

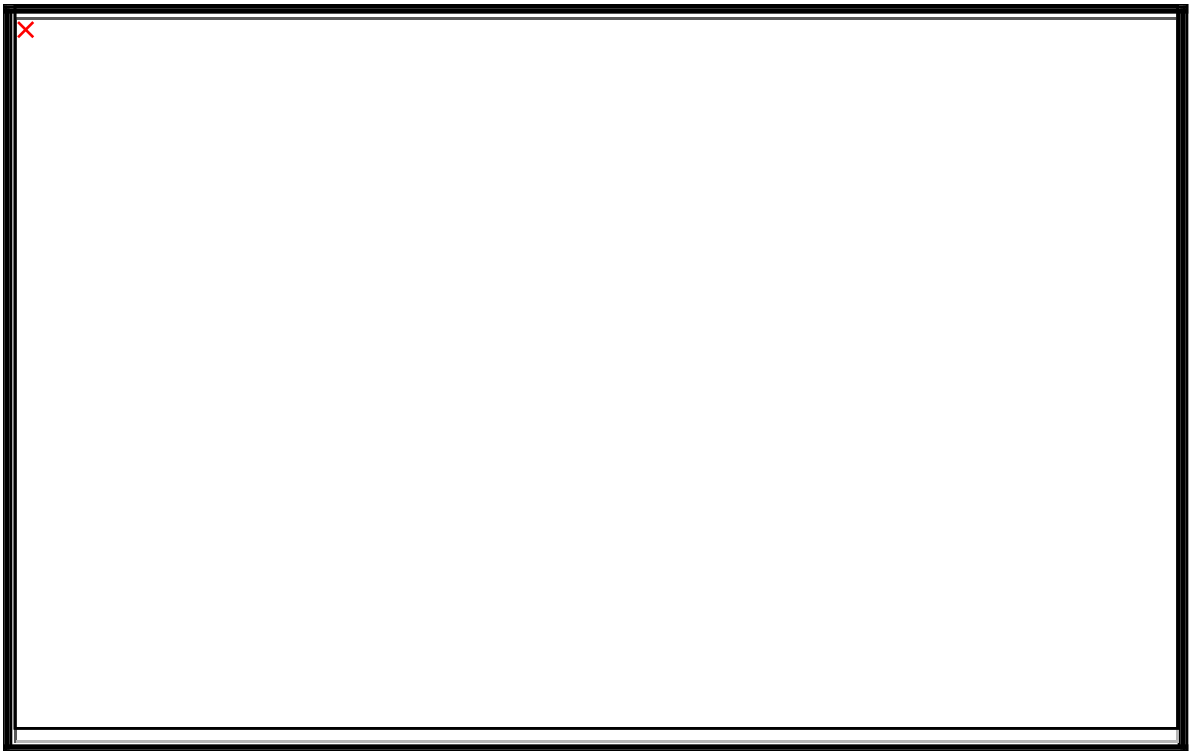
# Under Secretary of the Army focuses Leader Day discussions at the Army War College

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April 8, 2014 -- In his first public presentation as Under Secretary of the Army, Brad R. Carson spoke to Army War College students about seeing the Army's future in a different way at Bliss Hall April 8 as

part of  
Army  
Leader  
Day.

Sworn in  
less than  
two weeks  
ago,  
Carson's  
discourse



demonstrated that he was already deep into analyzing fiscal constraints against the Army's future missions. Focusing on the future, he said what we need more of today is creativity, and asked the students to consider, "Does our culture run counter to innovation and creativity?" He urged the

Through an exhaustive by-the-numbers review of the Army, Carson guided the students to confront the magnitude of the Army's people, organizations, weapon systems, and costs, and to think differently

about what they considered to be the core Army competencies and to focus on the Army's obligation to its "customers."

*Under Secretary of the Army Brad Carson addressed the students of the Army War College as the keynote speaker of Army Leader Day, April 8, in memory of General Glenn K. Otis, who served as Commander, TRADOC, and Commander-in-Chief, US Army Europe; he was a longtime friend of the Army War College [photo credit Charity Murtoff]*

For example, he told the story of Polaroid. The company developed digital photography at a standard that far outpaced the competition but didn't pursue the new business, thinking that it was not the company's core competency. Carson urged leaders in the class to avoid the competency trap.

The combat power in the Army is a great deterrent, he noted, but that the Army must be more engaged in strategic discussions.

Carson recommended that Army leaders talk about solutions, seek improvement, and "protect and promote those with ideas."

Carson previously served as the Army's 20th General Counsel: legal advisor to the Secretary of the Army and Chief Legal Officer for the U.S. Army. In 2000, Mr. Carson represented the 2nd District of Oklahoma in the United States House of Representatives. After leaving office in 2004, he was a fellow at the Kennedy School of Government at Harvard University, and, later, Chief Executive Officer of Cherokee Nation Businesses, L.L.C. From 2009 to 2010, Mr. Carson served on active military duty as a United States Navy officer deployed to Iraq, embedded with the United States Army's 84th Explosive Ordnance Disposal (EOD) Battalion. Mr. Carson was awarded the Bronze Star for his service as an intelligence officer working with EOD teams.