

## Study Examines Civil-Military Role in Regional Stability

In July 2013, the Center for Strategic & International Studies released a study analyzing the causes of instability in the Middle East and North Africa. The study, *Changing U.S. Strategy: The Search for Stability and the “Non-War” Against “Non-Terrorism,”* examined the causes of terrorism, insurgency, and other forms of violence. According to the study, the U.S. has not actually fought a “war on terrorism” since late December 2001, as Bin Laden, Al Qaeda, and key elements of the Taliban had escaped to Pakistan by that time.

Also according to the study, U.S. efforts in Afghanistan and Iraq focused too much on terrorism, ignoring the broader causes of violence and extremism. The study also asserts that most of the violence that was labeled as terrorism by the State Department is actually a form of insurgency that is caused by internal instability. As such, the U.S. failed to develop effective civil-military efforts to address the underlying causes of civil violence, and needs to make fundamental changes in the ways it addresses counterterrorism and reduces the civil and military causes of instability.

The study emphasizes the need for partnerships with regional friends and allies, and calls for changes in the ways the Department of Defense, State Department, and USAID address the nature of instability and violence in the Middle East and North Africa region. The study also calls for strong U.S. country teams that combine civil-military-internal security efforts, as well as fully integrated interagency plans, budgets, and measures of effectiveness. **IAJ**

## Interagency Leaders Needed in Government

In a June 2013 podcast from Excellence in Government, Admiral Thad Allen, former Commandant of the U.S. Coast Guard, and Ron Sanders, formerly of the U.S. Intelligence Community, spoke about the need for “enterprise leaders” in government. The two men described enterprise leaders as individuals who can lead across agencies to solve national problems requiring the cooperation and coordination of multiple departments and agencies. Allen, who led the government response to the Deepwater Horizon Oil Spill in 2010, discussed the complexities inherent in government initiatives and operations, saying that multi-agency endeavors require “different kinds of insight and leadership.”

Allen and Sanders also called for better leadership training within the Senior Executive Service (SES). Sanders noted that the original vision of the SES has never come to fruition. While the SES was originally designed to be a cadre of senior executives who would move from agency to agency, bringing their expertise with them, those in the SES rarely work outside their agencies.

According to Sanders, the U.S. government has entered an era where the original vision of the SES is essential, and where executives are required to operate on multiple levels. Sanders described the new old vision as “back to the future,” explaining that because each agency will eventually be involved in some interagency element, it is necessary that executives be able to move within departments and lead multi-agency operations.

“Everything the government does is interagency. We need to start developing leaders for that kind of brave new world,” said Sanders. He went on to encourage mid-level government employees to push for better leadership training opportunities that focus on the competencies agencies need to work together, including courses, training, and rotational assignments. **IAJ**