



U.S. ARMY



BUILDING COHESIVE TEAMS TO WIN IN A COMPLEX WORLD

COGNITIVE DOMINANCE - REALISTIC TRAINING - INSTITUTIONAL AGILITY

# THE ARMY HUMAN DIMENSION STRATEGY

2015

## Foreword

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Despite advances in technology, war fundamentally remains a human contest of wills. As the rate of human interaction increases and the spaces between groups diminishes, this contest will only intensify. It is difficult to predict the next challenge to American interests, only that it will appear suddenly from an unexpected direction and require rapid adaptation to address. In a future marked by diminishing advantage and growing uncertainty, the Army must focus its investment in its most agile asset - its people.

The *Army Operating Concept* describes a world that is increasingly complex. The increased rate of human interaction, driven by the rapid diffusion of information, leads to unexpected emergent behavior in societies - often grounded in ancient grievances. The technological edge that the U.S. military has enjoyed since 1945 is eroding. The rapid pace of commercial innovation provides great opportunity for potential adversaries to achieve short-term military advantage in niche capabilities. The most reliable insurance against this uncertain future is a sustained investment in the human dimension of combat power.

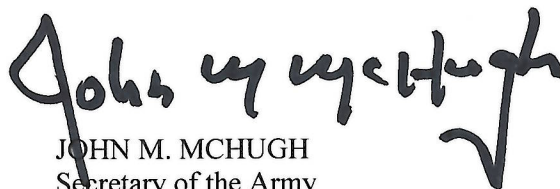
The leader development and talent management systems we have today are not adequate to produce the Army Professionals required for tomorrow. Producing these professionals demands a comprehensive Human Dimension Strategy oriented on the individual, the team, and the institution. This investment in the human dimension is a foundational component of the Army's comprehensive strategy, known as *Force 2025 and Beyond* to change the Army and deliver landpower capabilities as a strategic instrument of the future Joint Force.

Two key concepts underpin this strategy. First, where the Army once prepared leaders for known battlefield conditions, it must now prepare them to thrive in chaos and ambiguity. Second, the Army must also optimize the performance of our diverse talent through better assessment of individual potential and more customized learning programs and career management. This requires a greater investment to develop fully the knowledge, skills, and attributes of every Soldier and Army Civilian to reach their unique potential.

The ability to adapt our people and our institutions to the nature of that conflict in advance of need will largely determine the Army's success in future conflict. This strategy lays out the ends, ways, and means necessary to build cohesive teams of professionals the Army requires to win in a complex world.



RAYMOND T. ODIERNO  
General, United States Army  
Chief of Staff



JOHN M. MCHUGH  
Secretary of the Army

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*“What battles have in common is human: the behaviour of men struggling to reconcile their instinct for self-preservation, their sense of honour and the achievement of some aim over which other men are ready to kill them. The study of battle is therefore always a study of fear and usually of courage, always of leadership, usually of obedience; always of compulsion, sometimes of insubordination; always of anxiety, sometimes of elation or catharsis; always of uncertainty and doubt, misinformation and misapprehension, usually also of faith and sometimes of vision; always of violence, sometimes also of cruelty, self-sacrifice, compassion...”*

*John Keegan, The Face of Battle*

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## Introduction

While the human aspects of conflict remain timeless, anticipating the demands of the future requires an understanding of continuities in the nature of war as well as an appreciation for the changes in armed conflict. Today, unprecedented global connectedness allows for the rapid proliferation of ideas and technology. Potential adversaries are able to close the technology gap and, in many cases, gain near-peer capabilities. This evolution is leading to increasingly contested land, air, sea, space, and cyber domains. In past times of crisis, America relied on its superior industrial base, informed by a robust research and development capability to maintain the decisive edge. As the technology gap closes and fiscal austerity erodes the United States of America’s overmatch, the Army must find new ways to ensure it is capable of meeting adaptive threats and dominating across the range of military operations. The United States Army must evolve to remain a dominant land force. The *Army Strategic Planning Guidance* and the *Army Operating Concept* both define a way ahead for this evolution.

In this changing world, the Army must actively seek innovative approaches to leverage its unique strength – its people. Through investment in its human capital, the Army can maintain the decisive edge in the **human dimension – the cognitive, physical, and social components of the Army’s trusted professionals and teams**. With this investment, the Army is capable of developing **cohesive teams of trusted professionals that improve and thrive in the ambiguity and chaos of 2025**. Investing in the human dimension acts as a hedge against uncertainty and ensures the Army maintains overmatch and can exploit a decisive edge. The cognitive edge requires emphasis on the Army Profession and the Army Ethic. Renewed investment in leader development, especially education and training, is also essential. The physical edge requires investment in holistic health, injury prevention, and total fitness. Finally, the social edge calls for emotional intelligence, cultural awareness, appreciation of different cultural contexts, and proficiency in languages. Together, investment in the cognitive, physical, and social components better optimizes the human performance of Soldiers and Army Civilians. This investment requires change in the way the Army recruits, trains, educates, and manages its Soldiers and Army Civilians to produce cohesive teams whose solutions to complex and often-violent human problems are ethically right, tactically sound, and strategically appropriate.

*The Army Human Dimension Strategy* brings together multiple Army efforts and represents the continued evolution of long-standing programs, such as leader development, education, and training. This strategy reframes those efforts within the context of the emerging requirements described in the *Army Operating Concept*. This document serves as a broad statement of the Army’s long-term vision for the investment in its most valuable resource – its people. Implementation of the *Army Human Dimension Strategy* is essential to the *Force 2025 and Beyond* initiative and enhances the Army’s ability to prevent conflict, shape the international environment, and win decisively, thereby providing Combatant Commanders the landpower they need to win in 2025 and beyond.

