In my opinion, Secretary Gates was the best Secretary of Defense I have served under, not just because he was not his predecessor (as Secretary Gates bases his popularity), but because of the way he approached the various complex issues facing our Nation, to provide well thought out recommendations to the President. His reputation as a careful, conservative and consensus-oriented leader allowed him to cross political minefields and serve as defense secretary under both presidents Obama and George W. Bush.



"Robert Gates, official DoD photo portrait, 2006" by Monica King, United States Army - Department of Defense. Licensed under Public domain via Wikimedia Commons

Memoirs continued on page 9

recommendations with limited emotion to our leadership. As problem solvers we are often asked to assist outside of what we may consider core Force Management tasks. A personal example of this was planning and executing the reduction of forces in Iraq from 100K+ to 50K. To provide sound recommendations as the staff lead for this effort, we coordinated with the US Embassy in Iraq, US AID, USF-I, and all the DoD elements (CENTCOM, JFCOM, OSD staff and HQDA Staff), all with different understanding on what needed to be done and all with what they saw as the correct solutions. This challenge took me well outside of FA50 tasks and involved coordination and consensus building from the President's staff to inner Agency staffs to all of DoD. Secretary Gates faced complex issues that were compounded with political party views, staff inertia (including his own OSD staff), personal agendas and a bureaucracy that appeared to show little concern for the individuals in harm's way.

By reliving history through "Duty: Memoirs of a Secretary at War" by Robert M. Gates, FA50s and CP26s will learn new techniques to better approach the tough issues we are asked to resolve, understanding how to better build consensus across organizations, while guiding them toward a common goal. 🧩

Colonel Tim Burns was born and raised in Great Falls, Virginia. He earned a BS in Juvenile Justice from Virginia Commonwealth University and an MS in the National Resource Strategy from the Eisenhower School. He was commissioned a Second Lieutenant in the Infantry through the ROTC program at the University of Richmond. Tim moved into the Functional Area 50 career field and has served in multiple positions on the Army Staff including; HQDA G3 as a Command Manager for TRADOC, USAREUR and Joint / Defense; HQDA G8 as the Soldier Team Chief; on the Under Secretary of the Army's staff as a Division Chief for the Office of Business Transformation and back on the HQDA G8 staff as Chief of Army Programs and Priorities and currently as Chief, Joint Requirements and Assessments. Colonel Tim Burns' awards and decorations include the Legion of Merit (Oak Leaf Cluster), Defense Meritorious Service Medal (Oak Leaf Cluster), Ranger Tab, Master Parachutist Badge, Pathfinder Badge and the Expert Infantryman's Badge. He is married to the former Kira M. Hazen and has two sons, Mathew and Christopher and one daughter Skye.

Smart Quote:

War is an ugly thing, but not the ugliest of things. The decayed and degraded state of moral and patriotic feeling which thinks that nothing is worth war is much worse. The person who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself.

–John Stuart Mill

Long Island continued from page 7

It was Maryland troops who covered the withdrawal of the Continental forces back to the revetments on Brooklyn Heights. It was the Marylanders who saved the day. This is why Maryland is called the "Old Line State". It has nothing to do with Mr. Mason or Mr. Dixon. It has nothing to do with prohibition. It was America's First Battle, The Battle of Long Island, where General Smallwood's "Maryland Line" withstood the onslaught of the British invaders. Marylanders gave this infant nation and her fledgling Army a chance to live and fight another day.

On the 28th of August, Washington brought reinforcements from New York, but with the increasing threat from the Royal Navy he withdrew from Brooklyn on the 29th of August. With the help of boatmen from Massachusetts, and under the cover of darkness, Washington escaped Brooklyn with approximately 9,000 troops during the night of the 29th; crossing the East River, back into Manhattan. It is said that only one soldier drowned. What an incredible operation! The British may have had some tricks up their sleeve, well; it appears we had some tricks of our own. When the British attacked the redoubts the next day, the fortifications were empty. Howe failed to interfere with the withdrawal. Severe weather may have played a role. On the 15th of September, Washington was forced to leave New York. Again, Howe failed to interfere with that withdrawal. Howe lost the opportunity to capture or destroy General Washington and much of the Continental Army. Washington was forced to conduct a fighting withdrawal to the Delaware River where he later wintered at Valley Forge.

