

The Frontenac Times

In memory of *The Wipers Times*, with apologies to Captain F.J. Roberts,
12th Bn, Sherwood Foresters

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Editorial Comment

'We're all just nodes in the hierarchy.' After five thousand years of practical experience we're now going to develop a theoretical model of command. I guess that means we're well past the point where the guy with the biggest biceps and sharpest war-axe gets to lead our marauding band. Now, don't mistake my views, I found that particular presentation to be one of the rare intellectually stimulating moments we've had, and will enjoy reading more on the subject as it becomes available. (Too bad we only got an hour outside the theoretical command box.)

Command is (was) chaotic in its nature, although the instability of human character is probably the basis for this. Surprisingly, the nodes in the hierarchy diagrams went from looking like a mine group to, in one step outwards, a shockingly clear depiction of fractal expansion in its context. Fractals are, in their underlying constitution, chaotic. Full circle logic, perhaps?

Perhaps not, if the evolution of looking at command and control from a theoretical viewpoint is taken a bit further. The weakness in the plan, one might think, will be the belief that a valid set of data on existing or recent commanders throughout the Army

might be achievable.

With the admission over the past decade that much of the symptomology of an Army in decline as described by Gabriel and Savage in *Crisis in Command* being evident, how significant will be the skewing effect of careerism in any data gathered? How will this data set be normalized for known aberrations of character that, by their nature, as described by Dixon in *On the Psychology of Military Incompetence*, tend to filter the populace for certain predominant personality types joining the military? What about the tendency for the propagation of select undesirable leadership characteristics like mutant aberrations through mutual support within successive generations of leaders? What about the dysfunctional selection of less capable personalities for progression within some hierarchical organizations, so concisely defined by Peter and Hull in *The Peter Principle*?

A theory of Command sounds like a wonderful concept, but it is merely that. Unless an associated corporate will is developed to emplace it and to ensure that the desired leadership characteristics that it identifies are selection criteria for commanders, it's not worth the electrons used to present it. It may be a start, but we're not out of the woods yet.

Quotes:

“ ... cheese and violence wins the day ...”

“I have no videos, I am going to do my presentation without crutches.”

“I seem to have missed a slide, but that’s OK, we’ll just make the presentation a bit shorter.”

Dom Ops Cost Recovery from OGD: “The check is in the mail.”

“A small department of 200 people, what colour is the sky in *that* universe?”

“There may be some facts that I get wrong. There may be some facts that I forget. So just pretend I’m one of your DS.”

On the Voice Projection in Korea Hall: “It does make me feel like Darth Vader”

And from an inspiring (inspired?) Major writing doctrine: “PUP’s the word: procrastinate until posting.”

“Don’t penny-packet the Death Star”

Death By Acronym:

TYVM

(thank you very much)

More on the Educated Officer Corps:

“I have been reading with interest the debate on the “university educated officer”. Every time this issue comes up, I cannot help but think about Sir Arthur Currie – the high school educated militia Colonel from British Columbia (and admitted embezzler) who later as a major-general commanded the 1st Canadian Division on 9 April 1917 when it captured a share of Vimy Ridge. Today, without a degree, unilingual and with questionable financial habits, Currie would be lucky to make it past the rank of Captain, assuming he could pass his Express Test. – Major Pierre Royer of the Canadian Forces Support Training Group, from the *Stand-Up Table*, The Army Doctrine and Training Bulletin, Vol. 3 No. 4/Vol. 4 No. 1, Winter 2000/Spring 2001.

“The wargame IS NOT a contest of wills between the G3 (Plans) and the G2, it is a validation that the Blue plan plus the assumptions are a potentially effective Course of Action (COA).”

New Additions to The College Kit Shop:

- A. The Inflatable Replacement Student Staff Officer – Guaranteed to get a “C”, hot air not included. Available in anatomically correct or politically correct models.
- B. Korea Glasses – With realistic painted eyes. Now available in surprisingly life-like “Half-Closed” and “Bloodshot” models
- C. The Buzzword Pocket Card – Every buzzword you’ll ever need, neatly arranged in the following easy to find sections: alphabetical, poetical and phonetical. CAUTION, this item is classified “Two Man Lift.”
- D. The Transparent Inflatable Neck Brace – Reduces neck injuries during long presentations.

When You Just Can’t Come Up With a Good Sports Analogy, there’s always *Animal Farm*:

“The life of [a staff officer] is misery and slavery: that is the plain truth.”

“I will work harder!”

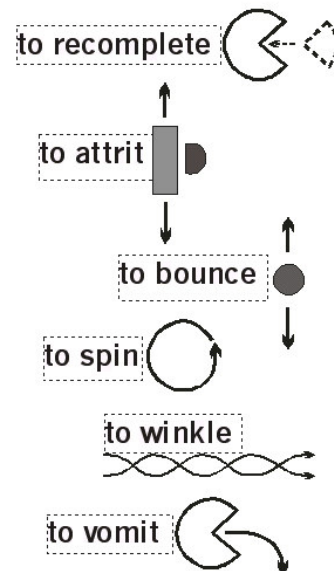
“War is war.”

“Do not imagine, comrades, that leadership is a pleasure! On the contrary, it is a deep and heavy responsibility.”

