

Design & the U.S. Military

EDUCATING SPECIAL OPERATIONS FORCES FOR A COMPLEX WORLD

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Design as Operational Art

The world has changed; every problem is a wicked problem

A design approach is a response to increased complexity

The defense paradigm has changed

- No longer exclusively a profession of arms, although we cannot forgo it either

The Design Insurgency

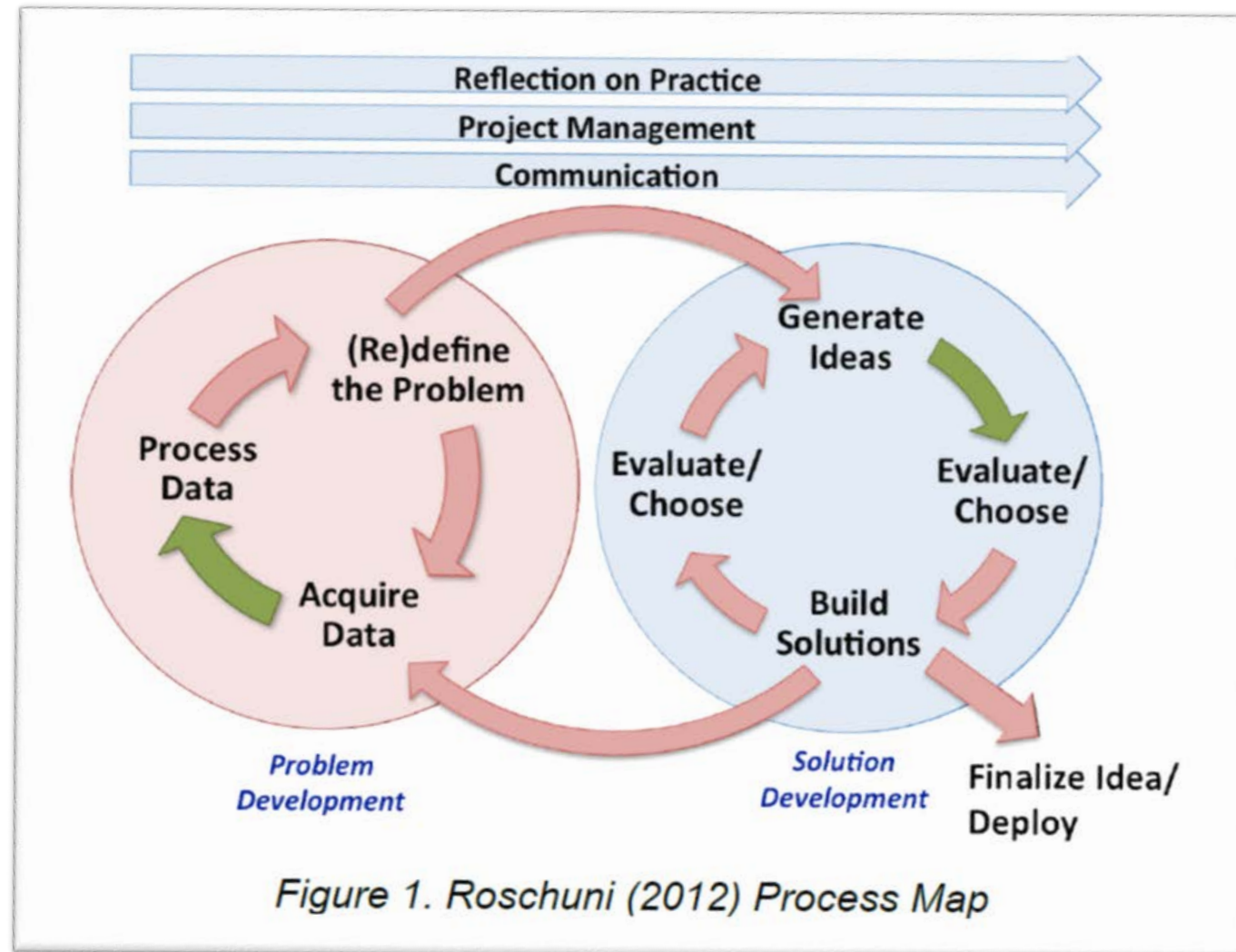
Institutional resistance is immense

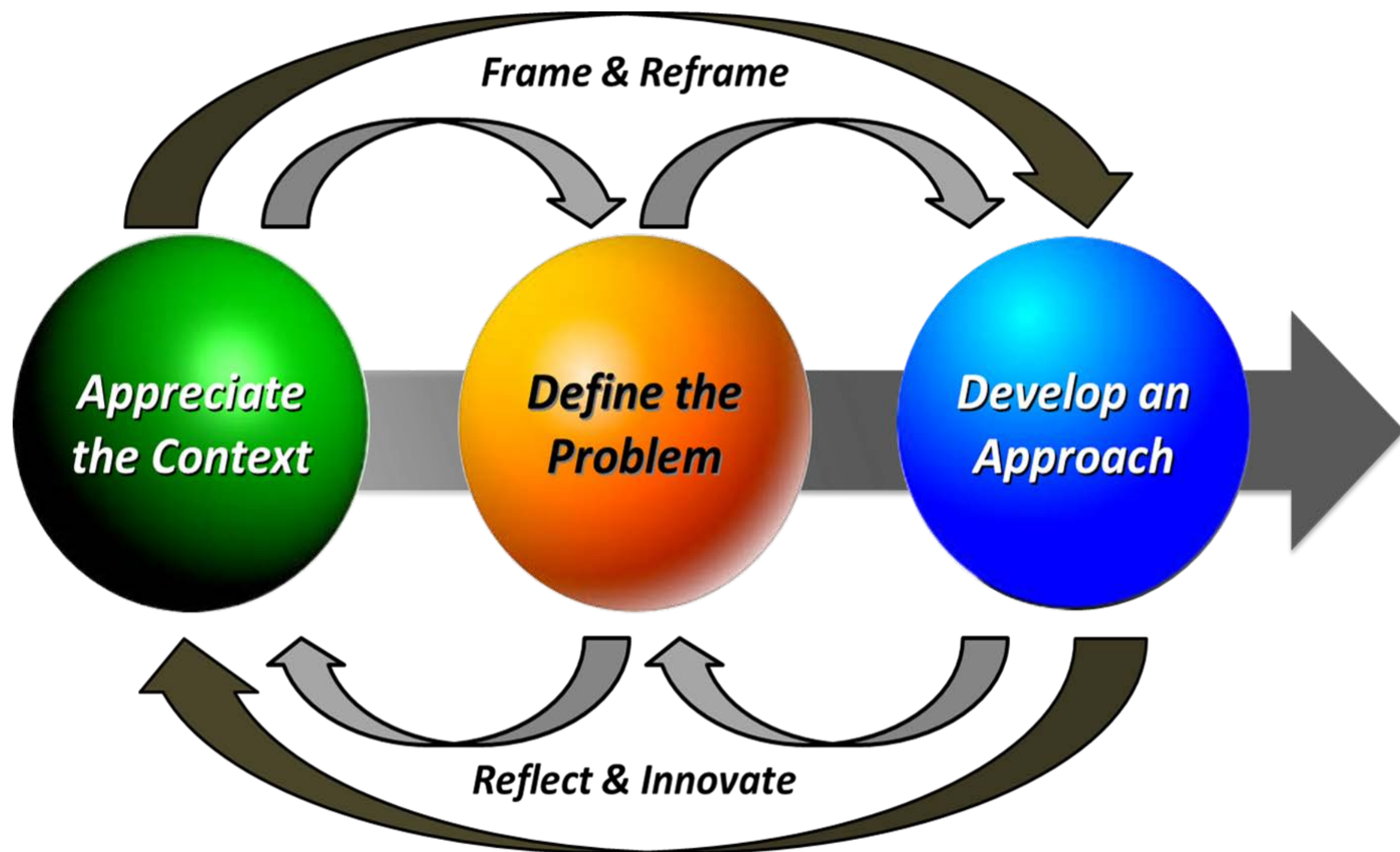
- Military culture, structure & practice industrial to the core
- Design experimentation is scary when your medium is the use of force