British casualties on Long Island were around 400 while the Americans lost around 2,000 and several cannon. The Battle of Long Island was a resounding American defeat. The Battle of Long Island and the subsequent loss of New York was the worst period of the war for Washington and

the American cause of liberty. Afterwards, morale in parts of the Continental Army collapsed and whole companies deserted. Yet, I think, it is the mark of a truly great leader, the mark of a great Army and the mark of a strong and determined nation to recover from such a disaster.

What are some of the force management implications of this, our first battle as an army? I think it is tough to say. There was no American army before this. There was nothing to compare it to. Prior to this battle, there was some militia activity. There were the "engagements" at Lexington and Concord. But, technically those were not battles and we were not an Army yet.

In my lectures at Carlisle Barracks, I used our acronym DOTMLPF as a framework for the force management analysis of the battles. In this case, the doctrine and organizational structure were similar. The American army used the British army as a model. American officers were trained and experienced with the British Army. There is no doubt that the British were better trained and equipped. It is very interesting how "deception" was used by both sides. The Americans had the home court advantage but still lost. And, it seems that General Washington was not ready and almost lost this gamble. At this point, General Howe is a far more competent officer. Subsequent battles show Howe's aptitude. Although Howe made some mistakes here too – mainly a lack of pursuit. Perhaps that was due to arrogance? But, Washington learns very well. And what Washington learns is that he cannot win going toe to toe with the British army. He must use his resources in a defensive, "war of posts". A protracted conflict that will drain the British economy and the British will.

I am interested to hear your analysis of the Battle of Long Island, especially from a force management perspective. With your permission, I'd like to print your brief analysis in the next

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The surrender of Lord Cornwallis at Yorktown marked the end of the Revolutionary War. This painting by John Trumbull, painted 1819-1820, is 12-feet by 18-feet and hangs in the rotunda of the U.S. Capitol Building.

edition of The Oracle. Something as brief as a paragraph would be fine. In the next edition, we will look at your comments on this battle and also take a look at the Battle of Queenston Heights, the first battle of the War of 1812. 🧩

Sean Tuomey was born in Washington, D.C. and raised in Potomac, Maryland. Upon graduating from The Citadel in Charleston, S.C., he was commissioned a Second Lieutenant in the active Army Field Artillery. He has served as a brigade commander twice and as a battalion commander with more than 17 years of command time overall. He has served as a Faculty Instructor at The U.S. Army War College

and he also served as adjunct faculty at The National Defense University. He holds a Master of Public Administration/Public Policy from Illinois Institute of Technology and a Master of Strategic Studies from The U.S. Army War College. Sean currently works as a strategic communications program manager in the FA50 PDO. Sean is married to the former Kimberly Anne O'Connor of Manalapan, New Jersey. Sean and Kim reside in Alexandria, Virginia.

MICHAEL LEWIS

TWO FA50 BOOK RECOMENDATIONS: “MONEYBALL: THE ART OF WINNING AN UNFAIR GAME”

BY MICHAEL LEWIS

&

“TOO BIG TO FAIL: THE INSIDE STORY OF HOW WALL STREET AND WASHINGTON FOUGHT TO SAVE THE FINANCIAL SYSTEM- AND THEMSELVES”

BY ANDREW ROSS SORKIN

Two reviews by Colonel Brian S. Halloran
Plans, Strategy and Policy
HQDA, G-8, Force Development

First is Moneyball: The Art of Winning an Unfair Game by Michael Lewis (going off of Lieutenant Colonel Kokpto's observation that FA 50s don't read enough (which I agree with), they could also watch the movie). What I took out of it was more than just doing more with less in an era of declining

resources; it was looking at different ways to solve a problem. It is natural for people to want to draw from personnel experience, but we should put as much, if not more, effort into figuring out other ways to attack the problem, ways that we can actually execute. A big issue the Army is currently facing is that for the last 12 years we have been solving operational and tactical problems with materiel solutions; we can no longer do that, so we need to look at different concepts, different force structure and different ways to accomplish our mission.

Too Big continued on page 14

Second is *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System-and Themselves*, by Andrew Ross Sorkin (the HBO movie is also worth watching). The book gives an overview of the financial crisis of 2007-2008 from the beginning of 2008 to the decision to create the Troubled Asset Relief Program (TARP). It tells the story from the perspectives of the leaders of the major financial institutions and the main regulatory authorities. I think there are two main themes for FA 50s, and leaders in general. The first is that there are specific systems / problems that some see as internal to some organization (in this case, the investment banking industry) that have the ability to derail the bigger organization, in this case, the U.S. economy. So who is looking at the overall picture (Federal Reserve and Department of the Treasury), and what actual authorities do they have to regulate or influence. An Army example of this would be the implementation issues the Army is having with LMI, they are charged to be the lead materiel integrator, but they don't have the authority to direct ACOMs to do internal lateral transfers; which is degrading the equipment readiness of the entire Army. The second theme for FA 50s / leaders is waiting too long to solve the problem. There is a line in the book and movie where the Treasury Secretary Hank Paulson says "We're late, we've been late all along".

