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THE ARMY 2000: IMPLICATIONS FOR THE PSYCHOLOGIST  
AND THE ORGANIZATIONAL EFFECTIVENESS CONSULTANT

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In support of its seven goals, the Army is currently moving toward an "Army of Excellence" in which each individual and unit will reach the highest potential of performance. Commanders at all levels up through the Chief of Staff look to their management and Organizational Effectiveness Consultants (OECs) to facilitate transition management and the development and implementation of strategies for organization design or redesign.

Organizations are composed of people. Psychologists deal with people -- this is our area of expertise. The interface between AMEDD psychology and the leading-edge planners for the Army is currently a chance happening.

This paper presents an update on current planning for and activities in the development of the Army and the battlefield of the future. The roles of the OE consultant and the psychologist are discussed in relation to:

- (1) The increased need for complementary (OE-Psychology) consultation;
- (2) The need for expert psychological input to issues involved with recruit selection, training and man/machine technology;
- (3) The need for psychologists to take the initiative in establishing interactive relationships with OE consultant and Army planning agencies.

INTRODUCTION

In support of its seven goals, the Army is currently moving toward an "Army of Excellence" in which each individual and unit will reach an extended potential of performance. Commanders at all levels up through the Chief of Staff look to their management and Organizational Effectiveness Consultants (OECs) to facilitate transition management and the development and implementation of strategies for organization design or redesign.

In a recent article Robert Dudney (1982) presents a succinct overview of the Army's new directions in relation to tactics, weapons, mobility, structure and personnel. Dudney's is not an all-inclusive statement about where the Army is in relation to its "cutting edge" philosophy, but it's good reading and encompasses some of the major trends and directions in Army thinking, planning and action. The "cutting edge" philosophy refers to the futuristic orientation of Army planners today. Those of you who attended the Behavioral Sciences Symposium in September of 1981 may recall hearing about Division 86 -- a date and an entity that are rapidly approaching. In the concept of Division 86, as well as in the orientation toward the AirLand Battle 2000, the Recruit 2000 and the Soldier 2000, there is more concern for the AMEDD psychologist than where our slots will fall in the TDA. While the OECs deal with transition management, especially in the face of Force Modernization, the psychologist may be called upon to develop strategies for facilitating psychological reconstitution under conditions of continuous operations, teach personnel how to deal with "walking dead", and (among other things) facilitate the selection and integration of "super fighters" into units that are undergoing immense individual and organizational stress as a result of Force Modernization and the introduction of High Technology materiel and individuals. If you are a clinician, you will see the results of this turbulence-in-the-service-of-the-future-force as reflected by strain in individuals, families and units. As psychologists, our concerns need to be focused on technology in order to anticipate and deal with what will happen to people because of that technology.

Since psychologists are concerned with people and organizations are composed of people, this paper presents information on new directions the Army is taking and some of the resulting problems that may arise, as well as some implications for the interface between psychologists and the OE consultant within the context of the Army and the battlefield of the future.

The USAOECs  
and  
The New Direction, New Technology Army

To provide information and some perspective on current trends, a brief description of the Concepts Development Directorate of USAOECs will be given along with some discussion of current projects being conducted in that Directorate.

Concepts Development Directorate (CD) has the mission to explore, assess, and develop new OE concepts (AR 5-15; TRADOC Reg 600-1; OECs Reg 10-1). Derived from this mission, the Directorate has adopted a purpose of "Shaping tomorrow's Organizational Effectiveness today". In fulfilling this purpose, the Directorate has identified six major goals: 1) selectively provide OE-related consulting services to benefit the Army; 2) monitor OE-related research and development; 3) explore the future; 4) develop and refine OE methods and technologies; 5) process OE-related information; and 6) establish and maintain networks. Some of the major activities of CD are: providing consulting services to the Army; determining major issues and opportunities for OE in the future; influencing the direction and outcomes of OE-related research projects; generating and testing new OE methods; gathering and storing OE information; and

conducting liaison with relevant military, academic, industrial, governmental and futures groups and individuals. The Directorate acts as a "sensor" for the Army and is responsible for developing concepts and strategies for integrating trends into the Army's planning and actions. A few of the current activities of CD are described briefly in the following paragraphs.

