

# ISMS ANNUAL CONFERENCE 2015



*(R)evolution of War*



**The culturally endorsed perception of the phenomenon  
of time as a driving force in the development of a  
renewed European/Western concept of strategy**

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*BrigGen MMag. Wolfgang Peischel, PhD*



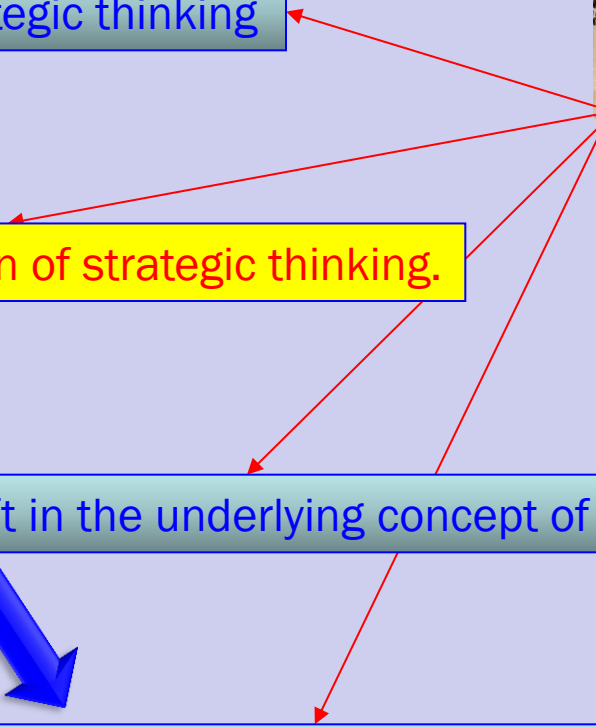


Massive lack of Western strategic thinking

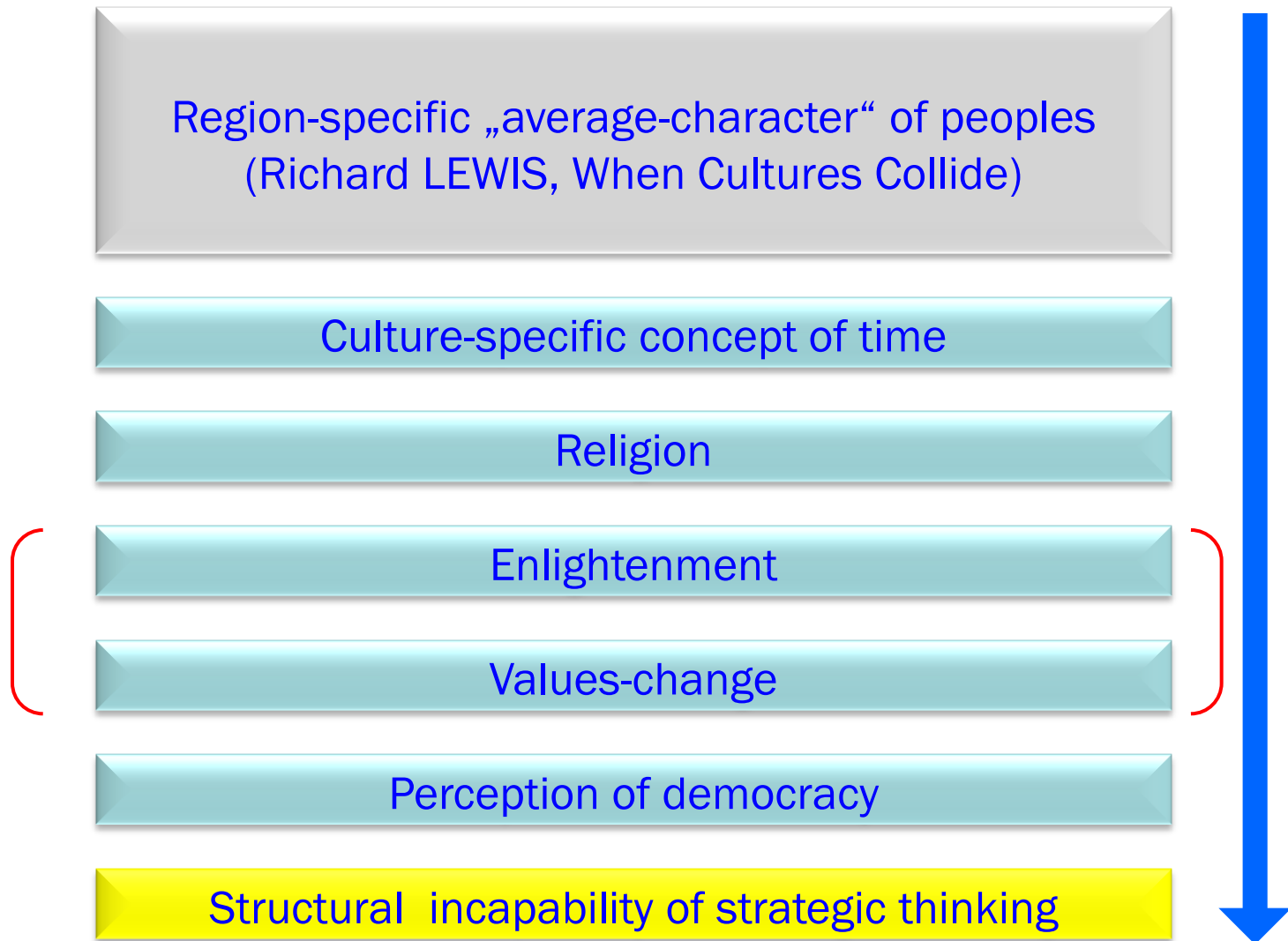
Necessary (r)evolution of strategic thinking.