Anticipating problems and strategic shifts are what we as FA 50s need to do.

We've got to get our Army the right structure, with the right equipment when it needs it, not after the fact. 🎲

Colonel Brian Halloran was raised in Massachusetts and is happily married to Elizabeth Tiezzi. He is a 1991 graduate of the United States Military Academy. Upon graduation, he was commissioned as a Second Lieutenant in the Field Artillery. During his 23 years of service, Colonel Halloran has served in operational assignments the Third Infantry Division (both in Bamberg, Germany and Ft. Benning, Georgia), the Second Infantry Division in the Republic of Korea and in the Combined Security Transition Command, later NATO Training Mission Afghanistan. He has also served in positions of leadership in the Headquarters, Department of the Army Staff in both the G-8, and the G-3. Colonel Halloran holds a Bachelor's Degree in Management from West Point, a Master of Science Degree in Workforce Training and Development from the University of Southern Mississippi, and a Master of Arts Degree in National Security and Strategic Studies from the Naval War College.

"Photos From the Field"



*USFOR-A / ISAF Force Managers at ISAF-HQ, Kabul:
L-R Lieutenant Colonel John Duda, COL John Jones, Capt
James Harris (USAF), Maj. Cody Bredengerd.*

John A. Duda photo

ANOTHER FA50 BOOK REVIEW:

“SWITCH: HOW TO CHANGE THINGS WHEN CHANGE IS HARD”

BY CHIP HEATH AND DAN HEATH

(New York: Random House 2010)

**Reviewed by Lieutenant Colonel Kevin Kloplic
IAMD Requirements
HQDA G-8 Force Development
Joint Assessment Division**

CHIP HEATH & DAN HEATH
THE BESTSELLING AUTHORS OF **MADE TO STICK**

Change is difficult in any organization – even more so in an organization as set in its ways as the United States Army and in the Pentagon. One only has to sit through any meeting to determine that methods and processes do not change over time. When changes are recommended, the recommendation is met with much grumbling and gnashing of teeth. Co-authors and brothers, Chip and Dan Heath have hit a home run with their third book, *Switch, How to Change Things When Change Is Hard*. The two educators have developed a unique way of addressing and effecting change in an organization.

Psychologists have discovered that our minds

are ruled by two different systems—the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. With this as the starting point the authors go a step further. They use the theory/example of a person riding an elephant along a path with the person being the rational mind, the elephant being the emotional mind, and the goal being at the end of the path. Appealing to one of the three may result in a however, appealing to more than one can result in change occurring more rapidly and remaining in effect. In the example above with the Oreo cookie, the rider knows eating healthy is the key to staying in shape but the elephant wants the cookie. Eventually, the elephant will wear out the rider and you eat the cookie. By appealing to the other elements – the elephant or changing the path, change can be made.

This book is a great resource for FA-50s and

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CP-26s because as problem solvers, they often need to institute change to make their organizations more effective and efficient. The book provides numerous real world examples to illustrate action affecting the rider, the elephant, and the path. Most Force Management Officers work in higher headquarters within the Army and deal with people who are set in their ways. This book provides insight into how to approach trying to make the change.

Here's a real world example utilizing their technique. **Problem:** FA-50s and CP-26s aren't reading enough professional materials. **Rider:** At an OPD, the topic of professional reading is addressed. All FA-50s understand professional reading is beneficial to development as an officer. **Elephant:** While reading is important, there are a lot of things to take up someone's time, such as fantasy football, baseball season and other activities, so the reading mind not get done. To appeal to the elephant, we show how others are doing professional reading to include what Senior Leaders within the branch are reading (see FA-50 Professional Reading List Article). **The Path:** In addition to appealing to the rider and the elephant, we can make the path easier. The current Army Professional Reading list contains 51 books – where to start? We can provide a list of books

recommended by senior members of the branch. Additionally we can inform officers all the books on the professional reading list are located on one bookshelf in the Pentagon Library and the all books can be checked out electronically from the Pentagon library – the library will even provide the Kindle book Reader!! We've addressed all three aspects – we've appealed to the analytical and emotional parts of the mind and made the path easier. Did we increase the professional reading within the branch? **Answer: TBD.**



