



DEPARTMENT OF DEFENSE

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MEMORANDUM FOR GENERAL TUTTLE AND BOARD OF VISITORS MEMBERS

Before our next Board of Visitors meeting, I would like you to give some thought to a challenge that Mr. Kendall has given to DAU. This challenge falls under the Better Buying Power initiative of creating a more professional workforce. He has used several phrases to describe what he'd like to have the workforce do more often:

- be experts in your field, not action officers
- think about products more, and about process less – don't just check the box
- think creatively, and ask the critical questions that might not otherwise be asked
- use leadership's guidance as guidance, not as law

In one way or another, Mr. Kendall refers to this nearly every time I talk with him, so it's clearly a priority. In my discussions with government and industry leaders, I often hear a similar sentiment expressed directly or as an undercurrent of frustration with government. The discussion at our last BOV meeting about competition is an example.

We already do a lot at DAU to encourage the characteristics Mr. Kendall describes. Case studies, particularly prominent in the DSMC courses, are an example. We offer courses specifically targeted at "critical thinking". We bring in leaders from all parts of the defense enterprise to speak to our students and offer varying points of view. Despite these efforts and others, there seems to be an unmet need.

It is a difficult problem, and the particular circumstances of our bureaucracy create real obstacles. Nonetheless, the goal of more professional thinking is a worthy one – we can come up with many examples of what its absence costs us. How can DAU help? I would like this to be a topic of discussion at our next BOV meeting. I am writing now so that you can give it some thought beforehand. I look forward to hearing your insights and having a robust discussion.

J.P.

James P. Woolsey
President