Paradigm shift in the underlying concept of strategy

Paradigm change in the concept of war



## *Time-related cascade of dependencies*





**Hypothesis:** A thorough analysis and comparison of the respective cultural and region-specific perceptions of time will enable the Western state community to:

- (re)define a concept of strategy that copes with the offensive strategic potential of possible adversaries,
- harmonize antagonisms between Anglo-American and Continental European strategic interests, and
- raise public awareness that the dramatic increase in mid-term threat momentum is – due to a lack of strategic orientation – currently only opposed by continuously decreasing Western defense capabilities.

TRADE-OFF:

between

current prosperity

and

long-term future security



LINK: <http://bitcoinblogger.de/allgemein/sind-bitcoins-wirklich-geld>, Stand: 9.4.2015.

# STRATEGIC LEADERSHIP ACROSS CULTURES

The GLOBE Study of CEO Leadership  
Behavior and Effectiveness in 24 Countries

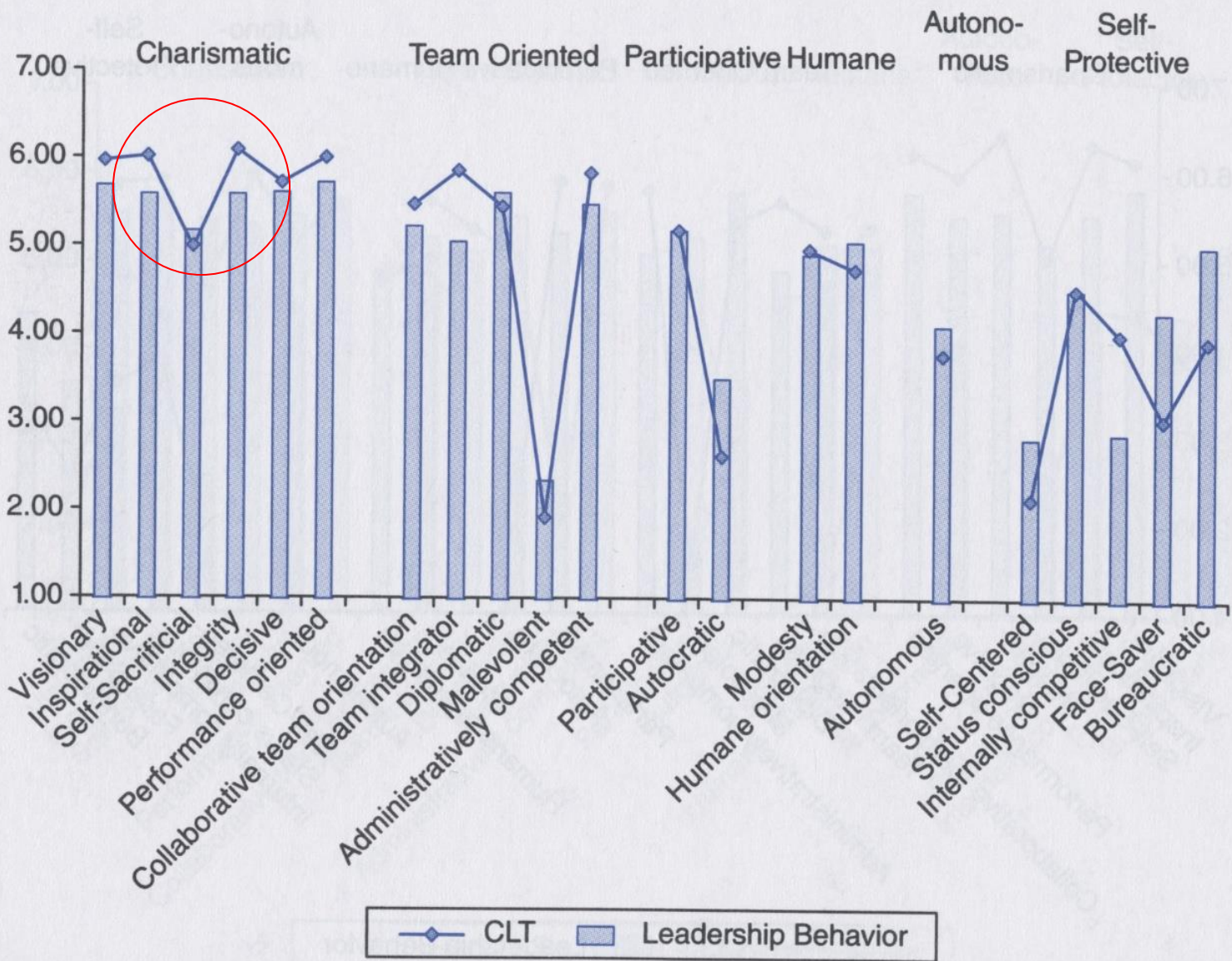


Robert J. House | Peter W. Dorfman | Mansour Javidan  
Paul J. Hanges | Mary F. Sully de Luque