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*“One advantage we have, especially in times of decreasing budgets, derives from our ability to develop the right leaders — non-commissioned officers, officers, and civilians — who can think in this very complex world”*

*General Raymond T. Odierno  
38<sup>th</sup> Chief of Staff of the Army*

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## Strategic Environment

Today, the nation faces numerous security challenges and increasing strategic uncertainty. Summarizing these challenges in his opening remarks to the 2015 *National Security Strategy*, President Obama highlighted a complex picture of the future stating, “Violent extremism and an evolving terrorist threat raise a persistent risk of attacks on America and our allies. Escalating challenges to cybersecurity, aggression by Russia, the accelerating impacts of climate change,

and the outbreak of infectious diseases all give rise to anxieties about global security.” The *Army Operating Concept* also describes a dynamic and complex future operational environment with five fundamental characteristics: increased velocity and momentum of human interaction, growing potential for overmatch, increased proliferation of weapons of mass



destruction, spread of advanced cyberspace and counter-space capabilities, and changing demographics that increasingly require operations among urban populations and in complex terrain. Together with the need for the Army to engage globally in multiple domains in

conjunction with multiple partners, the challenges illustrate the growing cognitive, physical, and social demands placed upon Soldiers and Army Civilians.

Potential regular, irregular, hybrid, terrorist, and criminal adversaries disrupt the security environment and foment uncertainty in every region of the world. Many of these potential adversaries are native to an ambiguous environment and remain indistinguishable from protected local populations. As a result, stand-off precision strike options have limited utility, often requiring policy makers to commit landpower to achieve sustainable political outcomes in the midst of complex human conflicts. Strong states, often backed by powerful militaries and weapons of mass destruction, may threaten their neighbors, creating regional instability. In weak states, poverty, ethnic tensions, and sectarian divides often exacerbate each other increasing the likelihood and severity of conflict. Failing or failed states allow safe-havens for violent extremist groups to flourish and prepare future attacks.

Collectively, these security challenges threaten to further destabilize many regions and increase the risk of attacks on America and its partners.

Rapid evolution of technology, coupled with an increasingly urban and interconnected global populace, allow individuals and governments to challenge United States interests across multiple domains. Information diffuses rapidly to a global audience, leading to unexpected, emergent behaviors in societies. In



the cyber domain, the proliferation of social media and live streaming video allow bloggers, groups, and traditional media outlets to mobilize people and challenge cybersecurity from distant locations. In the more traditional domains of land, sea, air, and space, rapid technological innovation provides state and non-state actors access to affordable technologies, challenging the traditional security apparatus. Adaptive adversaries rapidly translate commercial innovation into advantages, threatening overmatch and adding the potential for an unforeseen enemy niche capability. While the United States remains strong in these areas, its relative advantage is decreasing.

The increasing growth and urbanization of at risk societies poses a serious challenge to future military operations. Operating in vast urban environments will require new tactics in urban warfare that account for the tremendous complexity and interconnectedness of modern cities. Climate change will disrupt vast populations, increase refugee flows, create conflicts over basic resources, and act as a catalyst for groups seeking to gain control of vulnerable populations. Infectious disease outbreaks, like the Ebola epidemic in West Africa, highlight the danger of a pandemic and the need for rapid, unexpected humanitarian intervention. The effects of natural disasters and diseases could lead to Army participation in disaster response efforts on an unprecedented scale.

In an uncertain security environment, rogue nations and groups will continue to challenge United States interests and traditional advantages, especially as commercial innovation allows for a wider dispersion of niche technologies with military application. Often using asymmetric approaches, hostile groups will exploit weakness in ungoverned or under-governed spaces in order to plot future terror attacks on the homeland. Potential natural disasters, from super-storms to global pandemics, will challenge America's ability to respond rapidly to secure and assist populations. Just as in the conflicts of the past, sustainable political outcomes will often require the use of land power with multiple joint, interorganizational, and multinational partners.



The *Quadrennial Defense Review* (QDR) outlines Army key roles and missions. In order to perform these roles and missions, the Army must improve its human dimension capabilities. More specifically, to develop the future force to engage regionally, respond globally, establish and maintain security, consolidate gains, and respond to crises, the Army must optimize the human performance of Army Professionals and build cohesive teams who improve and thrive in the ambiguity and chaos of the future.

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*“The All-Volunteer Army will remain the most highly trained and professional land force in the world...both today and against emerging threats.”*

*Army Strategic Planning Guidance, 2014*

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## Vision

Successfully operating in the future requires the Army to focus on two key concepts. First, the Army must optimize the human performance of every Soldier and Army Civilian in the Total Force. Emerging advances in science and technology provide the Army the opportunity to improve training, education, leader development, and talent management in pursuit of optimal performance. A focus on the individual alone is not sufficient, however. The Army must forge these individuals into cohesive teams who gain and maintain a position of advantage in persistent conflict to prevent, shape, and win in the future. This leads to the second key concept: the Total Army must build cohesive teams of trusted professionals who thrive in ambiguity and chaos.

In the past, Soldiers and Army Civilians trained to excel in known fields of tactical and technical competence. While these competencies remain important, the increasing uncertainty of the future environment requires Soldiers and Army Civilians who are not just comfortable with ambiguity and chaos, but improve and thrive in even the most difficult conditions and achieve mission success. As these conditions grow more complex, the demand for creative and critical



thinkers also grows. This demand coupled with increasing strategic sensitivity to the effects of individual actions, requires the Army to invest more in developing the unique talents and diverse cognitive abilities of its people.

The nature of the strategic environment will require optimizing the human performance of Army Professionals in several areas. First, the Nation expects that Army Professionals adhere to the highest standards of conduct in conflict, ensuring ethical and disciplined application of force. They must live the Army Ethic and be professionals of character who are competent and committed, prepared for global and national scrutiny of the smallest tactical actions. Army Professionals at every level and in every component need to be able to think broadly about the nature of conflicts, including the larger context in which they operate. Army Professionals must be agile leaders. They need to think critically, developing creative solutions to complex problems in a timely manner. Soldiers and Army Civilians must be resilient and fit in order to accomplish their missions effectively. Finally, they must possess social intelligence and a nuanced sense of culture.

