

## Temas de estrategia

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<b>Ficha</b>	Nowak, Stephen F. "A Holistic Approach to Problem-Solving" <i>Joint Force Quarterly</i> 89 (2 <sup>nd</sup> Quarter 2018) (Washington: National Defense University Press) pp. 80-85.
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<b>Tema</b>	Análisis de la situación y planteamiento de propuestas para mejorar la toma de decisiones en el Departamento de Defensa (DOD).
<b>Palabras clave</b>	Toma de decisiones, resolución de problemas, sistemas computacionales, comunicación entre departamentos.
<b>Argumento</b>	A partir de analizar las lecciones del pasado y la situación actual, se propone un proceso para mejorar la toma de decisiones y la resolución de problemas en el DOD. Principalmente, para agilizar y mejorar la toma de decisiones necesitan coordinarse y mejorar su articulación dos departamentos: Future Joint Force Development (FJFD) Deputy Directorate (en el cual trabaja el autor), y Joint Training Deputy Directorate, los cuales, utilizando respectivamente dos sistemas computacionales: Joint Lessons Learned Information System (JLLIS) y Joint Training Information Management System (JTIMS); están encargados de resolver los problemas del Departamento de Defensa (DOD).
<b>Concepción de intereses estratégicos</b>	Existe la necesidad de mejorar la comunicación y articulación en la toma de decisiones al interior del DOD, pues su estructura burocrática y vertical no siempre da lugar a las mejores decisiones o más prontas.
<b>Concepción del enemigo o de las amenazas (threats)</b>	"Our adversaries are agile, innovative, and adaptive. They decide and act quickly. Since they do not adhere to laws of war or norms of civilized society, they have almost unlimited options" (Nowak, 2018: 80). "General John Hyten, USAF, commander of U.S. Strategic Command, put it quite plainly: "Right now, we are being outpaced by our adversaries. We've lost the ability to go fast and fail. Watch what our adversaries are doing. Look at Kim Jong-un. What he's doing is testing, failing, testing, failing, testing, failing, testing and succeeding. If you want to go fast, you have to empower people with the authority and responsibility to execute." (Nowak, 2018: 82).
<b>Fuerzas implicadas en el artículo</b>	Combat Information Center (CIC) (sirve para permitir "full utilization of all available sources of combat information"). Department of Defense (DOD) Future Joint Force Development (FJFD) Deputy Directorate Joint Lessons Learned Division (JLLD), Joint Training Deputy Directorate
<b>Metodología para enfrentar las amenazas (eliminar, prevenir,</b>	Los componentes necesarios para la toma de decisiones son: conocimiento y autoridad combinados:  1) <i>Knowledge</i> . [...] Knowledge is defined as the fact or condition of knowing something with familiarity gained through experience or

desestructurar, etc.)

association. Knowledge is powerful because it combines information with experience. However, partial information may lead to an incorrect conclusion. 2) *Authority*. [...] For our purposes, I propose we define authority as the ability to act on a decision.

*Combining Knowledge and Authority*. Ideally, the person with the most knowledge and experience regarding a particular situation would be the one to make a decision and have the ability to implement it. However, the larger the organization, the less likely this is to happen. (Nowak, 2018: 81).

En muchos casos simplemente definir el problema es difícil, frecuentemente el problema es definido en función de la solución que prefiere efectuar el que toma la decisión. Y por lo general, este problema es resultado de la estructura organizativa en la que éste ocurre. Por ello describe la Estructura organizativa del Departamento de Defensa (DOD):

DOD has 3.2 million employees, making it the largest single employer in the world. The organizational structure to successfully manage an entity that large and complex is almost always a bureaucracy, which is neither inherently good nor bad; it is merely one of many organizational types. In the DOD bureaucracy, both uniformed military and civilian employees are assigned a grade (rank), with an equivalency between civilian and uniformed grades. There is a clearly defined (and enforced) chain of command, which encourages a culture focused on rules, standards, and rigid processes. A bureaucracy provides stability, but it is not an effective platform for quickly making and acting on decisions. As a result, the “weaknesses of bureaucratic structures are slower decisionmaking, high levels of supervisor and managerial overheads, lack of employee freedom, and lower employee morale. (Nowak, 2018: 82).

La estructura organizativa dicta la forma de comunicación en su interior, y dicha forma de comunicación determina la efectividad de la estructura organizativa. En organizaciones grandes, complejas, y con múltiples niveles la comunicación tiende a ser complicada y menos efectiva, incrementa el tiempo de respuesta, en comparación a pequeñas organizaciones con comunicación informal y alto grado de integración, en las cuales los individuos se sienten libres de comunicarse directamente entre sí. Por ello estas últimas “flat organizations”, permiten respuestas rápidas, mayor agilidad y adaptabilidad. En grandes organizaciones, la comunicación está influenciada por las normas y la cultura, pero también, la efectividad de la comunicación depende de en qué dirección va:

Downward communication from senior leaders is generally directive in nature”, Mientras que “Upward communication from non-managers to any leader other than their own is generally discouraged if not prohibited, even though there is organizational benefit to such communication. When such communication is approved, it is normally sent via several intermediate levels before reaching the intended recipient (Nowak, 2018: 81).

Finalmente concluye que su propuesta experimental:

	<p>Is about developing a problem-solving process by using teams from different groups to resolve a computer issue to prove or disprove the capability of the process. A successful process would provide a framework for resolving future problems with a holistic view and based on communications among groups. The importance of improving communication cannot be overemphasized (Nowak, 2018: 85)</p>
<p><b>Mecanismos o planos de la guerra contra el enemigo o las amenazas</b></p>	<p>Dar margen de acción y capacidad de toma de decisiones a los subordinados es importante:</p> <p>If subordinates are deprived—as they are now—of that training and experience which will enable them to act “on their own”—if they do not know, by constant practice, how to exercise “initiative of the subordinates,” if they are reluctant (afraid) to act because they are accustomed to detailed orders and instructions—if they are not habituated to think, to judge, to decide, and to act for themselves in their several echelons of command we shall be in sorry case when the time of “active operations” arrives. (Nowak, 2018: 81).</p> <p>Para mejorar la comunicación y articulación en la toma de decisiones desde abajo hacia arriba, los subordinados necesitan adquirir creatividad, iniciativa y capacidad de tomar decisiones. La premisa básica es que:</p> <p>Most problems could and should be resolved at the lowest level possible, should involve those who best understand the problem, and include the people who have the most to gain (or lose) by resolution. The concept is simple: decisions should be made by those with the best knowledge at the lowest level posible (Nowak, 2018: 80).</p>
<p><b>Documentos militares citados</b></p>	<p>Department of Defense (DOD) Dictionary, CJCS Instruction (CJCSI) 3150.25F, Joint Lessons Learned Program CJCSI 3500.01H, Joint Training Policy for the Armed Forces of the United States</p>
<p><b>¿Cómo se inscribe esta discusión en el tema de nuestro proyecto?</b></p>	<p>Permite entender más sobre cómo se da la toma de decisiones estratégicas en el DOD y sobre su estructura organizativa, además de mostrar qué instancias intervienen y cómo están articuladas. También permite ver la importancia del uso de los sistemas computacionales con los que cuentan para analizar datos y procesar la información que les permite actuar en sus emprendimientos bélicos.</p>
<p><b>Enlace electrónico al artículo original</b></p>	<p><a href="https://ndupress.ndu.edu/Media/News/News-Article-View/Article/1492151/a-holistic-approach-to-problem-solving/">https://ndupress.ndu.edu/Media/News/News-Article-View/Article/1492151/a-holistic-approach-to-problem-solving/</a></p>
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