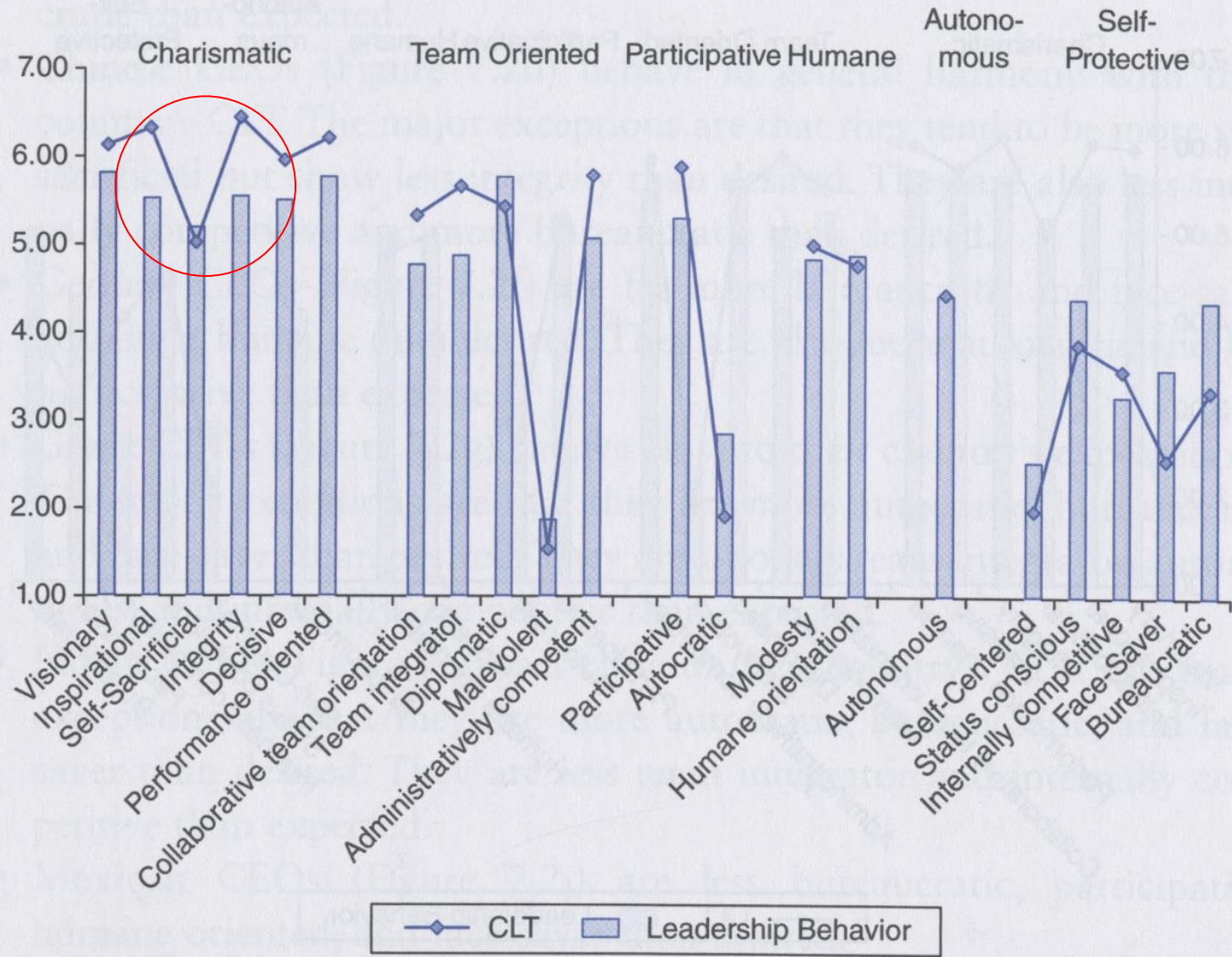


**Figure 7.2a** Average Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

