One Mission: How We Became a Team of Teams
“It takes networks to fight networks. [This] will require very effective interagency operations, which by their very nature involve networked structures.”

John Arquilla, David Ronfeldt: *Advent of Netwar*, 1996
Transition:
From Industrial to Information Age

Stable - Predictable - Scaleable - Efficient

Unstable - Predictable - Scaleable - Adaptable

"Now, like then, new media have democratized information exchange, amplifying the voices of those who feel they have been injured in the upheaval. Now, like then, public leaders and public institutions have failed to keep up with rapid change, and popular trust has been deeply eroded."

- Ian Goldin, Oxford University on comparing the modern era to the Renaissance.
Today’s Environment:
Complex

The Problem:
Efficiency

The Solution:
Adaptability
The
The Reality
Today’s Environment:
Complex

The Problem:
Efficiency

The Solution:
Adaptability
CONCLUSION

SURVIVAL AND PROGRESS

INDUSTRIAL
Frederick Winslow Taylor
THE EFFICIENCY MOVEMENT
Complex Environment

https://hbr.org/2007/11/a-leaders-framework-for-decision-making
Today’s Environment: Complex

The Problem: Efficiency

The Solution: Adaptability
ELITE TEAM FUNDAMENTALS

TRUST

COMMON PURPOSE

SHARED

EMPOWERED
Complex Environment

Unpredictable

Predictable

Complex

Complicated

Chaotic

Simple

https://hbr.org/2007/11/a-leaders-framework-for-decision-making
HEROIC CHESS-
leadership + meta-narrative + environment
Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly. Never again can we afford to live with the narrow, provincial “outside agitator” idea. Anyone who lives inside the United States can never be considered an outsider anywhere within its bounds.

Aligning Narrative

“A non-violent revolution is not a program of seizure of power. It is a program of transformation of relationships, ending in a peaceful transfer of power.”

“We are marching in a compact group along a precipitous and difficult path, firmly holding each other by the hand. We are surrounded on all sides by enemies, and we have to advance almost constantly under their fire.”
Aligning Narrative

“I’m part of the best team in the history of Special Operations.”

“Those fighters in Iraq, we greet them and salute them and support them and ask God to Bless their efforts and their bravery in fighting the crusaders, and we tell them God is with you and the nation is supporting you, depend and rely on God and attack and devour the Americans and bury them in the graveyard of Iraq.”

- Ayman al Zawahiri
“We are at war. There will be a winner and a loser. We will become a network to defeat a network. We will build and protect relationships. We will fight as one. We will share until it hurts. We will be a culture of inclusion and transparency. We will win this war.”

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