Report

Strategy Development for Future Security Environment

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Abstract- Trying to anticipate future security environment and strategy development for future challenges are inevitable for any state who seeks coherent solutions for the future threats. This report is aiming to put the importance of strategy development for future security environment. In the first part, a theoretical approach on future security environment is discussed. Following two parts are about strategy and strategy development including a valid strategy theory or model which defines what the strategy is at state level. The report ends dealing with the crucial role of the leadership on strategy development.

Keywords- Strategy development; future security environment, leadership, strategy.

1. Future Security Environment

It is almost impossible to predict the future since the complexity and uncertainty of events shaping the security environment is running much faster than ever. We live the future security environment today and it is dynamic and ever changing.

Einstein's Theory of Relativity (Cassirer, 2004) suggests that rates of time actually run differently depending on relative motion, so that time effectively passes at different rates for different observers travelling at different speeds, an effect known as time dilation. I think we are in a time period that the rates of actions run faster which in turn triggers the increased pace of our time significantly more than before.

At first glance, it may seem strange that while there were outstanding strategists predicting the far future such as Sun Tzu (2013) or Clausewitz (2004), what the modern strategy experts produce for the future security environment is limited. To analyse this difference, we should take into consideration the speed of change in each period of time.

For a long period of time, the world which people were born was pretty the same when they died. But this is not the case anymore. As futurist Ray Kurzweil (2001) stated "We won't experience 100 years of progress in the 21st century — it will be more like 20,000 years of progress [at today's rate] ." Since then we have experienced deep changes in the past 15 years in different fields such as internet, smart phones and social media applications. For me, in our time, the phenomenon of future is totally different than any time and the speed of changes are at a puzzling rate. Therefore, understanding the current security environment is equal to understanding of future security environment.

In this respect, given the dramatic changes, I think we live the future security environment currently or we will live soon when compared with the past. Hence, we may assume that today to see the overall picture of our time and read the true message among the independent and dynamic events in a global world is equal to predict the future in a past time. Today, there is a rapidly changing security environment emanating from regional power shifts, failing states, civil wars, terrorism, corruption, energy demand, climate change, illegal migrations and etc. This current security environment, itself, makes it very challenging to assess the risks and threats.

To summarize, security environment today is ever changing with full of different risks that may turn into any kind of known or unknown threats, so does the future security environment. The security environment includes struggle for richness, power, resources, political power, cyber space, sovereignty, and legitimacy, which may put forward a wide range of disagreements among swiftly enlarging threats in a progressively competitive but interconnected world (Eisenhower, 2013)

2. Strategy Development

Origin of the term strategy stems from military and goes back to the ancient Greeks and Chinese (Strachan, 2005). At first, Sun Tzu mentioned about strategy and then his successors defined the term within his framework. Eminent authors like Clausewitz, Liddell Hart and Jomini (Luvaas, 1986) developed and modern academics like Luttwak (2001) and Gray (1982) interpreted the term in accordance with its military origin. In spite of its origin centered using, some researchers like Foster and Osgood (2010), pointed to "power" topic, while Murray and Grimslay (1994) underline the dynamic quality of "process" that exists in the strategy formulation.

Today's usage of the term strategy, finds itself in many disciplines, ranging from military art to management, business to international relations, sociology to economics. Yet, it has not been made a common definition of strategy that is accepted by all of these disciplines. Another point that I would like to put your attention is about a dispute whether strategy is an art or science (Halleck, 1863). Some classic strategic thinkers think that strategy is a type of "art". On the contrary, some modern thinkers, mostly in business and finance try to rationalize strategy and claimed that it is a "science".

Out of these two groups, quite a number of strategic experts think that strategy is a combination of wisdom, science and craft. I do argue that strategy is a proportioned combination of art and science since both a formal scientific process and creative thinking is needed for its development. The scientific methods can be used to develop alternatives at lower levels for the future, while the final choice mostly depends on the personal judgment of the strategist at higher levels. Besides, strategy in the world we are living reflects the dynamic structure of the strategic environment and the main drive of the strategist.

In the light of this assessment, I believe that strategy development should not be downgraded to a mere formulation process. If we agree that strategy is

only a science, then we have to accept that some strategy formulation models would be adequate for the development of the good strategy. However, I believe that, despite the approaches trying to conceptualize and implement strategy in scientific manner, strategy still has the artistic aspect stemming from the strategist's subjective judgment. Therefore, some models used in business, economy or finance as SWOT analysis (Lee et al., 2000), which is defined as a strategy formulation, cannot be the strategy development model itself. It could only be a method or tool in strategy development process.

