1. Course Description. The Think, Decide, Communicate: Skills for the Military Professional course develops the student’s ability to think critically, solve problems, and communicate effectively as a field grade officer. It does so by developing cognitive abilities, academic and professional research skills, and written and oral communication skills. Additionally, this course introduces fundamental concepts for analyzing and framing problems.

In many respects, the Think, Decide, Communicate course is foundational providing Command and Staff College (CSC) students with essential tools needed for graduate education. Developing critical reading and thinking skills will prove very beneficial in the examination and analysis the complex course material presented in the CSC curriculum. Working on your research, writing, and oral communications skills will be very helpful with written and oral assessments throughout the academic year. Lessons in self-awareness, problem framing, and decision-making will provide a better understanding of how problems are understood and solved by individuals and groups like military staffs. The Think, Decide, Communication course will also provide an introduction to culture and the operational art of war.

The Think, Decide, Communicate course will provide few answers. It will instead provide you with the tools necessary to research and think for yourself. This will certainly help you be successful while at CSC. More importantly, it will make you a more effective staff officer and commander in future assignments.

2. Learning Outcomes

1.4 Evaluate historical precedents illustrating the linkages between tactics, operations, and strategy.

1.5 Analyze evolving concepts of operational art.

3.1 Define culture, its key components, and its applicability to tactics, operations, and strategy.

3.4 Apply appropriate modes of cross-cultural interaction to planning, programming, and operations.

3.5 Analyze the dynamic interaction between cultures in conflict across the Range of Military Operations.

4.1 Recognize the complexity and nature of problems.

4.2 Apply systematic research methods to inform analysis.

4.3 Evaluate the data, assumptions, and logic that underlie analysis.

4.4 Analyze cognitive processes that affect decision making.
4.5 Apply insights from history and other academic disciplines to enhance decision making.
4.6 Frame and solve problems critically and creatively.
5.1 Assess existing paradigms and fluid environments in order to anticipate change and its attendant risks and opportunities.
5.2 Apply concepts of change and risk in order to lead organizational innovation and adaptation.
6.1 Apply leadership approaches suitable to the situation and an individual’s personal leadership style.
6.3 Apply techniques for developing ethical and effective leaders.
6.4 Make sound and morally courageous decisions in response to complex ethical and legal challenges.
7.1 Evaluate the purpose, quality, and effectiveness of oral and written communications.
7.2 Create well-organized, clear, and concise written documents, in formats appropriate to their audience and purpose.
7.3 Employ effective oral communications techniques

3. Teaching Methodology
   a. Overview. The *Think, Decide, Communicate* course is delivered primarily by seminar discussion but is also augmented with lectures and practical application. Unique to Command and Staff College, *Think, Decide, Communicate* seminar instruction includes both your military and civilian faculty members in a “whole of faculty” approach.

b. Lesson Sequence

<table>
<thead>
<tr>
<th>Lesson</th>
<th>Title</th>
<th>Method</th>
<th>Contact Hours</th>
<th>Prereqs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1100A</td>
<td>Diagnostic Essay</td>
<td>W</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>1100B</td>
<td>Critical Reading Essay</td>
<td>W</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>1101/3</td>
<td>Thinking/Reading Critically</td>
<td>L, S</td>
<td>1.0/1.5</td>
<td>None</td>
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<tr>
<td>1102</td>
<td>Profession of Arms</td>
<td>L, S</td>
<td>1.0/2.0</td>
<td>None</td>
</tr>
<tr>
<td>1104/9</td>
<td>Identifying/Framing Problems/Deciding</td>
<td>L, S</td>
<td>1.0/2.0</td>
<td>None</td>
</tr>
<tr>
<td>1105/13</td>
<td>Writing Skills</td>
<td>L, S</td>
<td>1.0/3.0</td>
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<tr>
<td>1106</td>
<td>Leader's and Thinker's Self Awareness (Temperament Theory)</td>
<td>GLec, S</td>
<td>1.5/1.5</td>
<td>None</td>
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<tr>
<td>1107</td>
<td>Introduction to Culture and its Forms</td>
<td>L, S</td>
<td>1.0/2.0</td>
<td>None</td>
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<tr>
<td>1108</td>
<td>Perception, Cognition, and Bias</td>
<td>S</td>
<td>2.0</td>
<td>None</td>
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<tr>
<td>1123</td>
<td>Operational Art and the Relationships Among Strategy, Operations, and Tactics</td>
<td>L, S</td>
<td>1.0/2.0</td>
<td>None</td>
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c. Summary Course Hours

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Guest Lecture</th>
<th>Seminar Discussion</th>
<th>Film</th>
<th>Practical Applications*</th>
<th>Staff Ride/ Battle Study</th>
<th>Evaluation/Test</th>
<th>TOTAL CONTACT HOURS</th>
<th>TOTAL SCHEDULE HOURS</th>
<th>Student Preparation Time</th>
<th>TOTAL HOURS</th>
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<tbody>
<tr>
<td>6.0</td>
<td>1.5</td>
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<td>23.5</td>
<td>23.5</td>
<td>29.0</td>
<td>52.5</td>
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</tbody>
</table>

Credit Hours: 2.0

4. Assessment Measures. Student grades
5. Recurring Themes
   a. That the character of war changes over time but the nature of war is constant and enduring.
   b. That social and cultural factors shape the way that states (and non-state actors) use force or threaten the use of force to achieve political objectives.
   c. That consistent success in war and in peace requires the integrated application of all elements of national power.
   d. That effective warfighters understand the complex and dynamic interrelationships between/among the levels of war and political objectives to be obtained.
   e. That the essence of the Operational Art is the design, planning and execution of joint/coalition campaigns to achieve theater-strategic objectives.
   f. That the concept of Combined Arms, expanded to include both lethal and non-lethal effects, remains the key to success on the modern battlefield.
   g. That “human factor” dominates war and conflict and, consequently, the subjects of leadership, morality, ethics, and the art of command are central to an understanding of the profession of arms.

6. Relationship to Other Instruction
   The Think, Decide, and Communicate course is designed to provide CSC students with the skills necessary to complete a rigorous PME/graduate education program. This course helps students to think for themselves and to express complex ideas in both written and oral formats. With introductory instruction on decision-making, problem framing, and group dynamics, students will be better equip to participate in Warfighting exercises throughout the academic year. Lessons on culture, the operational art, leadership, and military change will provide all students with foundational knowledge for the Warfighting and Security Studies courses.
Submitted by:

CRAIG A. SWANSON, PH.D.
ASSOCIATE DEAN OF ACADEMICS

Reviewed and Approved:

CHARLES D. MCKENNA, PH.D.
DEAN OF ACADEMICS

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TESSER, LYNN PH.D.
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