

The capability with the highest priority for the Army to win in a complex world is the ability of military leaders to be innovative, intuitive, and self-responsive. An intricate world presents in itself, complicated challenges and environments, only manageable by the most well-suited approaches¹. It is a considerably challenging world, characterized by an ever-changing landscape within which the Army must learn to operate. Therefore, the capability with the highest priority for the Army to achieve notable success in such circumstances requires the development of innovative, nimble and adaptive leaders who have come to appreciate the sudden misfortunes these environments face. The leaders must have learned to thrive in chaos and crippling uncertainty. They must be well versed with modern engagement constraints as well as have the wit to observe and advise those they lead accordingly in the face of a rapidly changing field situation.

The leaders must have the skill of timely visualizing, directing, and assessing the operations in intricate environments and when faced with highly adaptive enemies. They must have the mental resilience and composure to offer strategic value in the gravest of situations and turn the fortunes of their teams even when it appears their enemies have more tactical value². Therefore, the capability with the highest priority for the army to win in extreme scenarios is centrally based on the command suitability of their leaders and their wit in extreme volatile situations. There is a good reason for this.

1 Herbst, Jeffrey. *States and power in Africa: Comparative lessons in authority and control*. Princeton University Press, 2014.

2 Zinn, Howard. *A people's history of the United States*. Boxtree, 2016.

As a consequence of the gaps from Joint Capabilities Integration Development System analysis, leaders are required to be exceedingly agile to complete the missions required by the Department of Defense. JCIDS' primary purpose is to provide a formal platform with which acquisition requirements can be defined and evaluation criteria for future defense programs, developed. Presently, the efforts are required by the Army to address this particular capability for the primary reason that leadership capable of mastering, excelling in, and assimilating factors in the flexible environment to their teams' advantage is required³. The Army desires the type of leadership as it is critical to its tactical success. Leaders who are proactive and skilled at articulating events at the field and establishing a fitting response represent the most advantage for the Army.

Three entities have since taken charge to address this challenge. The TRADOC Analysis Center (TRAC), Centers of Excellence (CoE), Capability Development and Integration Directorate (CDID) are responsible for conducting analysis to define new force capability needs for the Army's fighting mandate⁴. Independently, the three centers engage the different stakeholders involved to determine the capability needs required to better advantage the Army in its enemy engagement.

Doctrine, Organization, Training, Material, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) is a U.S Department of Defense terminology used to refer

³ Brzezinski, Zbigniew. *Strategic vision: America and the crisis of global power*. Basic Books, 2013.

⁴ Herbst, Jeffrey. *States and power in Africa: Comparative lessons in authority and control*. Princeton University Press, 2014.

to eight non-materiel factors considerably related to satisfying warfighting capability gaps⁵. This concept is widely explored in the determination of elements that can be manipulated so as to solve capability divides. The two domains impacted are training and leadership development and education. These domains exhibit the highest likelihood of manipulation or alteration to achieve the highest possible value. Great leadership is one of the most central merits an army can have. Having leaders who are agile, intuitive and capable of discerning the dynamics in the fast-changing warfighting environment is one of the principal elements key to an army's success. Similarly, sufficient and appropriate training adequately predisposes the Army for triumph in the field.

⁵ Fisher, Louis. *Presidential war power*. University Press of Kansas, 2013.