



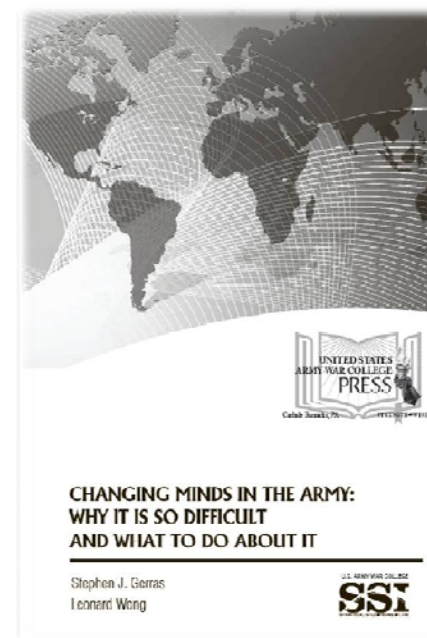
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CHANGING MINDS IN THE ARMY:

WHY IT'S SO DIFFICULT AND...

WHAT TO DO ABOUT IT





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If the environment is changing...
Shouldn't we be open to reconsidering our
positions on some pretty big issues?

The federal debt is now
\$17.6 trillion





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Personality



Life
Experience

Intelligence



Personality

- Psychologists generally agree that there are five fundamental dimensions of personality, often remembered using the acronym OCEAN. They are:

❖ Extraversion



❖ Conscientiousness



❖ Openness



❖ Agreeableness



❖ Neuroticism





Personality is rooted in genetics

Adoption Studies show:

- Adopted siblings are no more alike in personality than randomly selected persons are.
- Personalities of adopted children are largely unrelated to their adoptive parents.
- Twins

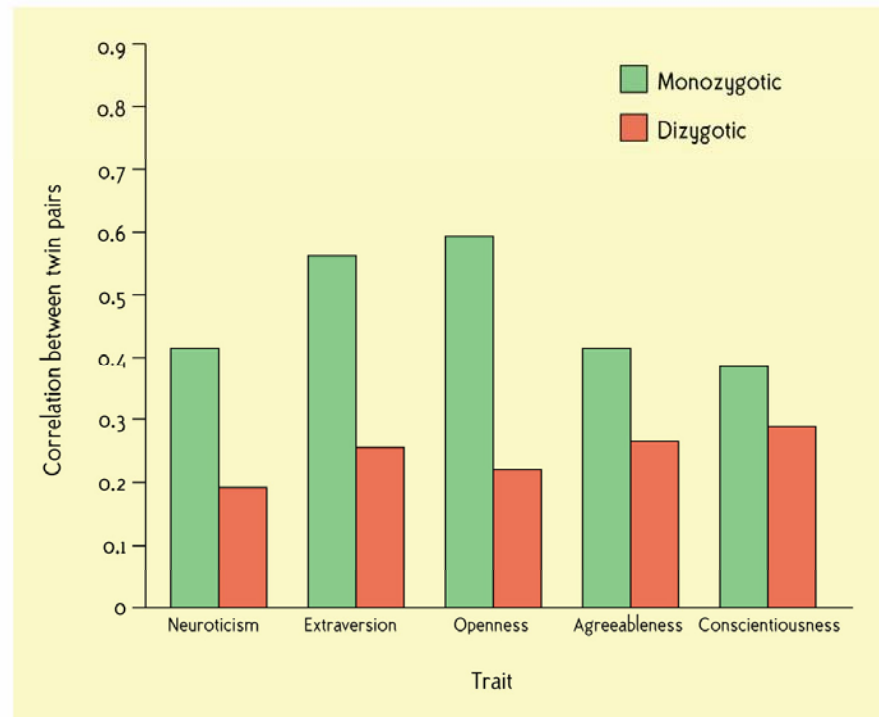


FIGURE 12.9



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Openness

HIGH

Imaginative
Rebellious
Innovative
Low in dogmatism
Intellectually curious

LOW

Conventional
Conservative
Prefers simplicity
High in dogmatism
Productive

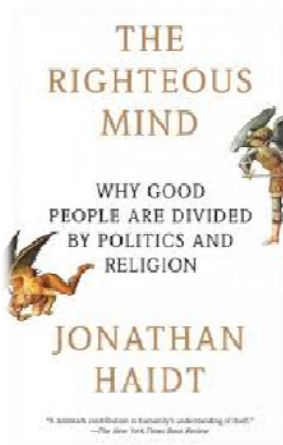
Open individuals are more likely to change their mind

- ☐ For Army War College students, the mean for openness is below societal average
(In recent random survey, 87% of students surveyed were low to moderate)
- ☐ Officers selected for brigade command are below the War College mean



Intelligence

- Are smarter people more likely to change their mind?



