

Admiral Clark
Newport 1/23/73

Speech file

TALK OF NWC

- 1) INTEREST YOU AS NEWPORTERS
- 2) INTEREST - INDICATIVE GOING ON ENTIRE NAVY

WHAT ENDEAVORING DO NWC MIRRORS REQUIREMENT FOR DEEPER THINKERS.

- 1) WORLD OUTSIDE USA IS CHANGED

27 YEARS COLD WAR

SALT CSCE MBFR

WHY A MILITARY?

NEED REAL STRATEGISTS

DIFFICULT - GAME RULES CHANGED

- 2) MUCH WORLD INSIDE USA CHANGED

CHANGE OUR SOCIETY IS ATTITUDE AND CAPABILITIES

OF YOUTH

LIFE BLOOD

AVF

SMARTER, IDEALISTIC, CONFIDENT

SHIFTING GAS

NOT CHANGING FOR SAKE CHANGE

Navy Declassification/Release Instructions on File

INSERT HIS OWN GUESS AS TO THE MISSING QUANTITIES -
IN SHORT IN THE REALM OF TACTICS, MANY SOLUTIONS ARE NOT RIGHT
AND WRONG ANSWERS BUT PROBABILITIES. THERE IS SIMPLY A
GREATER OR LESSER PROBABILITY OF SUCCESS.

HERE TAKING SPECIFIC TACTICAL PROBLEMS -
LOGIC TREE ILLUSTRATE FACTORS AFFECT HIS
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NAVY MUST DEVELOP LEADERS WHO ARE THINKERS AND WHO CAN
THINK TERMS UNCERTAINTY BROAD STRATEGY, COMBINATION PRECISE
ANALYSIS MANAGEMENT AND JUDGEMENT ^{IN MANAGEMENT} ~~ON OBJECTIVES AND EXECUTION~~
AND THE PROBABILITIES OF TACTICS.

MUST STILL PRODUCE MEN TECHNICALLY COMPETENT
MUST ALSO ACCENT THE THINKING, REASONING AND ANALYTIC
PROCESS IN OUR OFFICER EDUCATION - WHAT ATTEMPTING
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NEED YOUR HELP - BY ENSURING YOUTH GROW UP
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~~WON'T~~ GET MEN WHO CAN DO THINKING I'VE DESCRIBED ~~OUR~~
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INTELLECTUAL FIBER OF OUR MILITARY LEADERS.
WILL DEPEND WHETHER SMART ENOUGH TO STAY ABREAST OF ENEMY
TECHNOLOGY AND TACTICS / IF WE ^{ARE} NOT ^{WE} WILL NOT DETER / BECAUSE
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HOW DO WE PRODUCE OFFICERS WHO ARE CAPABLE HANDLING VASTLY
MORE COMPLEX PROBLEMS FROM INTERNATIONAL STRATEGY TO
MOTIVATING MODERN YOUTH? NOT EASY BECAUSE MOST OF A
NAVAL OFFICER'S EDUCATION AND PRACTICAL EXPERIENCE
INCULCATES IN HIM A VIEW OF A RATIONAL, NEWTONIAN UNIVERSE
FOR EVERY CAUSE THERE IS AN EFFECT FOR EVERY QUESTION
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IN HIS VOCATIONAL EXPERIENCE:

AUTHORITARIAN CHAIN OF COMMAND - OBLIGATION OF
RESPONSIBILITY IS TO HAVE ANSWERS AND TRAINED
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TECHNICAL ENVIRONMENT - WHERE ANSWERS ARE
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IN HIS EDUCATIONAL EXPERIENCE:

ANNAPOLIS -

ENGINEERING ORIENTED.

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LARGELY SCIENCES

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BRIEFINGS

NEWPORT BASED

SKILL PRACTICE

ACTIVITIES DO THIS

RIGHT-WRONG PROCEDURES

NO COMPLAINT WITH THIS

WE ARE A TECHNICAL SERVICE

TECHNICAL, PROFESSIONAL COMPETENCE IS FOREMOST
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OUR EDUCATIONAL AND TRAINING ESTABLISHMENT DOES AN
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AS OFFICERS MOVE UP LADDER, HOWEVER, THEY MUST DEAL
INCREASINGLY WITH SITUATIONS LIKE STRATEGY AND
PERSONNEL MANAGEMENT THAT ARE NOT SIMPLE OR
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MY JOB IS TO FIND HOW TO EDUCATE PEOPLE TO DEAL WITH
SUCH ISSUES?

HOW TO GET OFFICERS TO RECOGNIZE SUBLETIES,
UNCERTAINTIES, INEXACTNESS MUCH DECISION
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LET ME GIVE YOU A PRESIDENT'S PROGRESS REPORT ON WHAT
HAS PASSED, WHAT DOING NOW AND WHAT LIES AHEAD -

BEGAN YEAR TRYING TO PREPARE FUTURE STRATEGISTS-
DID THROUGH USE HISTORY

DISSECT DECISIONS OR STRATEGISTS OF PAST

HOW DO?

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SEA POWER vs LAND POWER

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BUT TODAY'S NAVAL OFFICER MUST COPE THESE PRINCIPLES
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WHO ALLIES WILL BE IN NEXT GENERATION?

25 YEARS AGO TWO OF TODAY'S STAUCHEST

ALLIES WERE PRINCIPAL ENEMIES

WHAT DOES A MULTI-POLAR WORLD MEAN?

WORLD HARDLY EVER BEEN BI-POLAR SINCE

CASE STUDIES 2500 YEARS AGO IN

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CLEARLY QUESTIONS LIKE NO EASY, PRECISE ANSWERS.

THEREFORE MOST WE CAN GIVE MID-CAREER STUDENTS EMERGING
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IS EXPERIENCE OF INTENSE THINKING - OF REASONING, LOGIC
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- THINKING PROCESS NOT FACTUAL ABSORPTION

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IDEA - FORCE DIG OUT THE MANY FACETS STRATEGY DECISIONS -
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INDICATIONS - SUCCESS - PROFESSORS

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JUST BEGUN THIS MONTH

TODAY'S OFFICERS ARE MANAGERS MORE THAN EVER BEFORE

WHAT KIND ISSUES OFFICER FACE AS MANAGERS?

#1 PERSONNEL

#2 HOW SPEND SHORTAGE DOLLARS GET MOST DIVIDEND.

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LATER THIS YEAR./ACADEMIC II APPROVED/-- LOOK
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WITH SUPPORT OF CITIZENS LIKE YOU/ I AM CONFIDENT
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