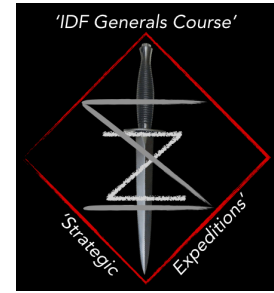


'Expeditions'
IDF Generals Course
- **International Expedition, May 2020** -



Introduction

In 2013, LTG Gantz, then IDF Chief of General Staff, instructed the Commandant of the Military Colleges, MG Baidatz, to create an education program for Generals, recognising the growing discrepancy between prevalent institutional functioning, and the ability to retain strategic relevance.

The accelerated pace in which global geopolitical environment was shifting, had only increased the demand for a new approach, both externally and internally: Politics of State versus politics of Jihad or tribalism; Westernisation vs. alternative world systems; natural resources vs. human potential, man-made catastrophes and ecological disasters – all of which unleashed drastic movements of populations, weapons, capital and commodities.

These drastic changes were reshaping the international arena while adding new enemies or new capabilities in the hands of old ones. To make strategic choices even more complex, he found stability and values to be diverging when it came to defining interests, priorities and preferences...

Two things were obvious from the outset: (1) the problem identified by the CGS was universal rather than unique to the IDF, characterising other military institutions as well; and, (2) the knowledge and expertise essential to that project resided outside IDF organisational capacities at the time.

The Commandant, MG Baidatz, recruited BG (Ret.) Dr. Shimon Naveh (founder of the Military Design movement) and Dr. Ofra Graicer (his veteran colleague) to design the program and instruct the course, which is now running its sixth iteration. The group comprises of agents from the military and parallel national security organisations, conducting a series of Strategic Operational Design (SOD) workshops OTJ throughout the year, on systemic emergences, from an Israeli perspective.

The new Commandant of the course, MG Itai Veruv, sees great value in broadening exposure of the course and of SOD diplomacy to international partners, providing all sides the opportunity for intellectual friction, in the professional pursuit for efficacy. The following proposal is part of his vision and leadership, a first step in that direction -

Draft Agenda

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|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Saturday | Arrival in Tel Aviv, acclimatisation |
| Sunday | Staff Ride North with briefs by regional division commander or NorthCom Commander (two options: Upper Galilee focusing on Lebanon, or Golan Heights focusing on Syria), combination of security and civilian itinerary, including local winery. |
| Mon | <u>SOD Workshop [Focus TBD] Session 1: Briefings:</u>
1/ Opening notes and guidelines/ MG Itai Veruv
2/ "A genealogy of Failure - SOD in the US military system" / Shimon Naveh |

3/ "A SOD State of Mind - Finding Motivation for Inquiring"/ Ofra Graicer

4/ Directive for Inquiry and Intelligence Brief [TBD]/ Canadian General

SOD Workshop Session 2: Meta-System (structuring the inquiry in context)

Tuesday SOD Workshop Session 3: System (Framing)

SOD Workshop Session 4: System (Framing) - Cont.

Wednesday SOD Workshop Session 5: Opposition

SOD Workshop Session 6: Strategy

Thursday SOD Workshop Session 7: Operation

SOD Workshop Session 8: Synthesis and Conclusion (next steps?)

[Optional program onwards]

Friday **Staff Ride South - Gaza** [Brief by Regional Division Commander], mix of security and civilian itinerary, including ISIS microbrewery.

Saturday Jerusalem/ Masada/ Tel Aviv free time. Departure on red-eye flights.

* Evenings program we left free, but should you wish to formalise it, we can make suggestions. We will probably have one formal dinner hosted by the IDF.

* SOD Workshop [Monday - Thursday] will be held at the Generals Course facility, Dayan Base, Gllilot (it is also home to the CGSC and NDC, 10 miles north of Tel Aviv).

Conditions for Success

1. Field of Inquiry - Should be determined by the Head of Canadian delegation. We are looking for a theme that serves as a platform/ playground to experiment with SOD. It could be anything from Force Application, Force Buildup, questions of Organization or Command that relate to Canada and/or its partners [also depending on the mix of your invitees]. That way, we gain twice - tackling emerging real world issues, while conducting a systemic design inquiry;
2. Diversity. We strongly advocate a mix of branches, organisations & partner militaries.
3. Seniority of Participants with rich professional experience, feeling at ease with Strategic-Operational discourse;
4. Loggers: 2 highly qualified individuals who capture the essence of the discourse, both graphically and literally [Canadian responsibility];
5. Additions to the agenda - Any specific areas of interests [IDF, Defense system or Israel at large] you would like exposure to [personally or as a group] - we welcome your suggestions. But we should leave at least 3 full days for the SOD workshop.