



INTRODUCTION

0 :00

Merci Mme Thomas. Mesdames, messieurs. 🍁 Je veux d'abord dire que c'est un véritable honneur de présenter à la Conférence 2018 d'Ottawa sur la Sécurité et Défense. 🍁 Comme j'ai l'habitude de débiter mes présentations avec un brin d'humour, voici mon introduction. For those of you in the back the cartoon says: 🍁 Think outside the box; 🍁 Answers you first! 🍁 2nd, I would like to take this opportunity to thank all who served and are serving Canada. 🍁 I especially want to thank those who will be in uniform in the future, our daughters /sons because as you heard it so far in the conference: 🍁 Warfare is only getting more complex. 3rd, I admit I have reservations with this panel's title 🍁: *Harnessing National Capacity for Security & Defence*; so I'd like to talk about *Unleashing & Leveraging Canada's Potential*. 4th I will be telegraphic, which now has come to mean under 240 characters for each idea.

THEORETICAL MODEL

1:00

🍁 So Einstein said: "We can't solve problems using the same logic we used when we created them". Henceforth, a new mindset is required and it often starts by challenging our underlying assumptions. 🍁 Having recently published a book entitled *Synergy*, I studied the outcome and impact of the Comprehensive Approach. 🍁 I noted fundamental management dimensions: 🍁 Situational context, which determines the conditions of an issue; 🍁 Socio-culture, the level of comprehension between stakeholders; 🍁 Organisational structure, which determines the level of co-ordination; 🍁 Systemic processes, the level of co-operation; 🍁 Strategic policies, which establishes the level of concertation, whether actors are signing from the same sheet or not; and 🍁 Synergy dynamics the level of collaboration, of stakeholders working as one. Altogether, the model is greater than the sum of its parts. 🍁 What was found is that *Synergy* at 5th & 6th degree fosters greater collaboration so *Synergy* must be deliberately created and sustained, not simply left to chance in order to achieve significant value added. So let me go through each dimension, offering fundamental thought provoking reflections, also known as food for thought.

1. SITUATION & CONTEXT

Good

2:10

🍁 In a pragmatic perspective, warfare encompasses Conventional, Unconventional, Unrestricted & Hybrid Wars (🍁 Unrestricted warfare being Chinese doctrine since 1999 & 🍁 Hybrid warfare being used in the context of a resurgent Russia). So asymmetric warfare is and will be thriving which indirectly challenges our international democratic world views. Hence, warfare is not only State on State; now conflicts indirectly involve all stakeholders. 🍁 The implication is civilians are directly impacted by weapons of war; think of cyberwar, think of terrorism that displaces millions, think of disinformation's impact on democracy. 🍁 So in system of systems perspective, we must address root causes not simply symptoms. Our enemies include civilians in their arcs of fire, but civilians are part of the solution. 🍁 As such, *Whole-of-Government* is not sufficient and we need a *Comprehensive Approach*, which is much more opened to contribution and to collaboration with the non-governmental.



2. SOCIETY & CULTURE

Not Good

3:20

☀ A comprehensive view requires a Joint Integrated Multi-domain Public (JIMP) culture. Cultural understanding is very much required in the face of current 21st century challenges. We must also be opened to solutions that emerge from the bottom-up; from stakeholders, and for the near future, Canada needs to maintain a strong and deliberately patient strategic culture.

☀ In terms of teamwork, ongoing operations will shape culture more than transformation. Indeed, the overriding purpose of Canada's profession of arms is to conduct military Ops, so if a task can be accomplished without a uniform, what's the point of being in the military. There is a whole community of veterans & families; civilian employees to support the forces.

☀ CAF joint interagency culture must evolve however; CAF must see beyond cap badges. In order to foster more external collaboration DND must first nurture internal collaboration. So the CAF force generation "regimen" will fundamentally be challenged by time & speed.

☀ Hence, I find it quite interesting that *Strong Secure Engaged* presents the CAF offer in terms of integrated deployments and not in terms of Ships, Regiments, Flights / Squadrons. Nonetheless it hasn't fundamentally adopted comprehensive approach beyond the military.

3. STRUCTURE & ORGANISATION

Quite Good

4:50

☀ We can't obviously predict the demands of the future operating environment to 2040, but we can shape our national security and global defence offer to be closer to expected missions. Indeed, force generation must become aligned to force employment and with deployments.