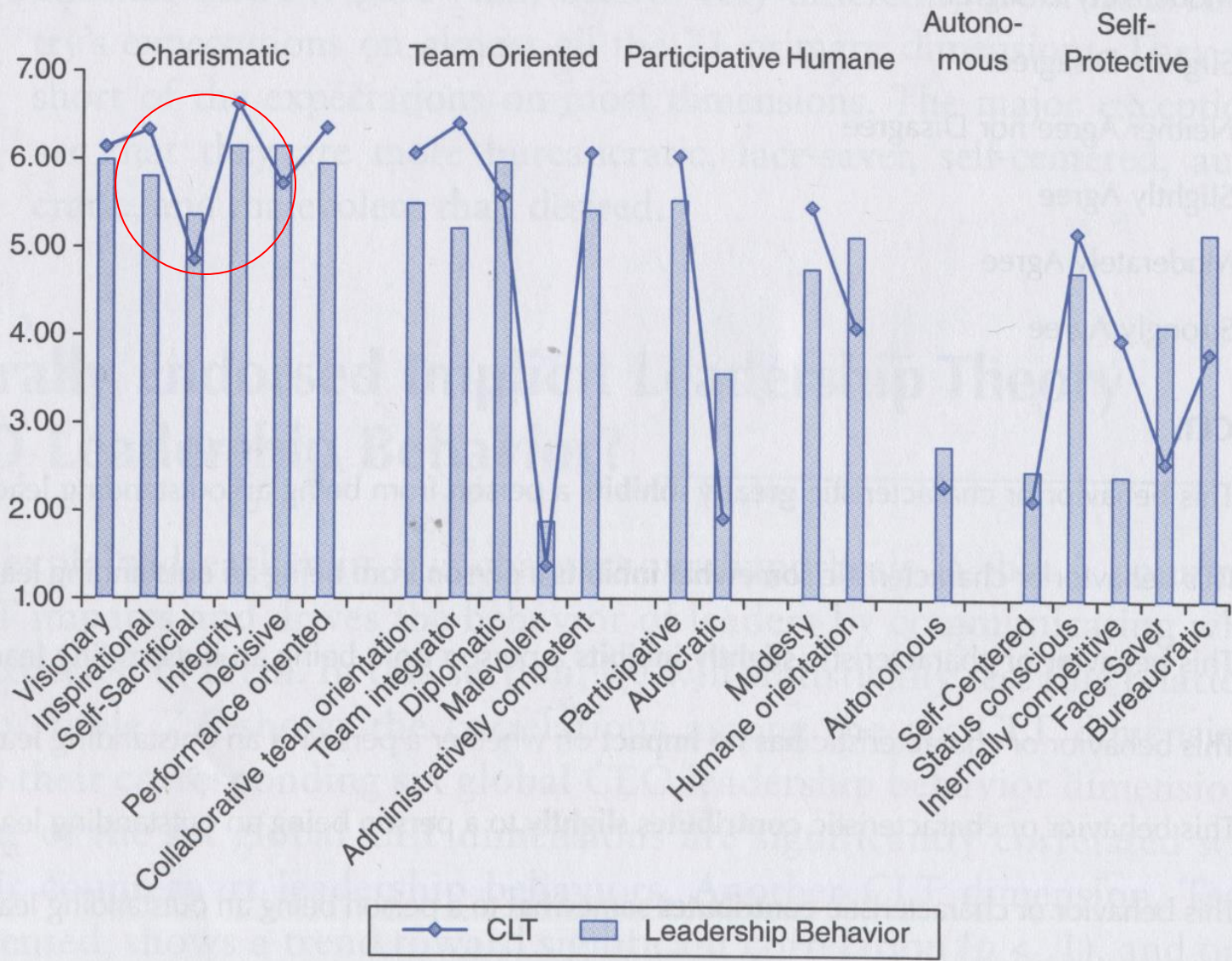




**Figure 7.2b** Austria Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