While optimizing the human performance of every Soldier and Army Civilian is necessary for future success, the Army must also build these individuals into cohesive teams. These teams, like the individuals that form them, must improve and thrive in ambiguity and chaos of the future and innovate rapidly in the face of uncertainty. Forging these teams requires a culture of trust enabled by the philosophy of Mission Command. Realistic training incorporates human, cultural, and political aspects of armed conflict to reflect complex environments of persistent danger. A culture of trust forms the basis of cohesive teams, and leaders build trust through personal example by living the Army Ethic and inculcating the Army Profession. Ultimately, the *Force 2025 and Beyond* initiative requires cohesive teams who improve and thrive in environments of persistent danger and who innovate rapidly in the face of chaos and ambiguity.

Achieving this vision requires greater institutional agility due to the challenges of the future strategic environment. In other words, Army processes and systems must be able to adapt rapidly, seize opportunities, and deliver innovative solutions in advance of need within the dynamic strategic environment of 2025. To do this, the Army must develop mechanisms that facilitate rapid institutional change to incorporate creative ideas from a variety of sources including grassroots innovations, top-down programs, and external recommendations. Over the past decade of war, the Army has been able to adapt rapidly at the tactical and operational levels. Now the Army must become more agile at the strategic and institutional levels.

## **VISION FOR 2025 AND BEYOND**

- **Optimize the human performance of every Soldier and Civilian in the Total Force**
- **Build cohesive teams of trusted professionals who thrive in ambiguity and chaos**



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*“Innovation is the result of critical and creative thinking and the conversion of new ideas into valued outcomes. Innovation drives the development of new tools or methods that permit Army forces to anticipate future demands, stay ahead of determined enemies, and accomplish the mission.”*

*Army Operating Concept, 2014*

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## Ends

The Army Human Dimension Strategy seeks to produce a Total Army of cohesive teams of Trusted Professionals who thrive and win in a complex world. These teams must effectively shape the environment, prevent conflict, and, when required, win the nation’s wars in the strategic environment of 2025 and beyond. To accomplish this, the Army Human Dimension Strategy defines four overarching objectives oriented on the individual, teams, and the institution.

**Strategic Objective #1:** The Army has the capability and capacity to optimize the human performance of every Soldier and Civilian in the Total Force to improve and thrive in the strategic environment of 2025 and beyond.

**Strategic Objective #2:** The Army conducts training in complex environments to build cohesive teams who improve and thrive in the ambiguity and chaos of the strategic environment of 2025 and beyond.

**Strategic Objective #3:** Army institutions rapidly adapt within the dynamic strategic environment of 2025 and beyond, seize opportunities, and deliver innovative solutions in advance of need, while maintaining the Army as a profession.

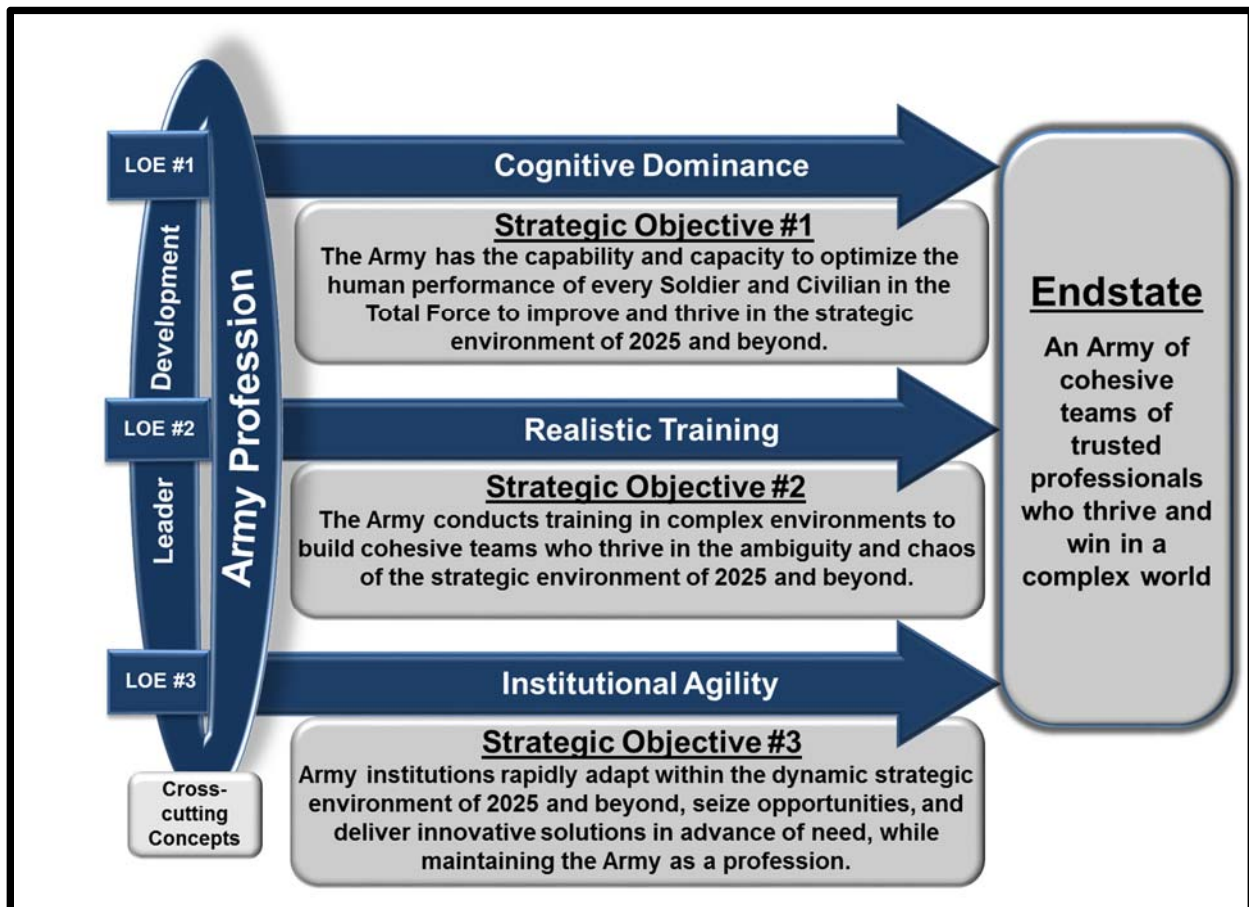
The achievement of these strategic objectives requires changes across the Army. Dealing with a more complex and ambiguous future requires updating long-standing programs. Many of the tasks remain the same, but the expected conditions are more ambiguous and complex than the past. The changing conditions reduce the margin for error, forcing human dimension programs to achieve a higher standard of execution. For Strategic Objective #1, this means developing a new approach to individual development focused on improving the unique skills, knowledge, and attributes of each Army Professional in order to promote the broad diversity of talent essential to creative problem solving. For Strategic Objective #2, Army training must replicate the dynamic and complex environments of the future. Finally, Strategic Objective #3 requires Army institutions to develop new and more agile systems and processes in the education, development, and management of Army Professionals that allow them to adjust to a more dynamic set of requirements.