☀ Each Canadian deployment should be joint and combined militarily, meaning that they should be based on Joint Task Forces including staff from the personnel to CIMIC branch, as well as SOF plug & play, and integrate with Team Canada's Comprehensive Approach.

☀ The CJOC should consider plug & play office space for other government stakeholders.

☀ Presently only Global Affairs Canada plugs-in at Joint Operations Planning Group table.

☀ Moreover, Team Canada should be integrated from the outset while in the training cycle. In fact, our Global Defence Executive Education Programs should sponsor Team Canada.

☀ Our Global Defence & Arctic Deployed Forces should have opened & non-bureaucratic

☀ direct access to reach back capabilities in order to operationally enable their missions including to government departments, agencies, businesses, NGOs, academia, media etc.

4. SYSTEMS & PROCESSES

Not so Good

6:10

☀ Paramount, is the opportunity information advances offer for much higher degree of integration among all agencies responsible for enhancing security and defence cooperation.

☀ Paradoxically, key to the success of digitisation will not be technology; it will be our willingness to evolve in order to employ new technologies to their maximum effectiveness.

☀ Specifically integrating learning tools and workers with new emerging e-tools is crucial. Languages and intelligent programming namely could be leveraged through civilian sector.

☀ Thus, mature specialists could be enrolled as professionals, doctors at the rank of doctor, and do real cool stuff for three years, joining a task force in force generation onto a mission.

☀ Systems effectiveness & systemic efficiency are required in order to achieve excellence so we shouldn't only talk of standard op procedures & plans but use collaborative processes.

☀ Indeed, Defence management must be in *Search of Excellence & Hope is not a method.*



5. STRATEGIES & POLICIES Very Good 7:20

- 🍁 Winning maybe an ambiguous concept but conquering the moral high ground is crucial. Defence & Security themselves do not offer a comprehensive response to national interests.
- 🍁 Indeed, through Unrestricted and Hybrid Warfare our adversaries try to induce disorder, hence ensuring strategic reflexivity and proactive defence are fundamental to our security. NATO must therefore assume leadership proactively defending the democratic world order. Missing is a North-Pacific Alliance to which Canada could be a leading founding member.
- 🍁 Canada should integrate around a National Security & Global Defence management strategy that would serve as a catalyst for collaboration and teamwork in Canada's interest. Such strategy should not be military driven, but led by Privy Council Office including not only whole-of-government, but non-governmental organisations as well as private sector businesses 🍁, which now have a critical role to play directly and indirectly supporting our National Security & our Global Defence; a sort of Comprehensive Operating Environment.
- 🍁 At home, NORAD should leverage the Info domain and communications security, as well as it should clearly assume leadership for North America's strategic cyber defenses. Moreover, NORAD should include full spectrum defence and become more proactive securing our Nations.

6. SYNERGY & DYNAMICS Not Good 8:50

- 🍁 Finally, as medium power Canada must leverage its full potential for security & defence, by deliberately creating and sustaining *Synergy* in all its actions from the technical/tactical to the operational, strategic level of decision, the sum of which will be greater than its parts.
- 🍁 Beyond synchronisation, synergy suggests proactive dynamics versus the usual reactive. Indeed to ensure collaboration, we have to offer up something to initiate the virtuous cycle.
- 🍁 Pushing forward liaison to most other government departments & stakeholders is key, accepting strategic risk forward through personnel placement, resources, Info/Intel sharing can go long ways toward resolving common issues, merging interests and creating *Synergy*.
- 🍁 A Canadian *Synergy* is fundamentally required in Defence & Security to integrate at a higher level, including all of Canada's medium power potential: Diplomatic relations, socio-economic development, foreign assistance and aid, businesses, intelligence, academia, media etc.

EXECUTIVE CONCLUSION 9:50

- 🍁 In conclusion, Churchill said: "The empires of the future are the empires of the mind". To counter unrestricted & hybrid warfare is to answer why we need a synergistic approach.
- 🍁 So Team Canada Comprehensive Approach becomes the quintessential security enabler, implying a shift from a closed security & defence paradigm to one opened to stakeholders'.
- 🍁 Canada must leverage its full potential, for example, by ramping up train trainers programs, thereby creating significant value-added *Synergy*.
- 🍁 Thank you

TOTAL TIME 10:20