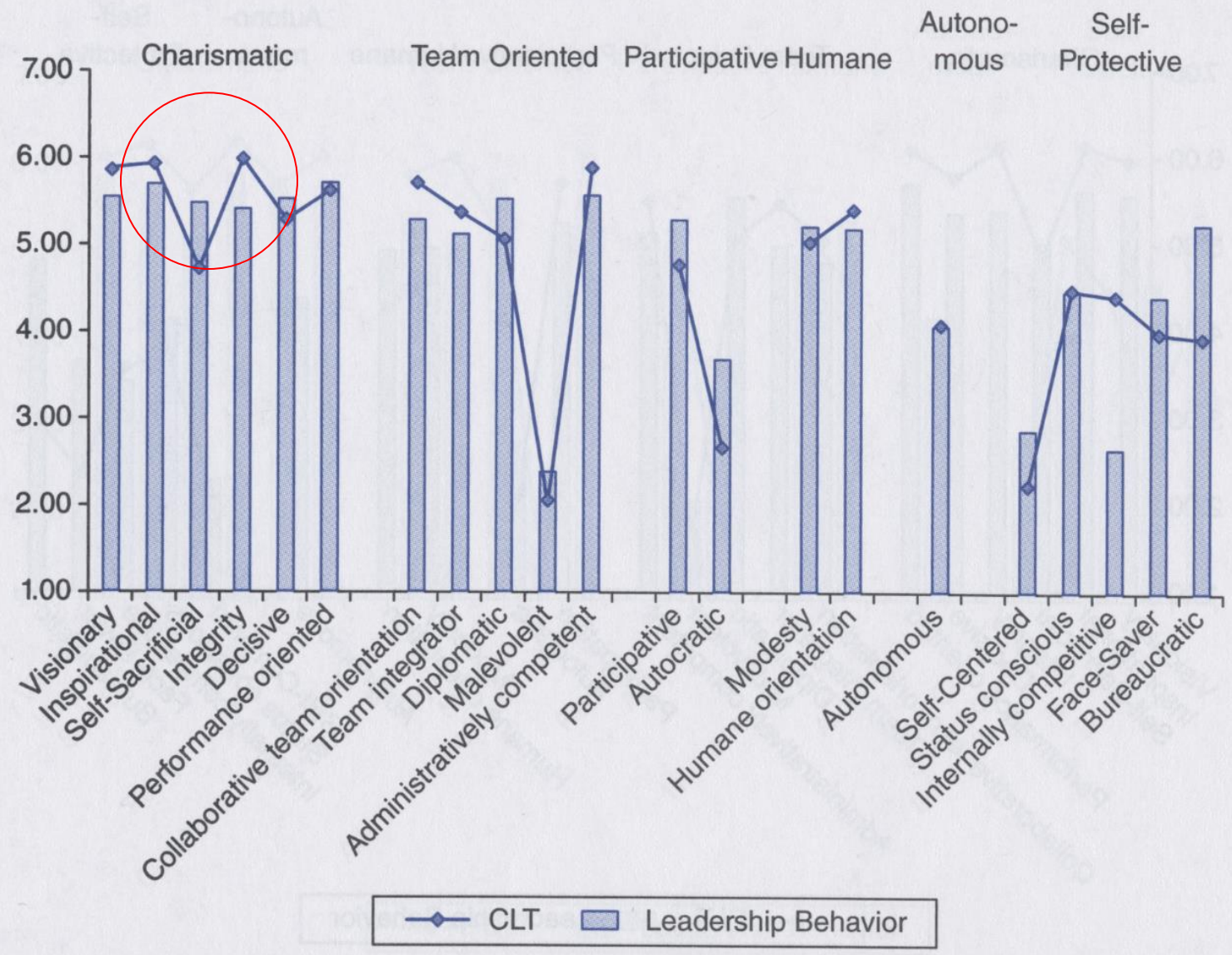


**Figure 7.2c** Brazil Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