Force Modernization. During the '80s and '90s the Army will be facing change at unprecedented rates, as exemplified by the fielding of more than 400 new or improved weapons systems. By 1990 Division 86, the High Technology Test Bed, Corps 86 and the COHORT studies will be having their impact. This means that there will be comprehensive and radical changes occurring in the Army's equipment and organizational structures. The study of large-scale, complex change at CD has led to the outlining of new procedures and technologies known as transition management -- techniques whereby a commander can institute a large amount of change and still maintain a high level of readiness.

New Organization Training Teams (NOTTs). As force modernization proceeds, NOTTs (relatives of the New Equipment Training Teams fielded during 1981 and 1982) will be formed to provide units with planning capabilities that will allow them to adapt successfully to the many changes they face. Combined with knowledge about transition management, the NOTT will provide the potential for uniformly successful transition throughout a command. The OEC will play a key role in the NOTT, as the facilitator to transition management.

Battlefield OE. Basic study of OE technologies and their application to units under stress has been ongoing since 1979 and has included the use of OD by the Israeli Army in the 1973 war and studies of the German Army in WWII by Janowitz (1971). One technique that has proven its effectiveness over time is the battlestaff effectiveness training the OECS has conducted since 1977. This training consists of observation of a battlestaff as it functions in a battle simulator and the furnishing of information to the commander and his staff about how well the staff is functioning. A second technique in battlefield OE is the problem-solution focus, aimed at helping members of the unit learn from their battle experiences. A third focus has been on the adaptation of various OE technologies that are aimed at building group cohesion. These technologies focus not only on the mission and planning of the unit but also on the levels of cohesion in groups of the unit, their morale, their interpersonal relationships and the levels of trust and the support the group provides to its members.

Manning the Force: Recruit 2000 and Soldier 2000. The AirLand Battle 2000 requires soldiers who can fight almost continuously using conventional and unconventional strategies and tactics to gain the initiative and defeat an enemy who may possess superior numbers and have technological parity with the United States. Because of the maximum physical and psychological stress that will be placed on these soldiers as a result of demanding day and night battles, the soldiers of AirLand Battle 2000 must possess the characteristics of "super fighters". Environmental and developmental impacts on the potential recruit pool between now and the year 2000 will have profound influence on those characteristics and the capabilities required to become warrior soldiers. Identification of environmental and developmental impacts on the currently 0 to 2 year old potential recruit pool is an ongoing project. Characteristics of the "ethical" warrior soldier are drawn largely from work previously accomplished by the Israeli Army (DA, 1976).

Networking. Trying to keep a "handle" on the immense amount of information available for sensing is a task that is nearly impossible. Electronic and face-to-face networking are two approaches commonly employed by the staff of OECS. These activities allow the staff to maintain contact with the past and present, and better sense the future for the Army. Currently, several OECS staff members are actively involved in the Army's Delta Force, which is headquartered at the Army War College and serves as the conceptualizing arm of the Army. Several electronic communications networks are active on a daily basis at OECS -- the Deltanet, OEnet, ForceMod net, OD net, and Deltateach to mention a few. Communication via these networks precludes the limitations of time differentials and the delays of written communications (not to mention the often inadequate Autovon network, which is not - as many presume - cost free). Topics of broad scope and interest are discussed and, occasionally, in-depth reviews of new, pertinent literature are provided by a participant. The programs for these networks provide for public discussion as well as private communication and personal data files.

Preventive Management. With few exceptions, management tends to react to systems distress (problem symptoms) rather than attending to the use of primary prevention measures to insure maintenance of healthy systems operations. Methods and techniques are being explored currently at OECS to move the Army (the organization) from a model of crisis management to one of preventive management. The objective is to develop procedures for effecting primary prevention for organizations in the same way we practice primary prevention in medical and psychological areas. Of particular interest in this arena is the forecasting and forestalling of organizational stress (i.e., stress on the organization, as opposed to stress on the individual).