The question arising at this point is how we can develop strategies and what methodologies we should follow. Before answering this question, I want to highlight that the term strategy is being used to focus on the government level and the use of the components of power to carry out nations' interests. Interests are demanded end states, such as survival ability, economic wellfare, and sustaining community values. National components of power are the resources used to boost national interests. Strategy is depicted as leading, protecting and developing these components through the application of components of power (Foster, 1990).

3. A Convincing Strategy Theory

As the Head of Strategy Department of the Army War College, I have studied on strategy for some time searching a convincing approach on how to define a strategy theory. A study on strategy development made by Professor Arthur Lykke at Army War College in the US satisfied me (Lykke, 1997).

The theory is quite simple and depends on three factors: ends, ways, and means. According to this theory, strategy is like how (ways) leadership will exploit the power for the state. It is important to assure sets of circumstances and geographic locations to achieve objectives (ends) that support state interests. In the Lykke proposition the ends are "objectives," the ways are the tools for fulfilling the objectives, and the means are the "resources" backing that tools (Yarger, 2008).

Arthur Lykke stated a consisted form to a theory of strategy with three-legged stool model of strategy, which is pictured as *strategy = ends + ways + means*. If these elements are not equalized, there may occur a risk. If any leg is too short, the risk is too severe and the strategy fails. In other words, a consistent strategy should have an enough level of balance of goals, concepts, and resources, if not the success is at high level risk (Yarger, 2012).
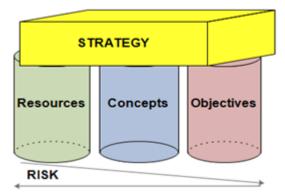
strategy=(ends+ways+means)-risk

Fig.1 Lykke's three-legged Stool Articulation (1997).

In this respect, determination of clear goals facilitates the devising of an executable concept and the identification of necessary means designed to support that concept would give a good way to reach a coherent strategy. To achieve national interests in an uncertain and ever changing security environment, the components of Lykke's model of strategy development should be revised at the same pace as the changes in risks and threats. Thus, a strategy should be based on the development of a sound, comprehensive, flexible, adaptive, dynamic and resourced process. Nevertheless, the development of a strategy is challenging because of resource restraints and the need for adaptive human capital.

4. The Role of Leaders

It is certain in the future that resources will be limited just like today. To achieve the ends, allocation and management of limited resources at the right time at the right place shows the significance of the strategy that will be developed and executed by the leaders. This challenge will be ever more underlined in the uncertain security environment. Since the security environment is unclear and ever-changing in the future, the constant is to have the ability to smartly use the limited resources to reach the goals. In addition, good strategy flows from comprehending the nature of the environment and creating a symmetry and synergy of objectives, concepts, and resources that present the best choice of attaining the policy aims (Jones, 2008).

As one of the main National Power elements, military power and army in specific would be analysed in conjunction with the strategy. Nevertheless, strategy development for future security environment has direct connection with future leaders of the armed forces. In this context, strategy development in an ever-changing security environment needs a dynamic and efficient process. To provide a strategy in compliance with the national interests, an army should have the capability of a quick adaptation to the security environment as the main means of hard power. In this regard, to deal with the challenges in the security environment, leaders are crucial for strategy development.

Overall, leaders will have heavy and challenging responsibilities, but they will maintain their role of being a game changer in strategy development for future security environment.

Since, security environment will take many forms and the picture will be increasingly blurred, leaders in armies will play important role for success. For this reason, future leaders should prepare themselves in order to develop proper strategies.

How can they do this? First, a leader should develop himself in accordance with the challenges of security environment. Second, a leader should be able to think asymmetrically, so that at every level he or she can maintain the capacity and capability to shape events and seize the initiative, or respond to the unexpected. Last but not the least, a leader should have the ability to allocate resources in order to achieve the decisive effect, and when resources are limited, to decide how to take and mitigate the risk. Accordingly, leaders need greater capability to understand an emerging conflict, and then greater institutional agility to anticipate, learn and adapt under diverse mounting pressures.

5. Conclusion

To conclude, I want to highlight that since we are in a fast evolving information and technology age, today it is nearly impossible to predict future security environment. As mentioned at the first part of this report, maybe we are living our future in our current time. Therefore, to achieve the ends with limited means under many restraints in an ever-changing security environment, it is important to revise the elements of strategies (ends, ways and means), constantly and instantly. I think at this point, leaders will play a key role, especially in military strategies not only for adapting the armies to the emerging challenges in the dynamic security environment, but also closing the gap between limited resources and requirements in order to achieve the ends.

For the last word strategy contributes a consistent draft to bring the facts of today and a desired future.

Acknowledgement

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