

# 2024 CTPP Fellow Research Presentations

Duke | COUNTERTERRORISM *and*  
SANFORD | PUBLIC POLICY FELLOWSHIP PROGRAM

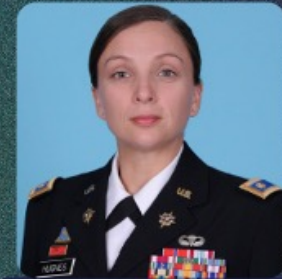
April 12 | 9AM - 3PM  
Rhodes Conference Room - Sanford Building 223

The Counterterrorism and Public Policy Fellows have conducted research in national security and will present their research and discuss their recommendations. Each presentation will be followed by a period for Q&A

Join us at anytime throughout the day!  
Refreshments will be provided.



9:00 - 9:45 AM  
**CH (COL) PRIMITIVO DAVIS**  
US Army  
What It Really Takes:  
Understanding Why Most  
D.E.I. Initiatives Fail



9:45 - 10:30 AM  
**LTC AMANDA HUGHES**  
US Army  
The Impossible Dream:  
Interagency Reform



10:30 - 11:15 AM  
**COL ERIC JNAH**  
US Army  
Cramming 2 1/2 Years of  
Training into One Year - the  
Army's Fight to Focus on  
Warfighting and Cohesive  
Teams



11:15 AM - 12:00 PM  
**BEN HESS**  
State Department  
Beyond Response:  
Strengthening the U.S.  
Approach to Anticipate and  
Prevent Mass Atrocities



12:30 - 1:15 PM  
**COL KENDRICK FORRESTER**  
US Army  
Regime Change that Works  
- Learning from Consecutive  
Failures in Order to Get the  
Next One Right



1:15 - 2:00 PM  
**COL BOB CUSICK**  
US Army  
Hobbling the Bear and  
Extinguishing the Dragon  
- Army PSYOPs and the  
Future



2:00 - 2:45 PM  
**BRIAN RIORDAN**  
FBI  
Foreign Flames; Domestic  
Fires: Implications of U.S.  
Persons' Involvement in  
Foreign Conflicts and the  
Potential for Increased Violent  
Extremism at Home



# Research Motivation



Many commanders understand the importance of diversity but are unclear on how to address such a complex topic. My goal was to create a research-based model that a commander could implement within a typical 24. month command.



# From D.E.I.B. (A.) to Organizational Culture

The term “D.E.I.B” is defined vastly differently amongst groups, organizations, and individuals. Many are off put by just the terminology alone, before it can be defined let alone actions. Organizational culture is a more effective starting point in terms of terminology.





# The 4 Questions

**Do you believe all Soldiers, regardless of ethnicity, gender, gender identity, sexual orientation, age, religion, socioeconomic background, or any other diverse characteristic are entitled to a unit culture that is described as follows:**

1. A unit where Soldiers are accepted with the differences that exist amongst people from diverse backgrounds and world views.
2. A unit where everyone receives fair treatment, access to resources, and opportunities to advance, succeed, and thrive.
3. A unit culture where everyone feels valued, respected, supported, and safe to be authentic. A place where offering differing ideas is expected and well received. An environment where critical feedback is given and received, and people seek to uplift each other in their differences.
4. A feeling of community, connectedness, acceptance, and value. The sense that your perspective provides something useful, and your ideas and inputs are encouraged to be voiced.





# Army Leader Transition Handbook

The Army Leader Transitions Handbook is designed to help leaders **plan and execute a successful transition to a new leadership position**. The intent is to provide a **ready reference** for all leaders: direct, organizational and strategic. The Army Leader Transitions Handbook offers a **methodology** to help leaders transition into a new leadership position as **effectively and efficiently** as possible. The handbook contains best practices and proven techniques from military and civilian sources. The Army Leader Transitions Handbook provides leaders with a **step-by-step process** for assuming a new leadership role starting from the time the leader is notified of the new leadership position to first day actions and considerations for the first 90 days and beyond. Although presented as a checklist, the Army Leader Transitions Handbook should be viewed more as a **menu of ideas** for the leader to choose. **Preparation is the key** to a successful leader transition.