“Bravery is not enough. Loyalty and obedience are more important.”

Tactics, comrades, tactics!”

New Tactical Task Verbs:





The Frontenac Times Advice Column

Dear Suppenführer

Dear Suppenführer: Why is it that when I go to restaurants that the staff expects me to pay my tab?

Signed: The Dashing Engineer.

Dear Dasher: Much like in the OPP, one must always consider the resources available to complete the task. How about time and space. How far can I run in the five minutes it'll take them to realize I haven't paid? Maybe some of your big-hearted peers can pass the hat around for you.

Dear Suppenführer: All the boys bug me about my 125 medal. I'm really proud of having received it, why do they all pick on me?

Signed: [REDACTED]

Dear [REDACTED]: You loser; Join the team and do your share, you rope! Start thinking about someone other than yourself! If it weren't for guys like you nobody would have a 3 or 4 device on their medals. (P.S. If you ask really nicely one of the combat arms guys might give you some of his medals.)

Dear Suppenführer: People keep taking **my** chair in Normandy Hall. I've sat in the same chair for two courses now and have grown attached to it.

Signed: The Champion 100-meter Runner.

Dear Runner: Grown attached to it? More likely you've started growing roots out of your ass into it! Son, its like manoeuvre warfare, don't fixate on the ground, concentrate on the enemy! Besides if you share like a good little boy someone might give you the SSM to go with your 125 medal!

Arbeit macht Frei

Leadership in Action:

You're going to have to talk to the Final Drive augmentees eventually; so here are a few choice phrases for when the stress level rises:

1. "Okay, okay! I take it back. Unfuck you!!!"
2. "Well aren't we a Bloody ray of sunshine?"
3. "Do I look like a Fucking people's person?"
4. "YOU!!... off my planet!!!"
5. "Therapy is expensive. Sniffing white-board markers is cheap. You choose"
6. "Practise random acts of intelligence and senseless acts of self-control"
7. "Errors have been made. Others will be blamed"
8. "And your cry-baby, whiny-assed opinion would be.....?"
9. "I'm not crazy. I've been in a very bad mood for 8 weeks."
10. "Sarcasm is just one more service I offer."
11. "Back off!! You're standing in my aura."
12. "Don't worry. I forgot your name too."
13. "Wait...I'm trying to imagine you with a personality"
14. "Chaos, panic and disorder . . . my work here is done."
15. "Earth is full. Go home."
16. "Aw, did I step on your poor little bitty ego?"
17. "I'm not tense, just terribly, terribly alert."
18. " You are depriving some village of an idiot."

If a man who serves indolently and a man who serves well are treated in the same way, the man who serves well may begin to wonder why he does so.

— Asakura Toshikage (1428—81)

STAFF COLLEGE COURSE REPORT FORM

(Strike out inapplicable words/phrases)

GRADE: C- C C+ *B (briefing note attached)*

Capt/Maj _____ is a/an *intellectual – stolid – dull, marginal – capable – competent – experienced officer who met all – almost all – hardly any course objectives with – with no – with great – with an astonishing degree of difficulty.*

He/She demonstrated *impressive – comprehensive – acceptable – incomprehensibly little corps knowledge and a rare – clear – acceptable – rudimentary – total lack of doctrinal employment of other arms and services. His/her superior – above average – average – marginal level of doctrinal and tactical knowledge was evident – sometimes displayed – rarely exhibited during syndicate discussions and exercise where he/she regularly – occasionally – whenever observed – seldom – never helped inform peers with less in-depth knowledge levels. He/She often – regularly – seldom demonstrated solid – fluid – gaseous – vacuous understanding of the IBP and OPP processes, and effectively – ineffectively – was incapable of applied/applying them throughout the course with very good - acceptable – marginal – imperceptible results.*

He/she displayed a *completely absent – rudimentary – pre-school level of – marginal – acceptable – capable – good – adequate – weak – strong understanding of staff procedures and achieved laughable – pitiful – marginal – acceptable results on his major staff duties assignment. Never – rarely - occasionally – often – always well prepared for syndicate discussions, he/she persistently - regularly – usually – occasionally – rarely – never participated by offering clarification through own experience – awareness of DI content – sports analogies – vacuous mutterings.*

He/she experienced *no – little – great – unqualified difficulty in organizing sub-syndicate activities, and produced high-quality – acceptable – marginal – comical results. He/she actively – seldom – unwillingly – never – eagerly against the desires of his/her peers assisted peers in group activities.*

A(n) articulate – inarticulate – stumbling – boring and nervous – confident – painful communicator with no – little – some – great ability to analyze quickly, he/she can – cannot – will never be able to present an argument elegantly and succinctly.

A(n) bright – dull – incomprehensibly stupid and articulate – intellectual – tiresome – stunningly obtuse officer, Capt/Maj _____ *has - has not demonstrated a capacity to perform effectively – ineffectively – like a clown in a formation headquarters. As a final testament to having suffered through – served with – admired – idolized this officer, I want to mock this officer publicly – shun this officer - have this officer work for me – have this officer work for my enemy – work for this officer – bear this officer’s children.*

DS Initials	Student Initials	DCmdt Initial