The Army Human Dimension Strategy supports the *Army Operating Concept*, which describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple interorganizational and multinational partners. The *Army Operating Concept* also specifically calls for developing

innovative leaders and optimizing human performance. Finally, the Army Human Dimension Strategy nests with the Army’s *Force 2025 and Beyond* initiative to deliver landpower capabilities as a strategic instrument of the future Joint Force.

## Ways

With the vision and end state outlined above, the strategic approach organizes the human dimension effort into three broad lines of effort (LOEs) oriented on the strategic objectives and supported by two crosscutting concepts. The strategic approach organizes the LOEs by purpose and links supporting objectives and key tasks to the strategic objectives. Each LOE has supporting objectives listed below and key tasks listed in Annexes A, B, and C. The supporting objectives define realistic outcomes that are necessary and sufficient to achieve the strategic objectives to ultimately achieve the desired end state. The key tasks are the specific efforts identified as most likely to produce the desired outcomes. The two crosscutting concepts – Leader Development and the Army Profession – impact individuals, teams, and the institution. *The Army Human Dimension Strategy* fully integrates and informs the Army Warfighting Challenges (AWfCs), as described in Annexes A, B, and C.



*Strategic Approach*

**LOE #1. Cognitive Dominance.** Cognitive dominance optimizes cognitive, physical, and social abilities to achieve advantage over a situation or adversary. All three components are necessary for effective decisionmaking required in the future strategic environment. Cognitive dominance **focuses on improving the individual** through training, education, and experience. The Cognitive Dominance LOE has five supporting objectives. See Annex A for the LOE #1 key tasks.

**Supporting Objective #1.1. Intellectual Optimization.** Develop innovative and individualized learning programs to equip Army Professionals with the intellectual diversity and capacity to succeed in complex environments.

**Supporting Objective #1.2. Social Intelligence.** Develop trusted Army Professionals as effective team members who thrive in complex social environments, adapt to diverse cultures, communicate effectively, and build relationships.

**Supporting Objective #1.3. Holistic Health and Fitness.** Enhance Soldier and Army Civilian health and readiness through a personalized and holistic program that improves human performance and resilience.

**Supporting Objective #1.4. Decisionmaking.** Improve the decisionmaking ability and ethical conduct of Soldiers and Army Civilians through individual and collective learning programs that challenge Army Professionals in complex operational and ethical situations.

**Supporting Objective #1.5. Human Performance Research and Assessment.** Continuously improve the cognitive, social, and physical performance of Army Professionals through the conduct and application of research, development, and assessment.

**LOE #2. Realistic Training.** Realistic training develops cohesive teams of Army Professionals who can improve and thrive in ambiguous, complex, and challenging situations. Realistic, effective training **focuses on improving teams.** The Realistic Training LOE has four supporting objectives. See Annex B for the LOE #2 key tasks.



**Supporting Objective #2.1. Accelerated Training.** Accelerate team learning through innovative training management and improved training capabilities that immerse units in complex and realistic environments, increasing opportunities and decreasing required resources.

**Supporting Objective #2.2. Team Building.** Provide training guided by mission command to forge diverse individuals and organizations into cohesive teams based on mutual trust and unity of effort.



**Supporting Objective #2.3. Complex Training.** Integrate all aspects of training support and development, including a synthetic training environment that replicates complex reality, enabling geographically dispersed teams to train together.

**Supporting Objective #2.4. Team Performance Research and Assessment.** Improve training and performance of Army teams through continuous research and assessment of training methods, technologies, and team dynamics.

**LOE #3. Institutional Agility.** Institutional agility develops the institutional capability to anticipate changing conditions in stride and lead through innovation in advance of need, while maintaining the Army as a profession. Institutional agility **focuses on improving the institution**, creating a nimble organization able to innovate rapidly. The Institutional Agility LOE has four supporting objectives. See Annex C for the LOE #3 key tasks.

**Supporting Objective #3.1. Talent Management.** Recruit, assess, develop, and manage Soldiers and Army Civilians throughout their life cycle, with increased focus on individual competencies and attributes, to build effective teams and meet Army needs.

**Supporting Objective #3.2. Education.** Increase educational effectiveness and agility through academic rigor and relevance, faculty development, accreditation, and credentialing to prepare Army Professionals to succeed in complex environments.

**Supporting Objective #3.3. Concept to Capability Development.** Develop and implement an institutionalized management programmatic process that synchronizes stakeholders to develop and field integrated DOTMLPF-P solutions that optimize the performance of the Army's Human Capital.

**Supporting Objective #3.4. Institutional Performance Research and Assessment.** Improve the Institutional Army through a process of research, assessment, and adaptation that aligns professional development, education, and training with the demands of a dynamic environment.

