



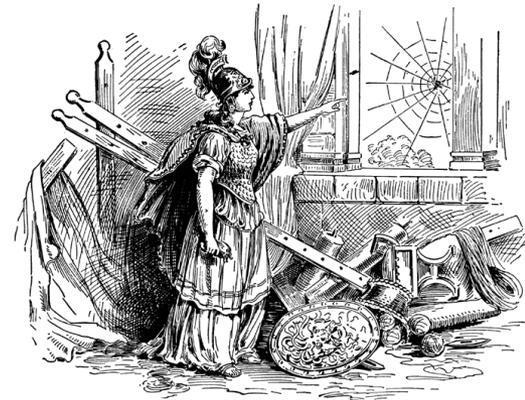
# Cultures and Irregular Warfare

## Building Learning Institutions

Dr. John Nagl

Minerva at West Point Workshop

April 17, 2012





# Unprepared

“In the years following the Vietnam War, the Army relegated unconventional war to the margins of training, doctrine, and budget priorities....[This] left the service unprepared to deal with the operations that followed: Somalia, Haiti, the Balkans, and more recently Afghanistan and Iraq – the consequences and costs of which we are still struggling with today.”

-Secretary of Defense Robert Gates  
October 10,2007

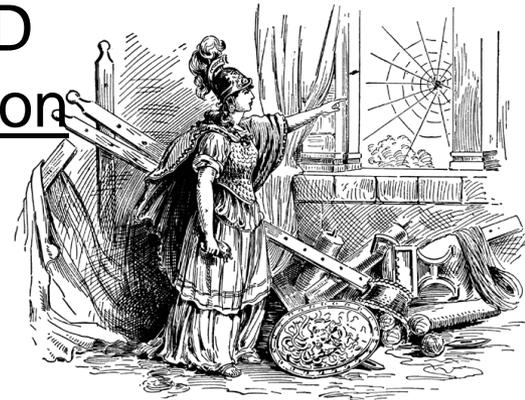




# Organizational Learning

“A process by which an organization uses new knowledge or understanding gained from experience or study to adjust institutional norms, doctrine and procedures in ways designed to minimize previous gaps in performance and maximize future successes.”