Kevin Klopocic was commissioned a Lieutenant of Air Defense Artillery from the United States Military Academy in 1992. He holds a bachelors degree in Mechanical Engineering and a masters in Counseling and Leader Development from Long Island University. He became an FA50 in 2012. Lieutenant Colonel Klopocic also has two deployments to Iraq. He currently serves as the Air and Missile Defense Joint Requirements Officer in the HQDA G8 Directorate of Joint and Integration. Lieutenant Colonel Kevin Klopocic is married and has two children.

FA 50 Community Professional Development Reading

Read, not just Books...



Written and Compiled by
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The Army professional reading list can be quite daunting – there are 51 books on the list, where should an officer begin? After reviewing the list I decided to ask senior officers and civilians within the FA-50/CP-26 community what books they recommend for FA-50s and CP-26s to read. Here is what five of them had to say:

Major General Robert Dyess, Director, Force Development. As we started talking he said that he had just finished *Switch: How to Change Things When Change Is Hard* by Chip and Dan Heath (see book review) and that next on his reading agenda was *Duty: Memoirs of a Secretary at War* by Robert M. Gates. Major General Dyess said this book is more contemporary than many on the Professional Reading list and most officers can identify with what's in the book – we were either in the Pentagon, deployed, or both when the events Secretary Gates writes about occurred and it deals with providing resources to the warfighter, our number one priority. Another book he highly recommended was *Once an Eagle* by Anton Myrer. This book is about a man who joins the Army during WWI, earns a battlefield commission and then it follows his career through the ranks, serving at all levels to include as a Division Commander in WWII and as an advisor in a conflict after that. Maj. Gen. Dyess said he reads the book every 10-12 years because there are different leadership lessons and perspectives for different ranks. It also talks about values and how different people approach them.

Mr. Jack Daniels, Deputy Director of Force Development, and Director of Resources. He is known as a history buff and the books he recommended reflect that fact. The first book he mentioned was *Dreadnought* by Robert K. Massie. This book deals with the first heavy gunned ship which rendered current navies obsolete and resulted in the build up to WWI. The book deals with the technological and political revolutions of this ship and its effects on relationships in Europe. He said this book shows how politics and technology are interrelated

Reading (cont.)

– something officers need to consider when working the HQDA Staff. The second book he offered up was *To Lose a Battle: France 1940* by Sir Alistair Horne. The author addresses both the French and German armies and how they dealt with both structure and technology and the interdependencies of these two things. The final book he suggested was *The Pentagon Wars: Reformers Challenge the Old Guard* by James G. Burton. He specified the book, not the movie, as a great example of group think and how it affected procurements.

Brigadier General John George, then Director of Joint and Integration, now Deputy Director PA&E.

He said professional reading required a blend of both history and thinking/leading books. First the thinking books - *Leading Change* by John Kotter. This book describes Kotter's eight-step process for managing change with positive results which has become the foundation for leaders and organizations. The second book was *Good to Great: Why Some Companies Make the Leap...And Others Don't* by Jim Collins. This gives a different view than Kotter but offers great advice on transitioning to a great unit or organization. A third book in this category was *Moneyball: The Art of Winning an Unfair Game* by Michael Lewis. This book is about the Oakland As major league baseball team manager transforming his team with while having one of the smallest budgets in baseball. Brigadier General George said this book focuses on how to do more with less which reflects the fiscally constraint environment we are in right now. For the historical perspective, he recommended *Face of Battle* by John Keegan. This book gives an excellent historical view of warfare by focusing on three battles – Agincourt, Waterloo, and the Somme. He also mentioned *Once an Eagle and Duty*. Additionally other books included *The Fourth Star: Four Generals and the Epic Struggle for the Future of the United States Army* by Greg Jaffe and *Why We Lost: A General's Inside Account of the Iraq and Afghanistan Wars* by Daniel Bolger. Both of these books are recent history and are about people and events we are familiar with.