**Crosscutting Concepts.** Two important concepts cut across the *Army Human Dimension Strategy* LOEs and impact all aspects of the strategic approach. They are Army Leader Development and the Army Profession. First, the Army's Leader Development efforts must build the next generation of competent and committed leaders of character who improve and thrive in ambiguity and chaos. Second, the Army Profession is a unique vocation of experts in the effective and ethical application of landpower. The Army Ethic is the foundation for the Army Profession. The Army Ethic inspires our shared identity as trusted professionals with distinctive roles as honorable servants, technical and tactical experts, and stewards of the Army Profession. Serving under civilian authority, Army Professionals must defend the Constitution and the rights and interests of the American people. Both the Army Profession and the Army Ethic underpin an Army culture that enables Mission Command. The Army Profession and effective leaders at all levels are essential to achieve the *Army Human Dimension Strategy* end state.

**Crosscutting Concept #1. Leader Development.** Train, educate, and provide experiences to develop leaders to prevail in Unified Land Operations using Mission Command. *The Army Leader Development Strategy* discusses the Army's approach to leader development.

**Crosscutting Concept #2. Army Profession.** Reinforce an ethos of trust that supports honorable service, military expertise, stewardship, and esprit de corps. *Army Doctrine Publication 1: The Army* discusses the Army Profession.

## Means

Effective implementation of the *Army Human Dimension Strategy* requires a formal and effective governance process. This process will include three new structures: an Army Human Dimension Steering Committee, an Army Human Dimension Capability Development Structure, and an Army Human Dimension Program Manager. These new structures work with existing Army organizations and industry, inform science and technology efforts, and integrate existing and future human dimension programs and initiatives.

**Army Human Dimension Steering Committee.** The Assistant Secretary of the Army for Manpower and Reserve Affairs co-chairs a permanent steering committee with the Commanding General, United States Army Training and Doctrine Command (TRADOC). The committee provides strategic direction for human dimension efforts, recommends priorities for human dimension programs to Army senior leadership, ensures that human dimension initiatives get the sponsorship and advocacy necessary to move from requirement to resourcing, and recommends offices of primary responsibility and offices of coordinating responsibility for human dimension efforts. Through this committee the Assistant Secretary of the Army Manpower & Reserve Affairs and Commanding General, TRADOC present to Army Senior Leaders recommended prioritization and allocation of resources within the extant Capability Development, PPBE (Planning, Programming, Budgeting, and Execution process) and PEG (Program Evaluation Groups) processes and provide coherence and integration for bottom-up innovation. The Army Human Dimension Steering Committee supplements the existing prioritization efforts, such as the Training General Officer Steering Committee and the Army Profession and Leader Development Forum.

**Army Human Dimension Capability Development.** TRADOC establishes a permanent capability development organization within the Mission Command Center of Excellence focused on integration of human dimension efforts. This organization will be responsible for cataloging existing human dimension efforts, analyzing key efforts, inventorying existing research, identifying gaps, developing potential solutions, and implementing solutions.

**Army Human Dimension Program Manager.** The Assistant Secretary of the Army for Acquisitions, Logistics, and Technology plans to establish a program manager (PM) for human dimension efforts. Based on the guidance of the Army Human Dimension Steering Committee and working closely with the human dimension community of practice, the PM plans, coordinates, and implements human dimension efforts. The PM develops and fields human

dimension solutions identified in capability development documents and capability production documents for Capability Development Integration Directorates (CDIDs) to review. The CDIDs coordinate with the United States Army Capabilities Integration Center to integrate these concepts and requirements approaches into associated Army systems and strategies.

**Army Organizations.** An effective and efficient human dimension process requires the involvement of multiple Army stakeholders. These organizations include: Assistant Secretary of the Army Manpower & Reserve Affairs; Assistant Secretary of the Army for Acquisitions, Logistics, and Technology; U.S. Army Reserve Command, National Guard Bureau, Army Office of the Surgeon General/Medical Command; Headquarters Department of the Army G-1; Headquarters Department of the Army G-3/5/7; Headquarters Department of the Army G-8; Training and Doctrine Command; and supporting Program Executive Offices. These organizations administer, manage, and integrate human dimension programs and resources for the Army. The Army Human Dimension Steering Committee and the Army Human Dimension Capability Development organization ensure unity of effort among these Army organizations and any organizations outside of the Army. This system mirrors similar capability development structures in the materiel development community.

**Human Dimension Research.** Achieving the vision for the human dimension requires sustained research efforts both inside and outside of the Army, and the supporting objectives described earlier in this document inform these research efforts. Science and technology roadmaps detail Army science and technology research plans that focus on future capabilities. These roadmaps must prioritize non-materiel solutions that improve today's Army Professionals. These include many activities such as human capability development, leader development, talent management, operational applications, and clinical applications. Participation of non-Army research agencies – including the Office of the Secretary of Defense, federal agencies, academia, medical institutions, and industry – in the human dimension community is vital. This is essential to disseminate and discuss human dimension efforts and to better share research, findings, and technology and make more efficient use of Army research funding.

**Programs and Initiatives.** While there are many existing human dimension programs and initiatives, the human dimension governance process aligns them and recommends prioritization focused on the supporting objectives listed above. More importantly, the overall human dimension governance process will ensure efficiency and effectiveness of human dimension programs and initiatives and provides the emphasis and support necessary to secure resources and drive programs toward the accomplishment of strategic objectives.

## Risk

There are three major risks to the successful implementation of the *Army Human Dimension Strategy*. First, lack of shared understanding and a common operating picture of ongoing human dimension efforts may result in redundant and unfocused human dimension programs that are ill-suited to the requirements of the operational force and do not fully optimize limited resources to



support major human dimension objectives. Second, lack of unity of effort could result in meeting tomorrow’s challenges with individuals and teams optimized for yesterday’s strategic environment and threats. This could require a long period of adaptation, risking early setbacks in future conflicts. In other words, the Army must take full advantage of the time it has to prepare for future conflicts, especially to prepare Soldiers and Army Civilians who must improve and thrive in ambiguity and chaos. Third, a lack of proper governance and non-materiel capability development could lead to insufficient funding for human dimension efforts and a bias toward materiel solutions, degrading the Total Army’s ability to adapt to future strategic environments. An effective human dimension governance process will mitigate all three of these risks by properly evaluating and prioritizing all existing and future human dimension programs, ensuring both efficiency and effectiveness.

