



Red Team Overview

*Presented by
UFMCS
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The 'Big Idea' of UFMCS

The Army needs to train and educate soldiers whose charter it is to challenge group think, present alternative perspectives and keep commanders and staffs from engaging in wish fulfillment.

UFMCS provides education, training and operational experience to enable Red Teamers to perform their function in a way that contributes to and is accepted by the command.

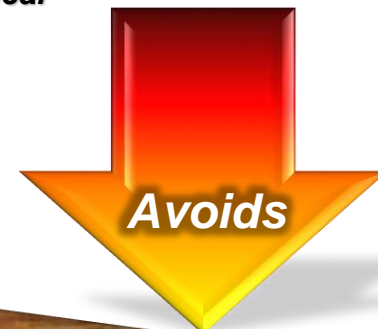
Red Teams will gradually change the culture of the Army to escape the 'gravitational pull' of western military thought.



Red Team Definition

A function that provides commanders an independent capability to fully explore alternatives in plans, operations, concepts, organizations and capabilities in the context of the operational environment and from the perspectives of partners, adversaries and others.

- **Alternative perspectives from a trained, educated and functional team**
Cultural tool kit to consider adversaries and coalition partners
- **Communication, negotiation, and RT TTP capability for internal critical analysis or review without being a disruptive force**
- **Theoretical analysis of complex situations**
- **How the enemy and other stakeholders think!**



- **Group think**
- **Mirror imaging**
- **Tunnel vision**
- **Failing to account for the complexity of the OE**
- **Cultural missteps**
- **Sinking to gravitational pull of our precepts and culture**

"...enable the Army to escape the gravitational pull of western military thought..."

Gen Schoomaker



Three Red Team Focus Areas



PLANNING AND OPERATIONS



CRITICAL REVIEW AND ANALYSIS



INTELLIGENCE

Goal: Improve Decision Making in Planning and Operations (Alternatives)

Tasks

- Broaden understanding of the variables found in the Operational Environment (OE) and stakeholders perspectives affecting planning and operations.
- Better problem identification, end states definition and assessment measures.
- Identify gaps, vulnerabilities, opportunities and faulty and unstated assumptions.

Goal: Improve Decision Making and Problem Solving

Tasks

- Independent critical reviews and analysis of concepts, doctrine, and new organizational designs.
- Insure OE accounted for in experiments, concepts, and war games.

Goal: Improve Understanding of Enemy, Estimates and Better Synchronization of Intel and Ops.

Tasks

- Think like Enemy.
- Account for culture and other variables of the Operational Environment.
- Alternative (Competitive) Analysis.
- Insure enemy is appropriately war-gamed.

Commonality: Critical Thinking and Analysis to Challenge and Provide Alternatives



What Do You Get From A Red Teamer?

Skilled staff member:

- Training, education, and experience with Red Team TTP to include how to set up and operate a Red Team.
- Practiced in looking at complex situations and developing a theory of how they work.
- A cultural tool kit that helps the staff ask the right questions in order to operate within different cultural contexts.
- Communication and negotiation skills that enable the Red Team to challenge the staff and the plan without being a disruptive force.

What Red Teams do:

- Serves as a horizontal staff element.
- Asks the 'what if' questions others hesitate to ask.
- Helps commander and staff '...escape gravitational pull of western military thought...'. .
- Serves commander/chief of staff as an in house skeptic with a charter to not merely critique but improve planning and decision making.



Building Capability

Since 2006 –
228 Grads

UFMCS Courses in ATRRS

18-wk Red Team Leader Course (RTLCL)

- Taught twice a year.
- Communication/negotiation; Red Team TTP; application of diverse theories; doctrine related to war gaming, coalitions, and adversaries; regional military and civil cultures; and, application of these to various contemporary operational environments.
- Use of case studies and actual operations planning; opportunities to provide feedback to deployed commands.

09-wk "Stop-Gap" RTLCL

- Taught once each quarter.
- Similar study/research subjects as 18-wk RTLCL tailored to OIF/OEF for deploying units.
- Designed to increase flow of trained RT Leaders/units in ARFORGEN rotation schedule.

06-wk Red Team Member Course (RTMC)

- Taught once each quarter.
- Similar study/research subjects as RTLCL/SG RTLCL, but tailored to practical RT TTP training to prepare individuals for duty on a Red Team concentrating more on management of RT functions, tasks and TTP.

