



CLEARED
For Open Publication

2
Jul 24, 2017

Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

Looking Back on our Postmodern Zeitgeist

SLIDES ONLY
NO SCRIPT PROVIDED

Bill Conley

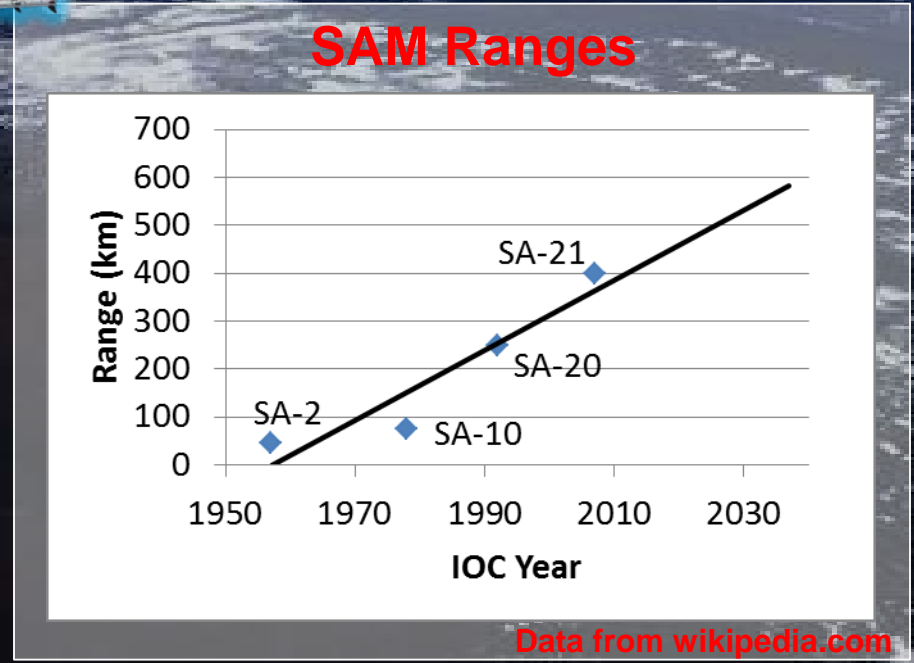
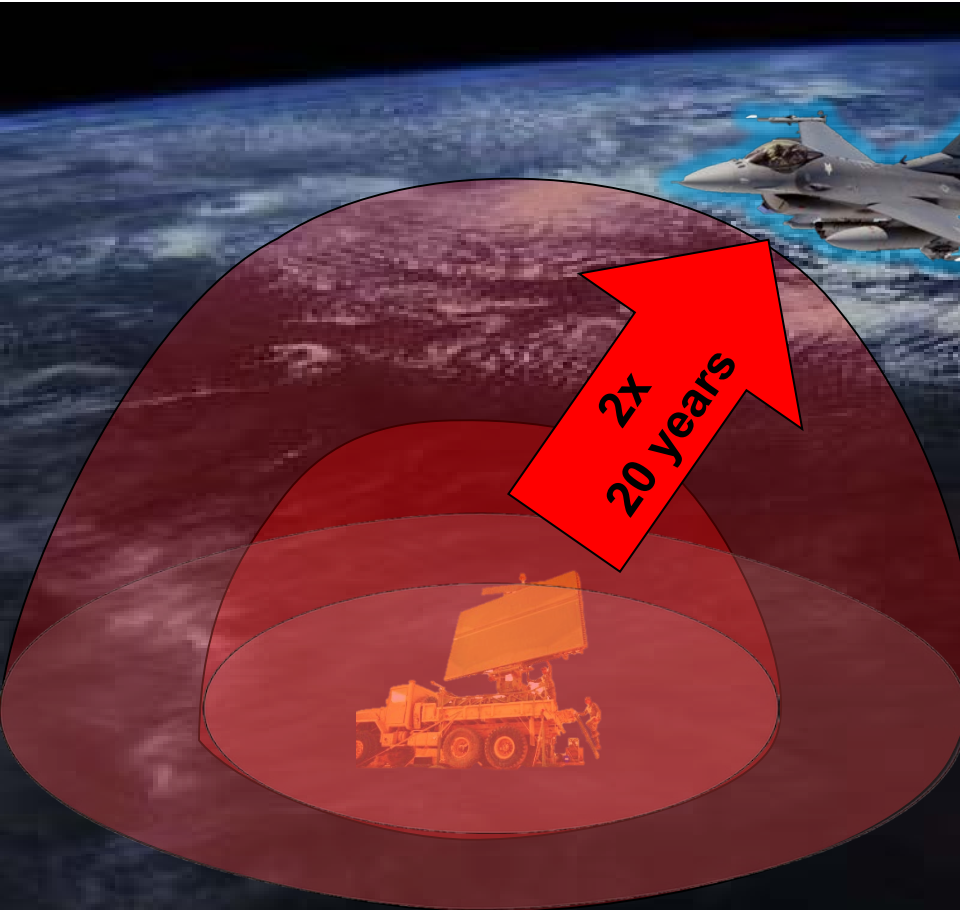
Deputy Director – Electronic Warfare