Mr. Donald Tison, Deputy G-8. As a former Navy Officer, his recommendations were a little different than the previous leaders I spoke with. The first book he recommended was *Command of the Seas* by John F. Lehman, Secretary of the Navy for President Reagan. The book deals with Lehman building the 600 ship Navy while dealing with the old regime within the service. Mr. Tison said the book deals with the legacy Lehman created within the Navy and why the Navy is the way it is right now. He also recommended *Pentagon Wars* because it gives the reader a sense of the building. The third book he suggested was *Getting to Yes: Negotiating Agreement Without Giving In* by Roger Fisher, William L. Ury, and Bruce Patton. As the title implies, these books deal with negotiation, dispute resolution, and building coalitions – things we have to do at the Pentagon to accomplish the mission.

Brigadier General Robin Mealer, just prior to her retirement. She recommended *Switch: How to Change Things When Change Is Hard* and *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations* by Ori Brafman which both deal with making changes in organizations. She also recommended two military themed books - *The Outpost: An Untold Story of American Valor* by Jake Tapper, a book that details the attack on Combat Outpost Keating in Afghanistan, and *Bleeding Talent: How the US Military Mismanages Great Leaders and Why It's Time for a Revolution* where author Tim Kane describes how the military attracts and develop leaders and then the issues it is going through as a result of OIF/OEF and recommends solutions to improve the system.

The 17 books recommended by the five senior leaders within the FA-50/CP-26 community can provide all FA-50s and CP-26 with a starting point to read professionally. They all had different books they found important to us and feel any of the books recommended will enhance our abilities as Force Managers. 🧩

FA-50 Professional Reading List

Brafman, Ori. *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations*

Bolger, Daniel. *Why We Lost: A General's Inside Account of the Iraq and Afghanistan Wars*

Burton, James G. *The Pentagon Wars: Reformers Challenge the Old Guard*

Collins, Jim. *Good to Great: Why Some Companies Make the Leap...And Others Don't*

Fisher, Roger, Ury, William, and Patton, Bruce. *Getting to Yes: Negotiating Agreement Without Giving In*

Gates, Robert M. *Duty: Memoirs of a Secretary at War*

Heath, Chip and Heath, Dan. *Switch: How to Change Things When Change Is Hard*

Horne, Sir Alistair. *To Lose a Battle: France 1940*

Jaffe, Greg. *The Fourth Star: Four Generals and the Epic Struggle for the Future of the United States Army*

Kane, Tim. *Bleeding Talent: How the US Military Mismanages Great Leaders and Why It's Time for a Revolution*

Keegan, John. *Face of Battle*

Kotter, John. *Leading Change*

Lehman, John F. *Command of the Seas*

Lewis, Michael. *Moneyball: The Art of Winning an Unfair Game*

Massie, Robert K. *Dreadnought*

Myrer, Anton. *Once an Eagle*

Tapper, Jake. *The Outpost: An Untold Story of American Valor*

Additionally, this is the CSAs reading list for 2014:

http://www.history.army.mil/html/books/105/105-1-1/CMH_Pub_105-5-1_2014.pdf

FA50 CAREER MANAGER UPDATE

by Major Jason Ison, HRC FA50 Career Manager



Maj. Jason Ison
HRC FA50 Career Manager

It has definitely been an interesting first four months on the job for me. Managing officer careers has its challenges, but is also very rewarding and has opened my eyes to things I have previously never considered. However, the most challenging part of my job, distributing officers, is just beginning. For this quarter's update,

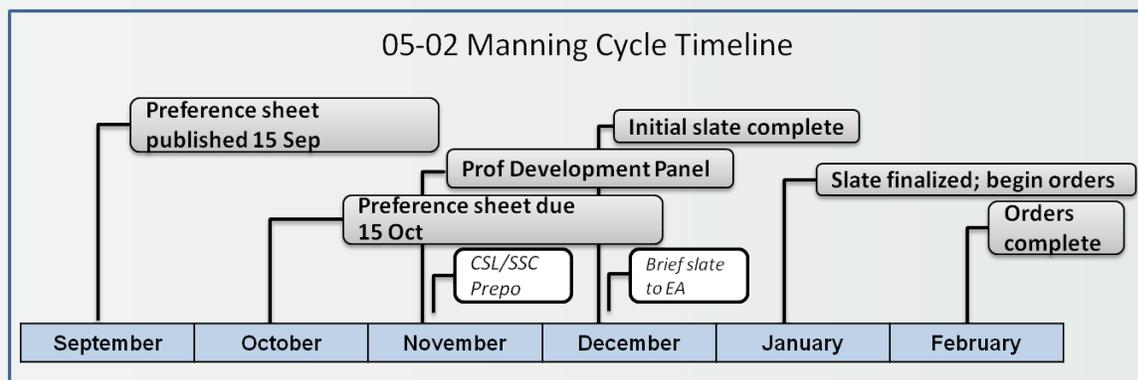
I will provide some information on the 15-02 (Spring/Summer 2015) Manning Cycle as well as provide a quick update on the Health of the FA 50 Functional Area. I ask for your support and cooperation as we move forward together over the next year. It is important that you keep your records current and correct—use your immediate personnel office with me only as