Human Dimension in the Battlefield. In response to concerns stated recently about the lack of emphasis in Army doctrine on the human dimension in battle, the OECS staff prepared a brief concept paper to guide Division and Corps commanders of the future (e.g., Command and General Staff College attendees) in the consideration and integration of needs on the human dimension in their staffing and planning. The need to address the human dimension at the individual, unit, organizational and system levels is discussed in this paper which was provided to the Combined Arms Center. In addition, leadership problems unique to the Corps and Division commander, consideration of the human dimension in combat planning, enhancing the organization, leadership and personal dimension in combat were addressed. Cited in this paper was the presentation of Lieutenant General Paul Gorman (July, 1982) in which he presents numerous ways in which the human dimension is being considered by and having impact on research and operations in the military setting. Of additional interest is a recent article (Hopkins and Barko, 1982) that addresses the integration of soldier potential, leadership potential and system potential.

The AMEDD Psychologist  
and  
The New Direction, New Technology Army

In the previous section several areas of involvement of the OECS with the new directions being taken by the U.S. Army were presented. By now, the

question may have arisen: "What does that have to do with Army Psychology?" Perhaps the answer to that lies in the psychologist's particular orientation. Making this assumption, the following sections address the issues from different professional perspectives, albeit in broad categories.

Social. As the Army, or any complex organization, moves through a rapid succession of changes, it seems appropriate that social psychologists bring to bear their traditional expertise in the dynamics of the facilitation of change. This issue is related to the preventive management concept, in which middle management (in Army terms, senior NCOs and junior officers) holds the key to successful change operations. Under discussion are such relevant topics as clear and undistorted channels of communication, dissemination of information, trust and transition management. Participation of psychologists in the formulation of procedures to facilitate the process of change would have positive impact not only on the institution of change, but might lessen the strain experienced by the organization and by individuals during the process.

Child/Developmental. A critical area for developmental psychologists is the formulation of concepts about just what the Recruit 2000 will be like, given the runaway technological explosion and the projected social and psychological impacts. Envision, for example, the two-year old of today (who will be 20 in the year 2000 and, therefore, within the recruit pool). As he develops keen hand-eye coordination to beat Pac-Man, what other positive and negative effects might there be? One might imagine, for example, that these youngsters will develop a delicately tuned power of concentration which would be an enabling factor in their learning meditation and/or mind controlling techniques for the purpose of combating the effects of jet-lag or stress or fatigue. These are qualities required by the "super fighters". What will be the long-term effects of social isolation caused by high technology impacts on the social and educational systems? What might we expect in terms of recruiting, training and sustaining the force when that force (or at least its entry-level personnel) has evolved from the "hi-tech" generation?

Clinical/Community. Of paramount importance seems to be the involvement of clinical/community psychologists in the area of preventive management. Taken literally, this concept encompasses the social, developmental, organizational and clinical factors that might cause strain on the organization and on individuals and groups within the organization. Preventive management, as a primary prevention, reaches beyond the active duty Army to the interface of family/community with the active duty population. Who better to develop methods of identifying or forecasting psychological effects of change and/or turbulence than the clinician? And, having forecast such effects, the clinician, in conjunction with multi-disciplinary teams is best prepared to develop the technology for forestalling anticipated problems or "systemic viruses". A specific example of the need for the involvement of clinicians in current planning is evident in the integration of "Cohesion Technology" in the scenario of Division 86. Considerable energy has been invested in forming and tracking cohesive units. Little consideration has been given to the effects of fragmentation or termination of these units. Clearly, there is a need for input from the clinical community regarding the effects of separation and the resultant deterrents to re-integration.

Research and Organizational. These orientations are, perhaps, most closely in touch with the Army's new directions, having participated in the formulation and evaluation of many of the new concepts. With the sincere desire not to offend, the only disclaimer offered here to AMEDD psychologists in these orientations is that they focus on the applied and practical aspects rather than the esoteric and, perhaps, academic approaches. Rhetoric has no place on the battlefield. Current DOD guidelines orient behavioral and management science concepts toward improving productivity, motivation and the quality of work life throughout DOD. In viewing organizations as socio-technical systems, the field of organization design provides a balanced approach between social and technical aspects in the study of organizational issues.