**Office of the Under Secretary of Defense for
Acquisition, Technology, and Logistics**

17-S-2165



Continuous Trends – Zeitgeist



“Superiority in air, land, sea, space or cyberspace cannot be gained without control of the electromagnetic spectrum... The electromagnetic spectrum touches everything we do, and we must make sure use and protection of this spectrum includes a whole-of-government and international approach.”
– Gen Stephen Wilson

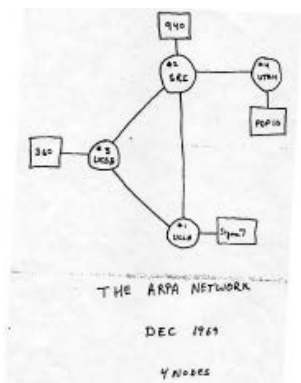


Discontinuity – Paradigm Changes



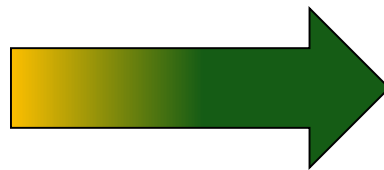
<http://wp.streetwise.co/wp-content/uploads/2015/06/flat%20world%20v5.png>

https://earthobservatory.nasa.gov/Features/BlueMarble/Images/marble_2002_australia_2048.jpg