a backup. It is important that you do a long-range plan, for at least 5 years out, of how you want to develop and what assignments you would like to have—make sure you have multiple options because some positions may not be open at the time you are available, and remember you may not be the only one desiring that job. I am always willing to discuss options with you but your first point should be a senior-officer

mentor. I am doing my own long-range planning as I review openings and availabilities for 12-18 months out. I will inform you of openings and opportunities when they are ready for publication.

15-02 MANNING CYCLE TIMELINE

In mid September, I started working the 15-02 manning cycle. All the officers identified to move (OIM) have been notified and should be selecting their preferences from the list of available 15-02 billets. If you think you should be a mover in the 15-02 cycle but did not receive I notification, please contact me as soon as possible. Preference sheets are due to me no later than the 15th of October; the 15-02 slate approval brief to the FA 50 Executive Agent will be in mid December; and I expect to release RFOs

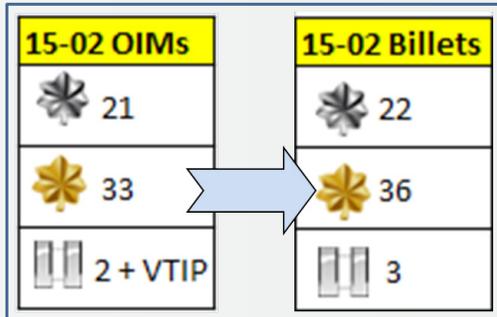


beginning in mid January. Feel free to contact me if you have any question or concerns reference the 15-02 Manning Cycle timeline.

15-02 MANNING CYCLE MOVERS AND BILLETTS

As of today, there are a total of 57 OIMs with 61 available billets for the 15-02 manning cycle. In addition to the 57 OIMs, there will be few

VTIP officers slated against the 15-02 available billets. While there are a few things (Professional Development Panel, SSC Board, CSL Board, etc.) that could affect the number of OIMS and/or available billets, I



believe the current numbers to be at approximately 90% accurate.

During the 15-02 manning cycle, FA 50 officers will be distributed to a total of 36 different organizations worldwide. These organizations constitute 10

P15-02 MANNING CYCLE SLATING METHODOLOGY

All officers will be slated using the “best fit” methodology for all available billets. In prioritization, this methodology includes:

- 1) Army Requirements: Is there a valid FA 50 vacancy to assign the officer against?
- 2) Skill and Experience Match (SEM): Does the officer have the right skills and experiences to fill the position? I.e. Airborne / Air Assault Qualification, TS Security Clearance, served in the organization previously.
- 3) Professional Development: Is this the right time for the officer to take this position? Is this a position that will broaden and further develop the officer?

- 4) Preferences: Although last on the list, preferences play an important role in the slating process. In the absence of an OML, preferences provide the basis for where officers will be assigned.

Along with “best fit,” there are

some additional factors that will impact the slating process to include: Married Army Couples Program (MACP), Exceptional Family Membership Program (EFMP), Hardship Tours, and WIAS assignments.



OCONUS assignments, 9 Joint assignments, and 11 “1of1” assignments. As can be seen on the map, the NCR and FT Bragg are the two areas with the most 15-02 vacancies.

Officers in the MACP or EFMP programs could potential receive added weight to their preferences in an effort of assignment co-location and to accommodate EFMP family members. Officers coming off of Hardship Tours or WIAS assignments will receive extra weight on their preferences. As a reminder, "1of1" positions are the highest priority of fill for this cycle.

HEALTH OF THE FUNCTIONAL AREA:

At this time, FA 50 is healthy. As these charts show, there are more than adequate numbers of

Overall FA 50 Strength			
	Auth	OH	%
Overall	219	278	127%
O6	24	39	163%
O5	72	96	133%
O4	113	134	119%
O3	10	9	90%

FA 50s to fill all existing authorizations. Since the branch is currently over-strength, the expectation is that all valid FA 50 shortages will be filled during the 15-02 manning cycle. In addition, the Professional Development Office (PDO) is always looking for opportunities to grow FA 50 authorizations across the Army. If you have any 01A positions in your organization that make sense to be recoded FA 50, please contact the PDO Office.