02-wk Critical Thinking Red Team Practitioners Course (CT RTPC)

- Taught primarily as MTT up to 7 times/yr, also resident course twice/yr.
- Introduces soldiers to specific RT skills: critical thinking, theory, culture, and communications.
- Familiarizes soldiers with concepts for considering alternate perspectives and challenging assumptions; enhances expertise beyond organic capability.
- Enhances soldier's ability to critically review requirements against the operational environment.

DoD /
Joint /
Multinational



Services



ACOMs/DRUs



ASCC/TAs/
Other



Corps



Divisions



Divisions

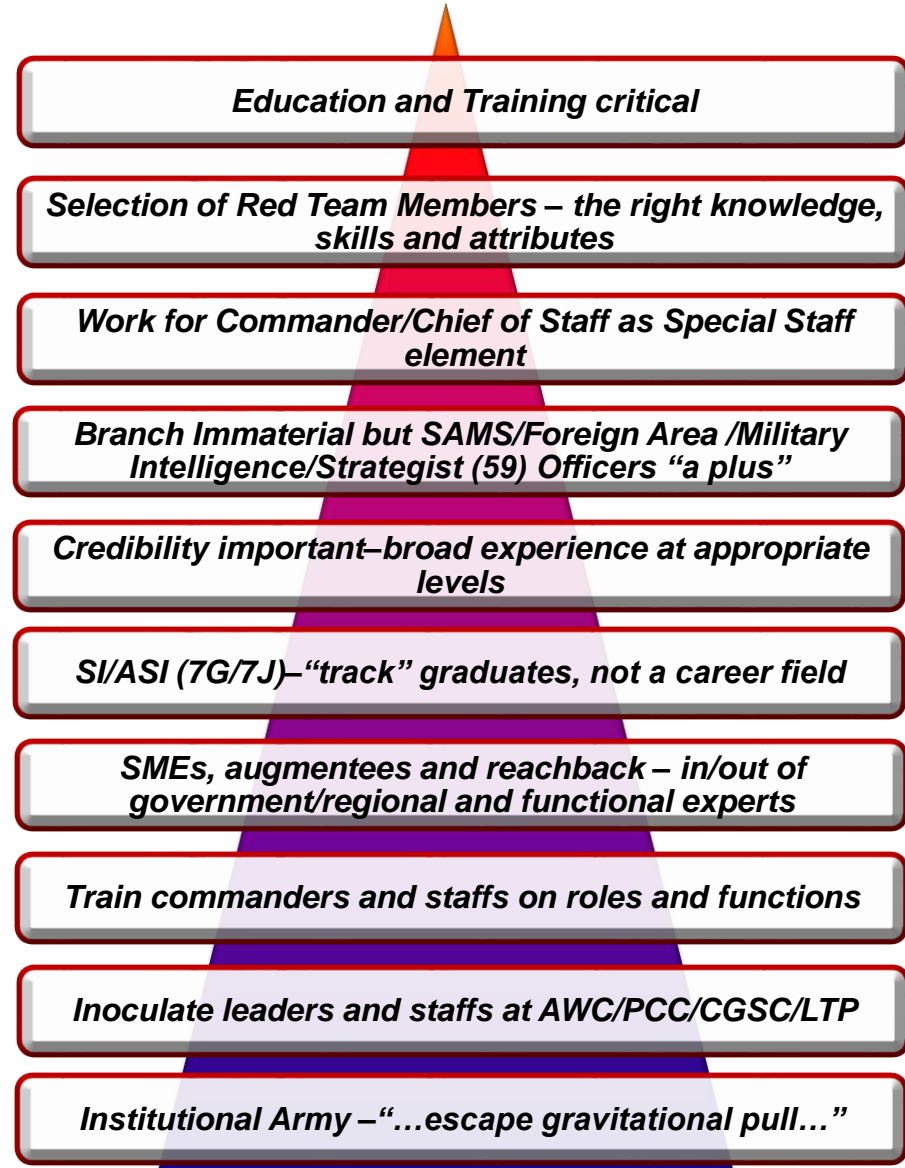


MTTs





Objective Red Team Structure





Questions?