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*“People define our Army, and they will remain our number one capital investment. Technology is no substitute for competent and committed professionals—our Soldiers and Civilians—who are the foundation of our Army.”*

*Army Human Dimension Concept, 2014*

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## Conclusion

Succeeding in today’s uncertain strategic environment demands both a technological and human edge over future threats. Developing and maintaining this human edge requires a sustained investment in the cognitive, physical, and social components of our Soldiers and Army Civilians along with continuous innovation in training, education, leader development, and talent management. This innovation is a hedge against the strategic uncertainty of the future operating environment.

This strategy seeks to produce:  
**Cohesive teams of Army  
Professionals who adapt and win  
in the complex world of 2025.**

Achieving the objectives outlined in this strategy will produce the resilient Army Professionals, agile leaders, and cohesive teams required to implement the *Army Operating Concept*. While technology solutions remain important, it is ultimately the investment in the human dimension of military power that provide the great return in the face of an uncertain future. This strategy outlines the scope of that investment and the effort needed to produce cohesive teams of Army Professionals who adapt and win in the complex world of 2025.

## Annex A: Cognitive Dominance

**1. Concept.** The Cognitive Dominance Line of Effort (LOE) describes those objectives and tasks that equip Army personnel with the intellectual aptitude, cultural understanding, physical toughness, and resilience to adapt and thrive in ambiguity and chaos. The Mission Command Center of Excellence (MCCOE) is the lead integrator for the Cognitive Dominance LOE. MCCOE is responsible for planning and coordinating Army Cognitive Dominance efforts to optimize Army Professional's cognitive, physical, and social strength to achieve advantage over a situation or adversary. The Cognitive Dominance LOE includes existing initiatives and programs focused on doctrine, leadership, and ethics; diversity and modernization of individual education; athletic performance; resiliency; individual assessments; cultural awareness; and understanding the complex operating environment in order to support optimization of human performance throughout the Army.

**2. Army Warfighting Challenges.** The Cognitive Dominance LOE supports all of the Army Warfighting Challenges (AWfC). Cognitive Dominance is especially important to: AWfC 1: Develop Situational Understanding; AWfC 2: Shape the Security Environment; AWfC 10: Develop Agile & Adaptive Leaders; AWfC 14: Ensure Interoperability and Operate in the JIM Environment; and AWfC 19: Exercise Mission Command.

**3. Key Tasks.** Also, see Annex D: Army Human Dimension Strategy Map.

**a. Key Task 1A: Improved Leader Development.** Incorporate research-based techniques in the assessment, training, education, and development of future leaders. Supports Objectives 1.2, 1.4, 2.2, 2.4, 3.1 (see base document for discussion of each supporting objective).

**b. Key Task 1B: Intellectual Diversity.** Develop the Army's future leaders through educational diversity and individualized learning programs in order to build intellectual diversity, equipping them to succeed in complex and ambiguous environments. Supports Objectives 1.1, 1.2, 1.4, 2.3, 3.2.

**c. Key Task 1C: Educational Modernization.** Adopt and continuously adapt innovative learning programs in order to equip the future leaders of the Army with the most technologically advanced education possible in order to help them win in an ever-evolving world. Supports Objectives 1.1, 1.2, 1.5, 3.2.

**d. Key Task 1D: Critical and Creative Thinking.** Increase the use of critical and creative thinking techniques across the Army in order to reduce cognitive bias and deepen the understanding of the operating environments confronting the Total Force. Supports Objectives 1.1, 1.2, 1.4, 3.2.

**e. Key Task 1E: Living Doctrine.** Publish Army Doctrine in a learner-centric and interactive format that is adapted to the way people learn in a digitally-enabled society and ensure it is available to the user at the point of need. Supports Objectives 1.1, 1.4, 3.2.

**f. Key Task 1F: Individual Assessments.** Leverage scientific research to provide unbiased and relevant feedback on the baselines, leadership attributes, and actions of individuals in order to enable continuous improvement. Supports Objectives 1.5, 3.1, 3.4.

**g. Key Task 1G: Professional Ethic.** Inculcate the professional Army Ethic into education and training at all levels to provide a solid ethical foundation for decision makers throughout the Total Force. Supports Objectives 1.2, 1.4.

**h. Key Task 1H: Cultural Awareness.** Increase cultural awareness across the Army to allow the Total Force to understand the motivations, needs, methods of communication, and mindsets of others in order to mitigate culture shock and insensitive behavior as well as gain the trust of and build relationships with a wide range of people. Supports Objectives 1.2, 2.2.

**i. Key Task 1I: Language Proficiency.** Identify Army Professionals who have the potential to learn, or already have the ability to speak, a foreign language and develop their ability to communicate and build relationships in another languages and cultural setting. Supports Objectives 1.1.

**j. Key Task 1J: Appreciation of the Complex Operational Environment.** Develop Army Professionals who can understand the complex nature of modern conflict. Supports Objectives 1.2, 2.3.

**k. Key Task 1K: Athletic Performance.** Leverage the most advanced techniques in health, sports medicine, nutrition, and fitness to increase wellness and optimize the physical performance of our Soldiers and Army Civilians. Supports Objectives 1.3, 1.5.

**l. Key Task 1L: Personal Readiness.** Sustain programs that develop personal readiness – physical, mental, social, psychological, and emotional – over the course of an Army Professional’s career. Supports Objectives 1.3, 1.5.

**m. Key Task 1M: Performance Enhancement.** Develop programs to improve working memory, comprehending languages, calculating, reasoning, problem solving, and decisionmaking. Supports Objectives 1.1, 1.2, 1.5.