For additional resources, please go to the HRC OSB/ESERB website at:

<https://www.hrc.army.mil/Officer/Officer%20Separation%20and%20Enhance%20Selective%20Early%20Retirement%20Boards>

Major Jason Ison is originally from Kentucky and received his commission from ROTC. He holds a bachelors degree in history from Morehead State University and also holds a masters degree in Business Administration from the University of Kentucky. Originally a Logistics Officer, he became an FA50 in 2008. Major Ison is currently assigned to HRC as the FA50 Career Branch Manager. 🎲

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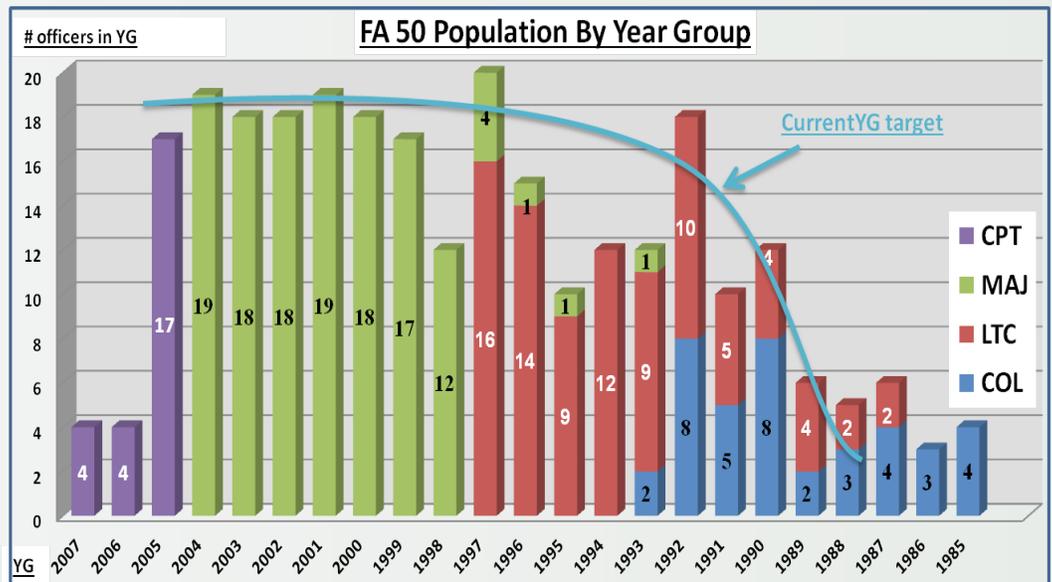
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FA50 online: <https://www.us.army.mil/suite/page/194547>

HRC online: <https://www.hrc.army.mil>

Milper Messages: <https://persomnd04.army.mil/milpermsgs.nof>



THE U.S. ARMY CHIEF OF STAFF'S PROFESSIONAL READING LIST

"A course of personal study and contemplation is an essential component for the individual development of every Army professional. Each of us faces busy schedules every day and finding time to read and think is a recurring challenge. But even as we train our units and physically condition our bodies, we must improve our minds through reading and critical thinking.

Our Army operates in a complex strategic environment that demands each of us improve our knowledge of not only military affairs, but economics, politics, and international affairs. We must know how to train for new types of missions, how to deploy forces rapidly to distant regions around the world, and how to pursue innovation and change while preserving the Army's core capabilities in an era of fiscal constraint. The books on this list can sharpen our understanding of strategic landpower as an instrument of national power, the indispensable role of ethical leadership, and the extraordinary demands of land combat. I challenge each of you to read these books and to discuss, debate, and think critically about the ideas they contain.

Since 1775 our Army has safeguarded the United States, its allies, and our interests and served as an example of professional excellence. We have succeeded because our Soldiers, families, veterans, and civilians have selflessly trained and prepared themselves in both peace and war. Our Army heritage is distinguished. As we read and study our profession, we create new opportunities to serve our nation today and in the years ahead."

*General Raymond T. Odierno
38th Chief of Staff, Army*

go to: http://www.history.army.mil/html/books/105/105-1-1/CMH_Pub_105-5-1_2014.pdf



• **Resource the Army**

With the multiple contingency operations the Army is supporting (Europe, Iraq, Kuwait, Afghanistan, Africa, Pacific), and continued instability across the globe, the nation cannot afford to reduce its readiness to respond.