## DISCUSSION

### The OE Consultant and The AMEDD Psychologist

This paper has attempted to specify some of the ways in which the OE consultant has access to information and action channels in areas of growth and evolution of the U.S. Army and some of the ways in which AMEDD psychologists might execute constructive input into these areas. With regret, we must acknowledge that some of these areas of growth and evolution are of little interest to some AMEDD psychologists. It is suggested here that if we are to succeed as a viable service, we must expand our horizons and recognize the fact that we are extant to serve an organization: that organization is the U.S. Army. To serve it well and appropriately, we must look to its developmental and mental health rather than addressing ourselves solely to the symptoms of individual or organizational disease which present themselves, for one reason or another, in the clinic. One way to do this is to "join the resistance".

If we look realistically and with considerable candor at the two specialties -- OE consultant and psychologist -- we must acknowledge the armed truce that has existed since the establishment of the OE Consultant Course in 1976. "They" mistrust us and we suspect "Them". As an individual who is "some of each", the author suggests that as two professions within the same organization, there is a need for alliance in the interactive mode (Ackoff, 1974). As we all know, at least intellectually, cooperation is the key to survival. As professions within the organization, we do share an important dimension -- we have been through the same uphill battle for survival. It is not suggested that two orphans make a scion. It is suggested that, because of our training as psychologists, we are able to deal with the challenges of cooperation whether we are rebuffed, ignored or accepted.

It is not entirely the domain of the psychologist to be proactive in the arena of cooperation. But, we must be responsive. Following this year's APA convention, it was brought to the attention of the Commandant, OECS, that Army OE was noticeably absent from the program. Next year there will be a discussion session, hospitality room and information center sponsored by the USA OECS. These activities will not be processed through Division 14, but through Division 19.



Within the past year a working agreement has been reached between the Director of the Community Psychology Fellowship and the USA OECS which will enable the fellow to be a participant-observer in some of the consulting operations of the External Operations Division of the Concepts Development Directorate of USA OECS.

The major point is that, in order to mobilize a cooperative, interactive effort, there must be contact and communication between the OEC and the psychologist. Different individuals in different locations might react/interact at different levels of cooperation. We must, however, keep sight of the fact that the local OE office has information and expertise to share with us. And we have expertise that is of tremendous importance to the effectiveness of our shared organization -- the U.S. Army. A suggested tactic is that psychologists consider the OEC in the same vein as the Chief of Family Practice in the hospital -- there is a need to establish contact, and then trust, and then (with luck and success) a cooperative relationship.

If the OEC is at the cutting edge, then we must, as psychologists, establish a working relationship now that will empower preventive management -- if only so that we will not just be on the receiving end of the results of organizational turbulence and change. It is up to the psychologist to formulate and implement strategies for primary prevention in the organization as well as in the family or individual.

#### RECOMMENDATIONS

1. Psychnet. It is imperative that AMEDD establish and support an electronic communications network that will allow AMEDD psychologists and military and civilian participants with concerns related to the issues raised in this paper to communicate at little dollar cost but at large savings in time (which equals dollars). Electronic communication is one of the viable means for keeping up with the literature as well as maintaining a productive interaction with organizational and professional colleagues. The cost of establishing and maintaining one electronic communication capability for one year is likely, in most instances, to be about the same as the cost of the TDY to bring one participant to this symposium.

2. Interaction with OE Technology. AMEDD psychologists must take the initiative in establishing an interactive mode with OE consultants who are more in contact with the needs of the overall organization in its moves toward new, advanced technologies. At the same time, psychologists must be receptive to initiatives taken by the OEC, whether that initiative stems from a need for conceptual support or support in the execution of technology and/or doctrine.

3. Organizational Visioning. Along the lines of preventive management, psychologists are in a unique position to be aware of trends within the organization (=Army) and the organizational needs. In the context of the current and futuristic thinking/planning in the Army, visions of what will or might be are well received. Psychologists are urged to join networks in which their visions might be expressed and translated into actions that will serve as primary prevention. (The lateral arabesque can be a beautiful move.)

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