**n. Key Task 1N: KSA Assessment.** Conduct systematic assessment of emerging knowledge, skills, and attributes (KSA) and competencies required by Army Professionals in the future. Supports Objectives 1.1, 1.2, 1.3, 1.4, 1.5, 3.1.



## Annex B: Realistic Training

**1. Concept.** The Realistic Training Line of Effort (LOE) describes objectives and tasks that will improve Army team cohesion and the ability to employ Mission Command in the midst of ambiguous and chaotic scenarios. Whereas past training focused on mastery of basic tasks, future training will add levels of complexity and ambiguity as units progress from initial to expert levels. Realistic training efforts will focus innovative processes and technologies to improve learning, judgment, memory, reasoning, and perception, as well as critical and creative thinking. Additionally, realistic training efforts will help develop ways to assess training methods, and provide accessible, adaptable, effective, efficient, and low-cost training capabilities. The Combined Arms Center - Training is the LOE lead integrator and coordinates how the Army conducts realistic training.

**2. Army Warfighting Challenges.** The Realistic Training LOE supports six specific Army Warfighting Challenges (AWfC): AWfC 8: Enhance Training; AWfC 9: Improve Soldier, Leader, and Team Performance; AWfC 10: Develop Agile and Adaptive Leaders; AWfC 14: Ensure Interoperability and Operate in a Joint, Interorganizational, and Multinational (JIM) Environment; AWfC 15: Conduct Combined Arms Maneuver; and AWfC 19: Exercise Mission Command.

**3. Key Tasks.** Also, see Annex D: Army Human Dimension Strategy Map.

**a. Key Task 2A: Training Management Capabilities.** Provide improved and innovative training management capabilities that accelerate individual and team education and learning. Supports Objectives 2.1, 2.3 (see base document for discussion of each supporting objective).

**b. Key Task 2B: Mobile Training.** Provide a mobile training capability that supports distributive and distance learning. Supports Objectives 2.1, 2.3.

**c. Key Task 2C: Home Station Training.** Develop home station training capabilities that replicate an ambiguous and complex operational environment. Supports Objectives 2.1, 2.2.

**d. Key Task 2D: Key Technology Research Areas.** Provide the research community with potential technology and required capabilities to support a single synthetic environment, one-world terrain, artificial intelligence, intelligent tutors, big data and point-of-need research. Supports Objectives 2.1, 2.2, 2.3, 2.4.

**e. Key Task 2E: Combat Training Center.** Develop an improved Combat Training Center capability that replicates the complexities of the future operational environment and builds teams of unified action partners. Supports Objectives 2.2, 2.3.

**f. Key Task 2F: Training and Education Development.** Provide training and education products that define and develop the knowledge, skills, and attributes required to optimize the human performance of Soldiers, Army Civilians, and cohesive teams. Supports Objectives 2.1, 2.2, 2.3.

**g. Key Task 2G: Training Evaluation and Assessment.** Develop new training evaluation and assessment capabilities that enhance training effectiveness and efficiency. Supports Objectives 2.1, 2.3, 2.4.

**h. Key Task 2H: Integrated Training Environment.** Provide an integrated training environment (ITE) that combines existing training capabilities into a system of systems to create an immersive training environment. Supports Objectives 2.1, 2.2, 2.3.

**i. Key Task 2I: Training Information Infrastructure.** Develop training information infrastructure and the Points of Delivery system that manage training and education information and content for use by individuals, units, and institutions worldwide. Supports Objectives 2.1, 2.2, 2.3.

**j. Key Task 2J: Learning Content on Mobile Devices.** Develop a governance process for mobile devices, establish wireless infrastructure at TRADOC installations, and develop content and products that support complex training on mobile devices. Supports Objectives 2.1, 2.3, 2.4.

**k. Key Task 2K: Distributive Online Courses.** Provide an adaptive learning strategy, leverage new technologies, and provide online education and training that accelerates learning by enhancing memory, reason, and judgment. Supports Objectives 2.1, 2.4.

**l. Key Task 2L: Adaptive Learning Strategy.** Provide technology developed instruction that employs adaptive learning strategies and intelligent tutoring to accelerate learning and education for Soldiers and Army Civilians. Supports Objectives 2.1, 2.4.

**m. Key Task 2M: Synthetic Training Environment.** Develop a synthetic training environment as a replacement to the ITE (Key Task 2H) that fuses virtual, constructive, and gaming into one environment. Supports Objectives 2.1, 2.2, 2.3.

**n. Key Task 2N: Augmented Reality.** Provide a live training environment enabled by Augmented Reality (adding computer-generated synthetic objects to live training), which provides realistic, adaptable, and complex training. Supports Objectives 2.1, 2.2, 2.3, 2.4.

**o. Key Task 2O: Training Instrumentation Systems.** Develop an instrumentation system (live environment) that will integrate Joint and Army Mission Command systems to provide multi-echelon training on joint and complex tasks. Supports Objectives 2.2, 2.3, 2.4.

**p. Key Task 2P: Learning Science and Technology.** Apply cognitive and neurological science as well as technological advancements to train teams of Army Professionals to thrive in ambiguity and chaos. Supports Objective 2.4.

## Annex C: Institutional Agility

**1. Concept.** The Institutional Agility Line of Effort (LOE) describes those objectives and tasks that will improve the Army's ability to adapt its institutional structures and processes rapidly to changing situations, seize opportunities, and field innovative solutions in advance of need, while maintaining the Army as a profession. The Combined Arms Center - Education (CAC-E) is the lead integrator for the Institutional Agility LOE and is responsible for planning and coordinating how human dimension institutional processes within the Army will become more agile and responsive to emerging needs. CAC-E will continue to build relationships with academia to develop educational methods further. ASA M&RA, using appropriate Department of the Army forums, will work in concert with TRADOC and HQDA G-1 at the senior leader level for integration. Efforts in this LOE will help improve talent management and human performance through work force planning, recruiting, accessions, training, education, development, assessment, promotion, succession planning, assignment, and retention to ensure the optimal employment of all Soldiers, Army Civilians, and teams in concert with the needs of the Army.