- If Budget Control Act cap levels (sequestration) return in FY16, the nation's defense will be jeopardized.
- Rather than a thoughtful force structure draw down or readiness and modernization priorities, the Army's budget is in reaction to budget control act/budget cap levels.

• **Army in Contingency Operations**

- The Army matters. Currently, the Army is the foundation of the Joint response to contingencies on five continents.
- The nation cannot afford the risk of reduced Army capacity/readiness with all the instability around the globe.
- The Army's relevance is demonstrated by our ongoing efforts in support of our European allies and partners, our rapid support to the DoD in providing humanitarian assistance in response to the Ebola virus outbreak in West Africa, and support in building and coordination of a comprehensive, multi-faceted approach to degrading and destroying ISIL.
- The Army delivers national power to win in a complex world.

• **Army Operating Concept-Force 2025 and Beyond (AOC/F2025B)**

- The AOC is the intellectual foundation for developing the future force.
- The AOC describes the future operational environment and how the Army will maneuver and employ capabilities, as part of globally integrated operations, to accomplish campaign objectives across the range of military operations.
- F2025B is the long-term comprehensive strategy to change the Army and deliver landpower capabilities as a strategic instrument of the future Joint Force.
- As the Army remains ready for current missions, we are preparing for the future.

• **Soldier for Life**

- Once a soldier, always a Soldier; Soldiers are soldiers for life.
- The Army takes care of Soldiers and their Families in each phase of the Soldier Life Cycle.
- Now the Army's Soldiers and Families leave military service "career ready" and find an established network of enablers.

Click on the link: www.us.army.mil/suite/page/publicaffairsportal – this takes you to the PA Portal. Once you get behind the AKO firewall go under the "Priorities and Messaging" tab, to the top box outline in RED where it says, "October 2014: Key Army Messages (CPA SENDS)".



Recent FA50 Qualification Course Graduates

Class 03-14 graduated on 01 August 2014:

Front Row (L to R): Capt. Austin, Maj. Grace, Mr. Harbs, Maj. Gen. Dyess, Mr. Standfield, Mr. Arnett, Maj. Wilkins; Second Row (L to R): Lt. Col. Johnson, Maj. Knight, Ms. Barclift, Capt. Scharbo, Maj. Clark; Back Row (L to R): Maj. Moser, Capt. Colon, Maj. Casey, Lt. Col. Liggett, Maj. Votovich

LAST ISSUE'S WHAT'Z'IT

The US Army Natick Soldier R&D Center has integrated the Communications & Ear Protection System (CEPS) as part of the Helmet and Electronics and Display System – Upgradeable Protection (HEaDS-UP) program; the new gear is designed to protect against steady state and impulse noise exceeding 85dB. The Army is evaluating commercial-off-the-shelf options for a new hearing-protection system that will provide Soldiers with the situational awareness to increase mission effectiveness and the safety and survivability they need. “Hearing plugs provide hearing protection; but situational awareness is operationally critical for a Soldier to be able to communicate and hear what’s going on around him,” said Capt. Randy Shields, assistant product manager for the Tactical Communication and Protective System said. Soldiers understand they need to protect their hearing but choose not to wear protectors because of perceived limitations. “The biggest hurdle is to get user acceptance”, Shields said. “Up to this point, we haven’t had a capability that we put in an operational environment where Soldiers can truly believe that if they have these in their ears, they still can hear what’s going on, feel safe and do their job. The Army is working to change that belief among Soldiers. While current systems employ wired connectivity between earplugs, control unit and radios, the future solutions would be wireless. “The Soldier needs situational awareness. The end state is having a device that can integrate with the total system the Soldier has on him,” Shields said. “Evolving toward wireless will be the best end state for the Soldier – that way he can integrate into a total Soldier system.”

Contact Info: Please note the new numbers for the PDO staff!

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AKO: <https://www.us.army.mil/suite/page/194547>

AFMS Online: <http://www.afms1.belvoir.army.mil>

Where can I find information about FA50? You can find information about FA50 in DA PAM 600-3 Chapter 31 and at <http://www.fa50.army.mil/>. If you have an AKO account, you can also check out <https://www.us.army.mil/suite/page/194547>, You can also email questions to FA50PP@conus.army.mil.