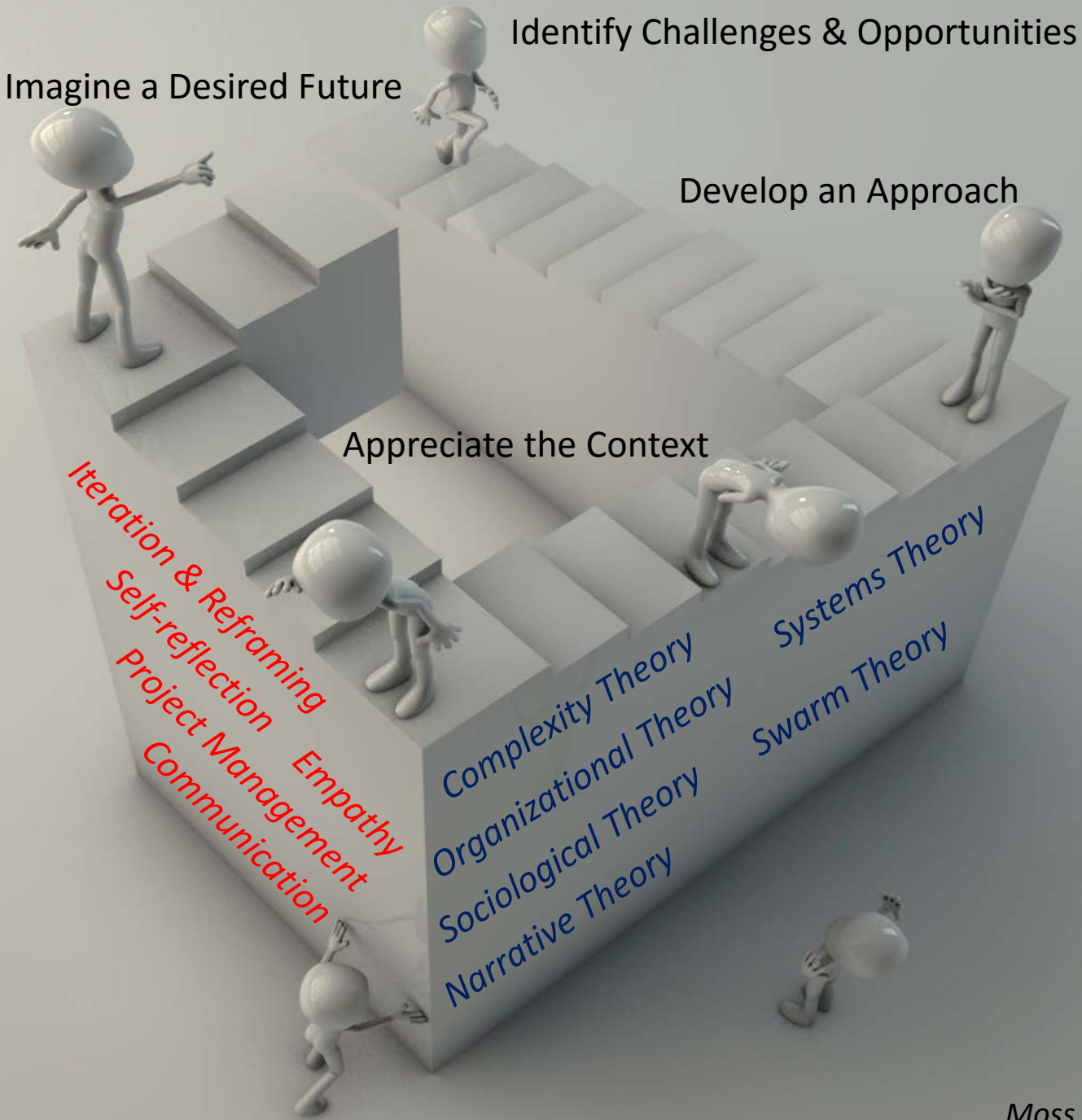
Small cadre of people across the defense department embraced design

- The logic of the approach gaining wider acceptance over time
- Believers rose in rank and responsibility

Adapting traditional design models for non-traditional use







- Still process-oriented but non-linear
- The problem with the word problem in a complex context
 - Ackoff's 4-problems model particularly useful
 - Problem dissolution is the goal