**2. Army Warfighting Challenges.** The Institutional Agility LOE supports two specific Army Warfighting Challenges (AWfCs): AWfC 4: Adapt the Institutional Army and AWfC 9: Improve Soldier, Leader, and Team Performance.

**3. Key Tasks.** Also, see Annex D: Army Human Dimension Strategy Map.

**a. Key Task 3A: Agile Leader Development Program.** Ensure that leader development programs produce agile, adaptive, and innovative Army Professionals who can solve problems within an ambiguous and complex environment. Supports Objective 3.2 (see base document for discussion of each supporting objective).

**b. Key Task 3B: Army University.** Organize the Army's education enterprise into a university structure to promote greater agility and increased academic rigor across all professional military education programs. Supports Objective 3.2.

**c. Key Task 3C: Organization and Structure.** Optimize the efficiency of governance and business practices to accelerate communication, decisionmaking, and DOTMLPF-P integration. Supports Objectives 3.1, 3.2, 3.3, 3.4.

**d. Key Task 3D: Talent Management Strategy.** Develop a F2025B Talent Management Strategy that establishes the talent management principles that will be applied to the core functions of the Army's human capital management enterprise and the career life cycle of all Army professionals through a holistic, integrated approach. Supports Objective 3.1.

**e. Key Task 3E: Talent Acquisition.** Develop a synchronized approach for researching and establishing individual talent requirements and strategies for acquiring the individuals with the necessary talent to meet those requirements. Supports Objective 3.1.

**f. Key Task 3F: Talent Employment.** Optimize the assessment-based employment and career path of all Army Professionals to ensure their diverse individual knowledge, skills, and attributes match Army needs. Supports Objective 3.1.

**g. Key Task 3G: Institutionalize Army Profession and Ethic.** Institutionalize, operationalize, and sustain the Army Profession and Army Ethic across the Army, so trust remains within the Army and between the Army and the American people. Supports Objectives 3.1, 3.2, 3.4.

**h. Key Task 3H: Credentialing, Certification, and Licensing.** Develop civilian-recognized credentialing, certifying, and licensing for Army education and training to provide clear, objective evidence of Army Professionals' competence, improving capabilities while in the Army and improving their ability to transition into quality employment opportunities after their service. Supports Objectives 3.1, 3.2, 3.4.

**i. Key Task 3I: Academia and Industry Collaboration.** Develop more open collaboration with academia and industry to improve collective understanding of human dimension efforts and to increase the rate of Army institutional innovation. Supports Objectives 3.1, 3.2, 3.4.

**j. Key Task 3J: Army Families.** Improve and develop Army family programs, tailored to diverse needs, that enables both high quality of life and the retention quality of professionals across a career of service. Supports Objectives 1.2, 1.5, 3.4.



**VISION**

- OPTIMIZE THE HUMAN PERFORMANCE OF EVERY SOLDIER AND CIVILIAN IN THE TOTAL FORCE
- BUILD COHESIVE TEAMS OF TRUSTED PROFESSIONALS WHO THRIVE IN AMBIGUITY AND CHAOS

**END STATE**

AN ARMY OF COHESIVE TEAMS OF TRUSTED PROFESSIONALS WHO ADAPT AND WIN IN A COMPLEX WORLD

Strategic Objectives

The Army has the capability and capacity to optimize the human performance of every Soldier and Civilian in the Total Force to improve and thrive in the strategic environment of 2025 and beyond.

The Army conducts training in complex environments to build cohesive teams who improve and thrive in the ambiguity and chaos of the strategic environment of 2025 and beyond.

Army institutions rapidly adapt within the dynamic strategic environment of 2025 and beyond, seize opportunities, and deliver innovative solutions in advance of need, while maintaining the Army as a profession.

Lines of Effort

**COGNITIVE DOMINANCE**  
Optimizing cognitive, physical, and social strength to achieve advantage over a situation or adversary.

**REALISTIC TRAINING**  
Developing cohesive teams of Army Professionals who can improve and thrive in ambiguous, complex, and challenging situations.

**INSTITUTIONAL AGILITY**  
Developing the institutional capability to anticipate changing conditions in stride and lead through innovation in advance of need, while maintaining the Army as a profession.

Supporting Objectives



Crosscutting Concepts

Leader Development  
Army Profession

Key Tasks

Key Task 1A Improved Leader Development	Key Task 1B Intellectual Diversity	Key Task 1C Educational Modernization	Key Task 1D Creative and Critical Thinking	Key Task 2A Training Management Capabilities	Key Task 2B Mobile Training	Key Task 2C Home Station Training	Key Task 2D Key Technology Research Areas	Key Task 3A Agile Leader Development Program	Key Task 3B Army University	Key Task 3C Organization and Structure
Key Task 1E Living Doctrine	Key Task 1F Individual Assessments	Key Task 1G Professional Ethic	Key Task 1H Cultural Awareness	Key Task 2E Combat Training Center	Key Task 2F Training and Education Development	Key Task 2G Training Evaluation and Assessment	Key Task 2H Integrated Training Environment	Key Task 3D Talent Management Strategy	Key Task 3E Talent Acquisition	Key Task 3F Talent Employment
Key Task 1I Language Proficiency	Key Task 1J Appreciation of the Complex Operational Environment	Key Task 1K Athletic Performance	Key Task 1L Personal Resilience	Key Task 2I Training Information Infrastructure	Key Task 2J Learning Content on Mobile Devices	Key Task 2K Distributive Online Courses	Key Task 2L Adaptive Learning Strategy	Key Task 3G Institutionalize Army Profession and Ethic	Key Task 3H Credentialing, Certification, and Licensing	Key Task 3I Academia and Industry Collaboration
Key Task 1M Performance Enhancement	Key Task 1N KSA Assessment			Key Task 2M Synthetic Training Environment	Key Task 2N Augmented Reality	Key Task 2O Training Instrumentation Systems	Key Task 2P Learning Science and Technology	Key Task 3J Army Families		