- COL (Retired) Richard Downie, PhD  
The U.S. Army as Learning Institution

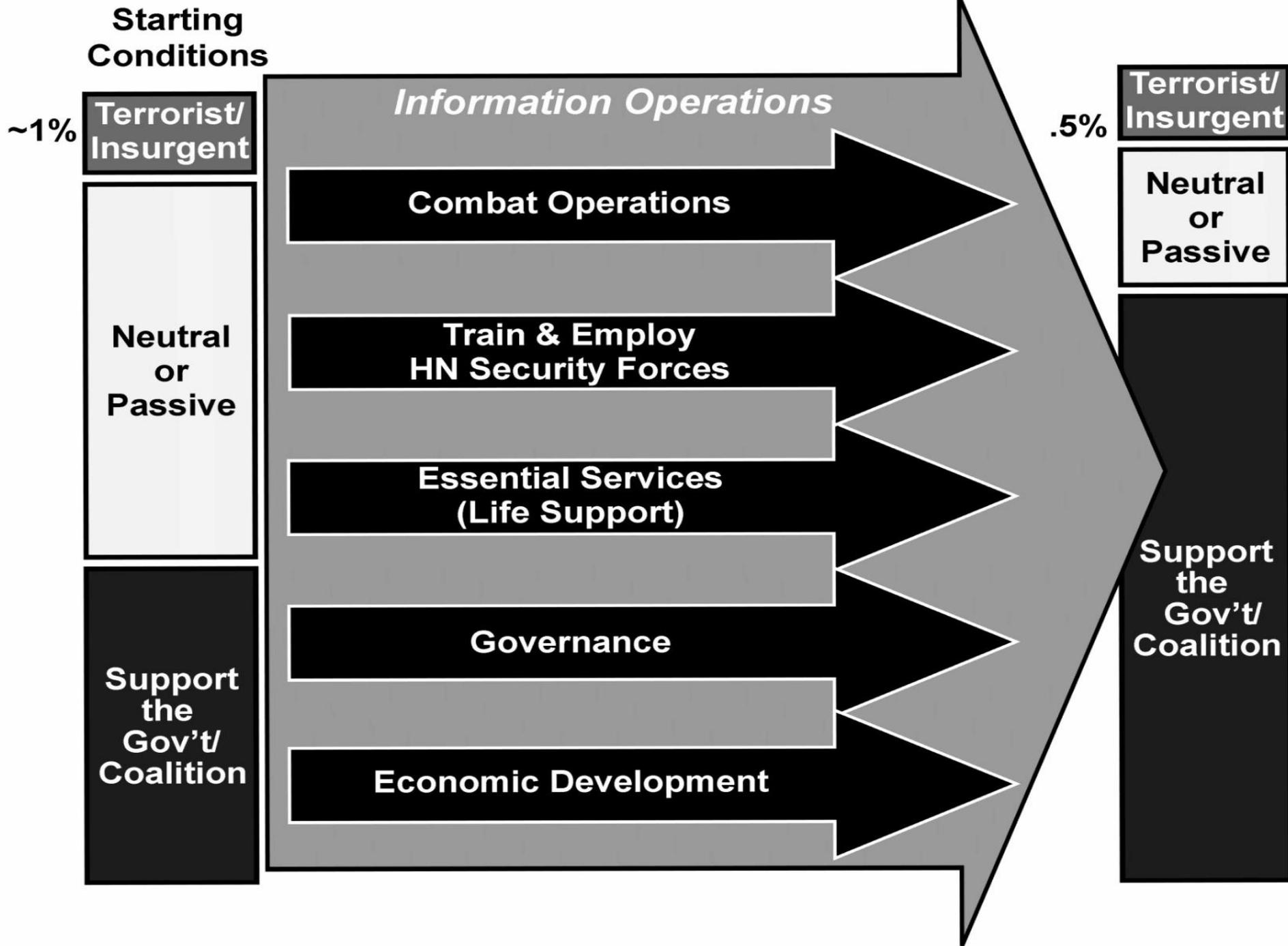




# The Organizational Learning Cycle

Richard Downie, *Learning from Conflict*





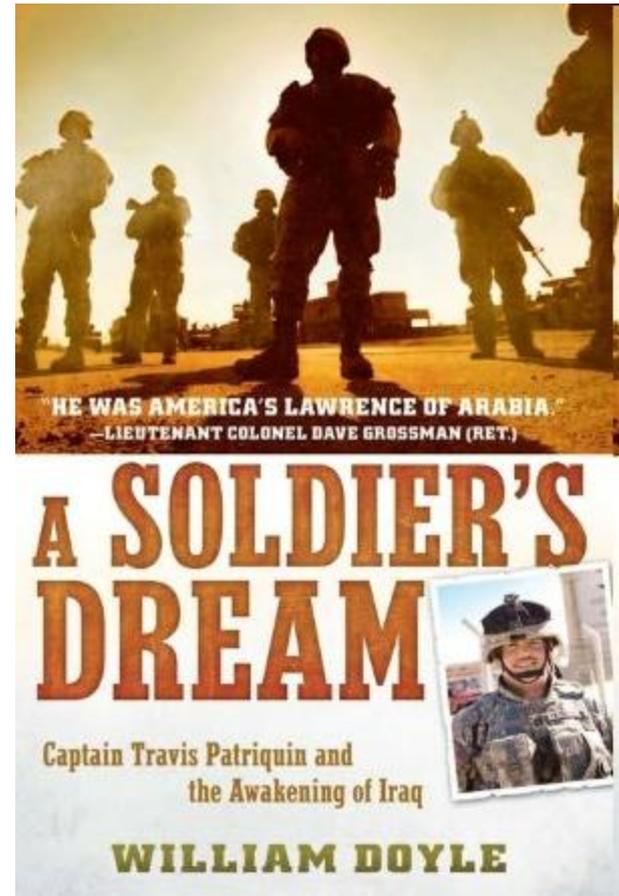


CPT Travis Patriquin

KIA Ramadi December 6, 2006

LtCol John Darin Loftis

KIA Kabul 25 February 2012





# Our Task

“In Iraq, we’ve seen how an army that was basically a smaller version of the Cold War force can over time become an effective instrument of counterinsurgency. But that came at a frightful human, financial, and political cost. For every heroic and resourceful innovation by troops and commanders on the battlefield, there was some institutional shortcoming at the Pentagon they had to overcome. Your task...is to support the institutional changes necessary so the next set of colonels, captains, and sergeants will not have to be quite so heroic or quite so resourceful.”

-Secretary of Defense Robert Gates  
September 29, 2008

