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Incorporating Army Design Methodology Into Army Operations: Barriers and Recommendations for Facilitating Integration (Paperback)

By Anna P Grome, Beth W Crandall, Louise Rasmussen

Createspace Independent Publishing Platform, United States, 2012. Paperback. Condition: New. Language: English . Brand New Book ***** Print on Demand *****.With the March 2010 publication of FM 5-0, The Operations Process, the U.S. Army formally introduced Design into its doctrine. Design is defined in FM 5-0 as a methodology for applying critical and creative thinking to understand, visualize, and describe complex, ill-structured problems and develop approaches to solve them (Headquarters; Department of the Army, 2010) p. 3-1). The intent of Design is to help Commanders respond more adeptly to interactively complex, dynamic, and novel situations. It emphasizes using collaborative discourse to develop a holistic understanding of a problem space so that the appropriate solution becomes apparent. Though many people contend that successful Commanders have always engaged in Design-type activity, the codification of Design in doctrine nonetheless represents a significant organizational change for the Army. Organizational change efforts are often met with resistance, and the intended benefits of the change may go unrealized. Introducing an innovation, even when it is arguably an improvement over current practice, does not assure successful adoption of the innovation. A host of challenges that are often unrelated to the technical merits of new ideas can undermine...



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