- Smart people are really good at developing “my-side arguments,” but they are no better than average folks at finding reasons for the other side.
- People invest their IQ to buttress their own opinion, rather than exploring the entire issue.

Really smart people tend to be “balky belief updaters who admit mistakes grudgingly and defend their prior positions tenaciously.”

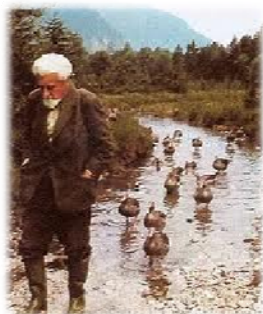




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Life Experience → Career Imprinting



- Filial imprinting of newborn goslings

CAREER IMPRINTING



- Robust socialization practices



- Stretch opportunities



- Demonstrated success in initial job





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Intuitive Judgment

Successful organizations must have leaders “emphasizing trust, force of will, *intuitive judgment*, and creativity.”





Intuitive Judgment

- Daniel Kahneman “Remember this rule: intuition cannot be trusted in the absence of stable regularities in the environment.”



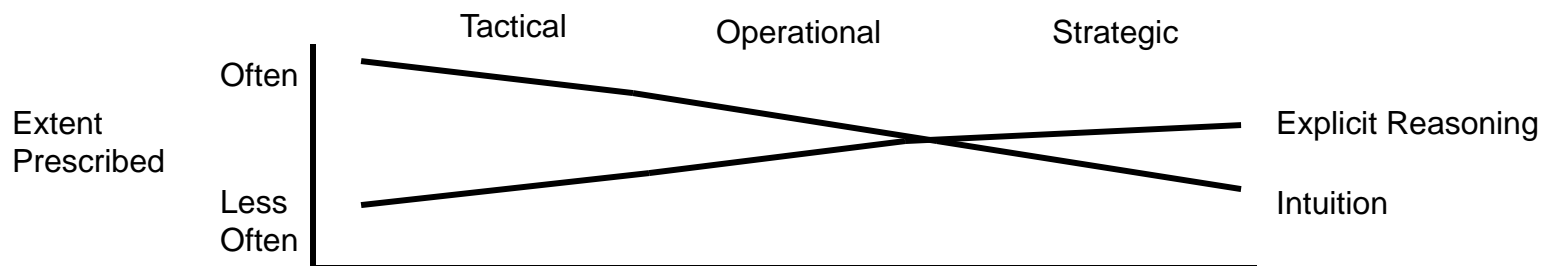
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big
data



Appropriate Use of Intuition versus Explicit Reasoning

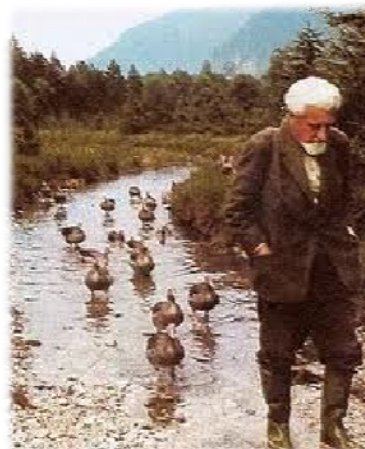




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Hardened Views

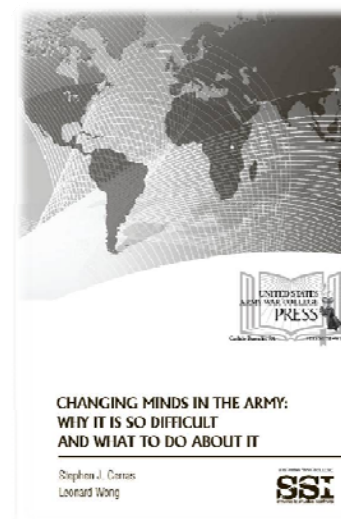




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CHANGING MINDS IN THE ARMY



“The only thing harder than getting a new idea into the military mind is to get an old one out.”

B. H. Liddell Hart