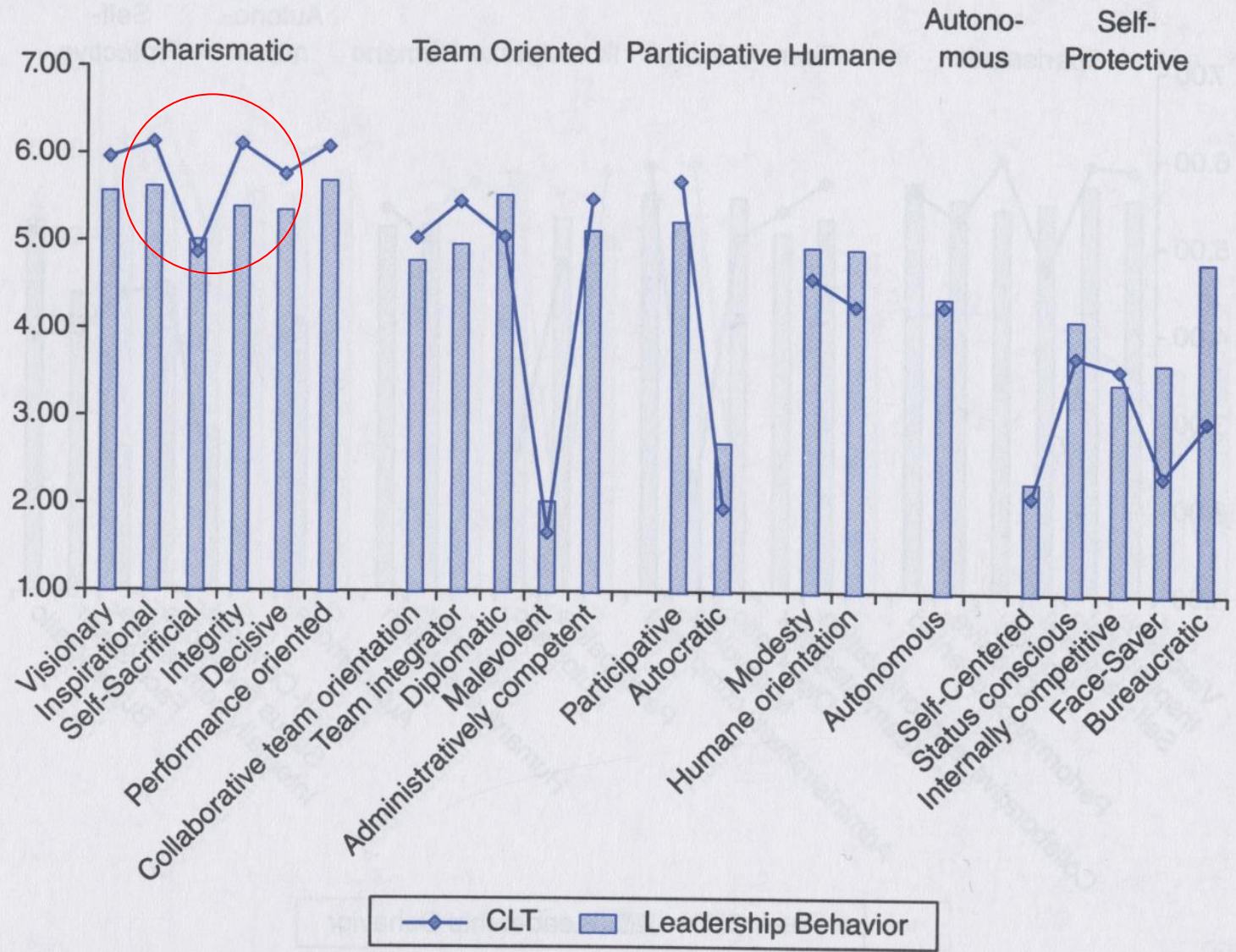




**Figure 7.2d** China Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