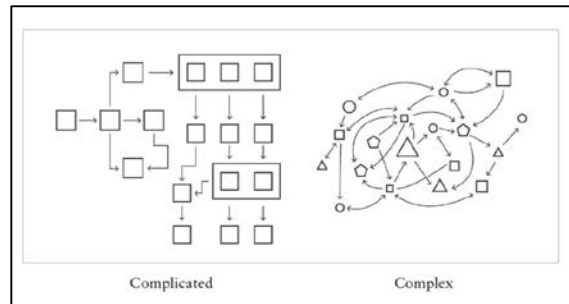


Source: darpa.mil

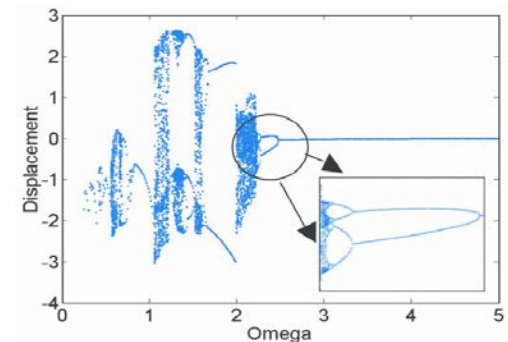
Modernism



Postmodernism



Source: Team of Teams, Stanley McChrystal, Penguin, 2015





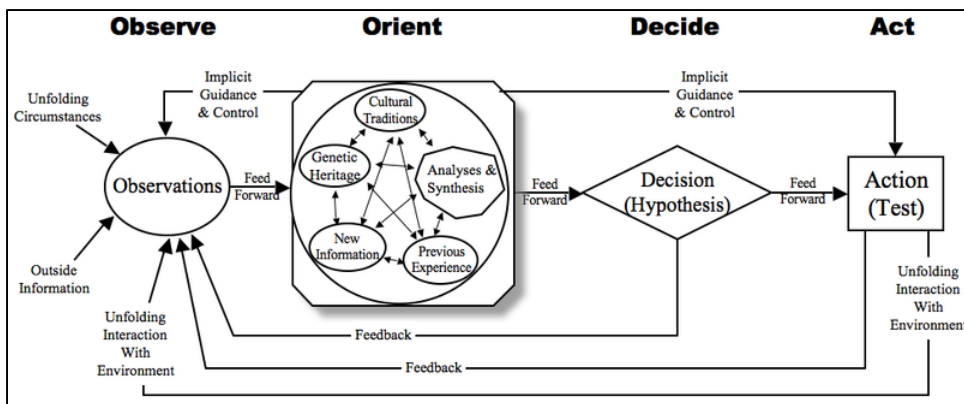
Predicting the future requires knowing how someone else thinks



If you know the enemy and know yourself, you need not fear the result of a hundred battles.
-Sun Tzu, 544-496BC

https://en.wikipedia.org/wiki/Sun_Tzu#/media/File:Enchoen27n3200.jpg

The OODA Loop



<http://weblog.tetradian.com/wp-content/uploads/2014/11/boyd-ooda-loop.png>

John Boyd, ~1953



https://upload.wikimedia.org/wikipedia/commons/thumb/7/78/JohnBoyd_Pilot.jpg/220px-JohnBoyd_Pilot.jpg



Technical Foundation to Warfare





Ethics

Sustaining trust in our integrity as public servants also demands that we be very careful about avoiding any appearance of unethical conduct. We are reminded of these requirements frequently and all of us should follow them. The ethical problems I'd like to address instead involve times when one of us might be tempted to do something wrong in our professional lives because of a goal we believe has real merit; in other words, to rationalize that good ends justify unethical means. In my experience, those unethical means often involve misleading a decision maker, authority or stakeholder in some manner. People generally don't go to jail for this type of behavior and we aren't talking about appearances only. The people who commit these ethical lapses do, however, sacrifice their credibility—and sometimes their careers.

Frank Kendall, 2014

Former Undersecretary of Defense for Acquisition, Technology, and Logistics

In the councils of government, we must guard against the acquisition of unwarranted influence, whether sought or unsought, by the military-industrial complex. The potential for the disastrous rise of misplaced power exists and will persist.

Today, the solitary inventor, tinkering in his shop, has been overshadowed by task forces of scientists in laboratories and testing fields. In the same fashion, the free university, historically the fountainhead of free ideas and scientific discovery, has experienced a revolution in the conduct of research. Partly because of the huge costs involved, a government contract becomes virtually a substitute for intellectual curiosity. For every old blackboard there are now hundreds of new electronic computers.

The prospect of domination of the nation's scholars by Federal employment, project allocations, and the power of money is ever present – and is gravely to be regarded.

Yet, in holding scientific research and discovery in respect, as we should, we must also be alert to the equal and opposite danger that public policy could itself become the captive of a scientific-technological elite.

President Dwight Eisenhower, 1961

Farewell Address



Discussion

- Our Postmodern Zeitgeist
 - Know how the other person thinks
 - You don't learn very much when you're busy talking
 - Process vs policy
- Looking backwards on our Postmodern Zeitgeist
 - Publish data that doesn't support existing theories
 - Another paradigm change is coming