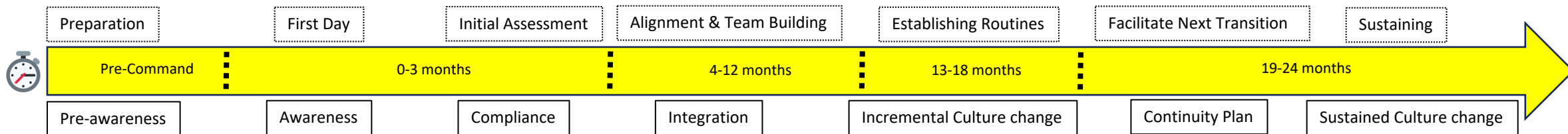
ASSESS

DESIGN

IMPLEMENT

SUSTAIN

## Army Handbook for Leadership Transitions Phases



## Culture Change Conceptual Framework Phases

	Pre-Command	0-3 months	4-12 months	13-18 months	19-24 months	
Commander	Leader contemplates how to engage subordinate leaders and Soldiers on the topic of culture, with an emphasis on DEI.	Casts vision in initial engagements. (Formal and informal)	Leader assesses where the organization is IRT DEI. Recognizes	Empower subordinate leaders to lead at their level.	The Army Leader Transitions Handbook is designed to help leaders plan and execute a successful transition to a	The Army Leader Transitions Handbook is designed to help leaders plan and execute a successful transition to a
Conversation	Consider talking points that open the door to conversations on DEI.	Encourage minority and members of underrepresented groups to engage in one-on-one conversation.	Encourage all members of the organization to have open conversations about DEI. Make it an ok conversation to have.	Lead discussion groups with minority and underrepresented groups. Take notes and listen more than speak.	Follow up on discussion groups with other conversations. Draft a commitment statement as the leader for the team.	Ensure open and honest conversations become part of the organization's fabric.
Sentiment	Leader must identify any hesitance to lead IRT diversity. What are the DoD, Army, and unit requirements for diversity?	The team is likely not largely interested in addressing existing diversity issues.	Ask your team to help you develop an effective diversity plan based on DoD and Army prescription.	Collect data that informs your plan and put your plan into action.	Determine your organizations response to your efforts and adjust accordingly.	The team has bought in to the overall concept and onboards new members of the team into a positive culture.
Training	The Army Leader becomes familiar with all DoD, and Army training products and tools.	Introduce DoD and Army requirements to team from the beginning. Tell them why its important.	Establish cultural values and behaviors.	Add DEI training to the training calendar. Schedule attendance at subordinate level training events.	Review training AAR's. Talk directly to Soldiers from every level about their experience.	Consider DEI in every aspect of the organization. Establish and sustain affinity groups.
Accountability	Consider how you will incorporate DEI into unit policy letters and practice.	Highlight DEI intent in initial policy documents.	Establish and communicate DEI metrics for the organization.	Review DEI and culture metrics routinely at key staff meetings.	Address DEI success and challenges openly with the team. Celebrate success and develop plans to reduce challenges.	Evaluate DEI efforts informally and formally.



# Findings & Recommendations

In regard to improving the culture of an organization, specifically in regard to DEIB efforts, please consider the following:

1. The level of success is directly correlated to the level of candid, intentional, persistent efforts of the organizational leader.
2. **Intentional efforts doesn't necessarily mean you were counterproductive before.** It is merely an opportunity to grow around caring for all the people of your team.
3. **Open, honest, candid conversations** are one of the most important tools.
4. Progress begins with an accurate, well-informed assessment of the current state of the organization.
5. Representation matters!
6. The retention rate in an organization is a key indicator of how well the organization has a productive culture.
7. Transparency with the organization is crucial.
8. Assessing a productive versus counter productive culture is a continual and cyclical process.
9. Strategic plans must be contextualized to the organization. There is no "one size fits all" strategy.
10. **You must define terms** early for your organization. What do each of those words mean?

In regard to improving the culture of an organization, specifically in regard to DEIB efforts, please consider the following:

11. A contextualized maturity model is a key document in an overall strategic plan.
12. **Success is much more than programming or legal and policy compliance. If it is effective, it is one of the lenses through which everything an organization does is filtered.**
13. To be efficacious, you must garner the support of key stakeholders and form a coalition of support as early as possible. Key stakeholders and subordinate leaders must buy in and champion efforts.
14. All initiatives must be nested with the organizations overall vision, mission, and strategy.
15. Leverage existing professional development as training opportunities.
16. **Those who have lived experience as part of an underserved or minority population will often serve as great resources. This experiential background combined with study in the field, emotional intelligence, interpersonal skills, passion, and balance create excellent subordinate leaders.**
17. An organization does not need to have everything figured out to start.
18. Receiving feedback and the ability to listen on the part of leadership directly contributes to the sustainability of initiatives.
19. **It is not enough to say: "We are not against it." You must work for it!**
20. **Culture change is often difficult. Don't give up!**



# Key Questions

1. Do all the people, cultures, worldviews, and perspectives of our community feel represented?
2. Do we more than tolerate differences?
3. Do we celebrate and accept differences?
4. Does everyone receive the same fair treatment?
5. Does everyone have the same access to resources?
6. Does everyone have the same opportunities for advancement and success should they choose to take advantage of them?
7. Does everyone feel valued, respected, and supported as themselves?
8. Does everyone feel it is safe to be their authentic self without fear of judgement?
9. Does everyone feel welcome to share differing ideas than the norm? Do they feel those ideas will be listened to?
10. Do people actively uplift each other regarding their differences?
11. Does everyone feel a sense of community and connection?
12. Does everyone feel valued?
13. Does everyone have a voice and are encouraged to use it?





# Questions & Answers