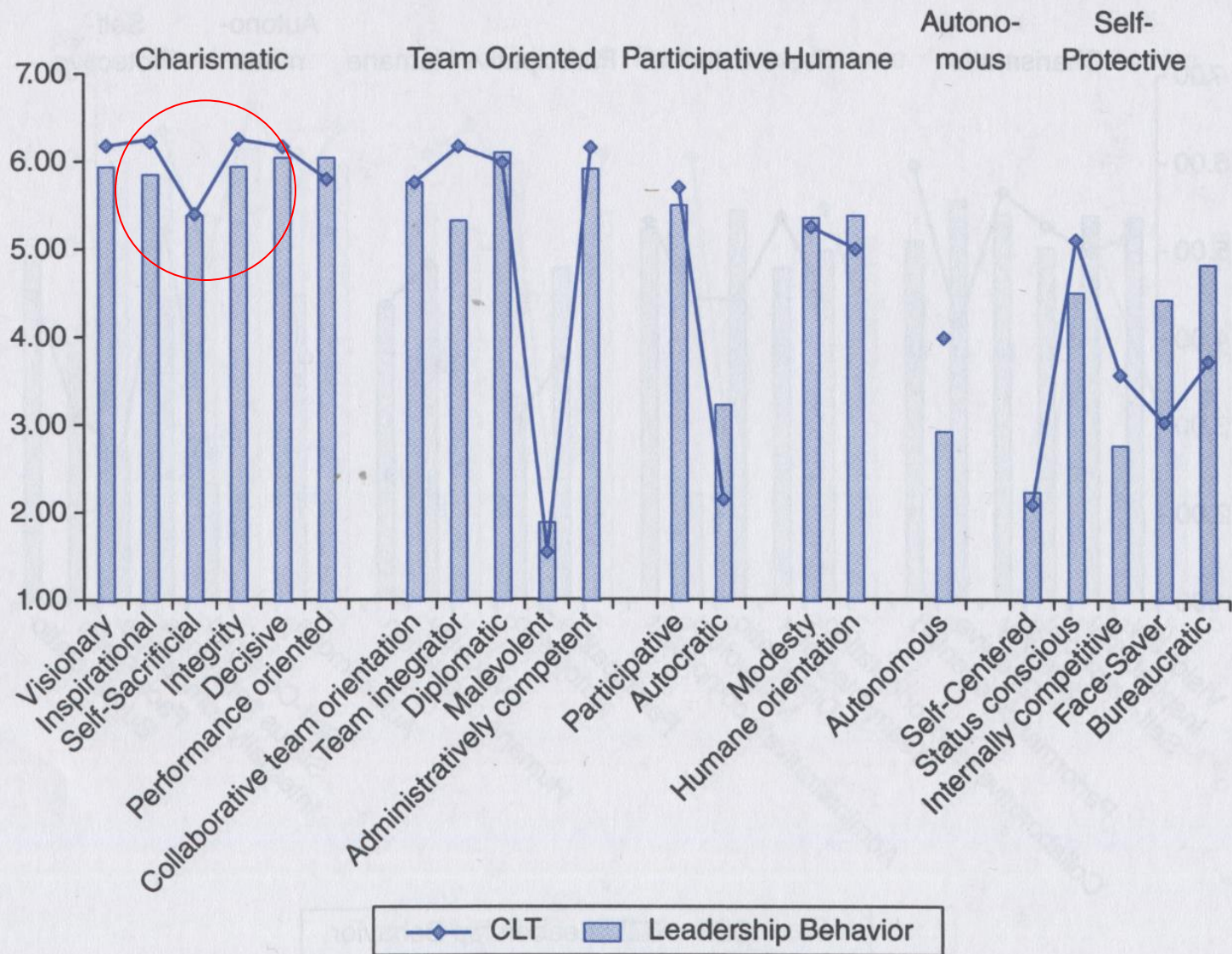


**Figure 7.2f** Germany Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior



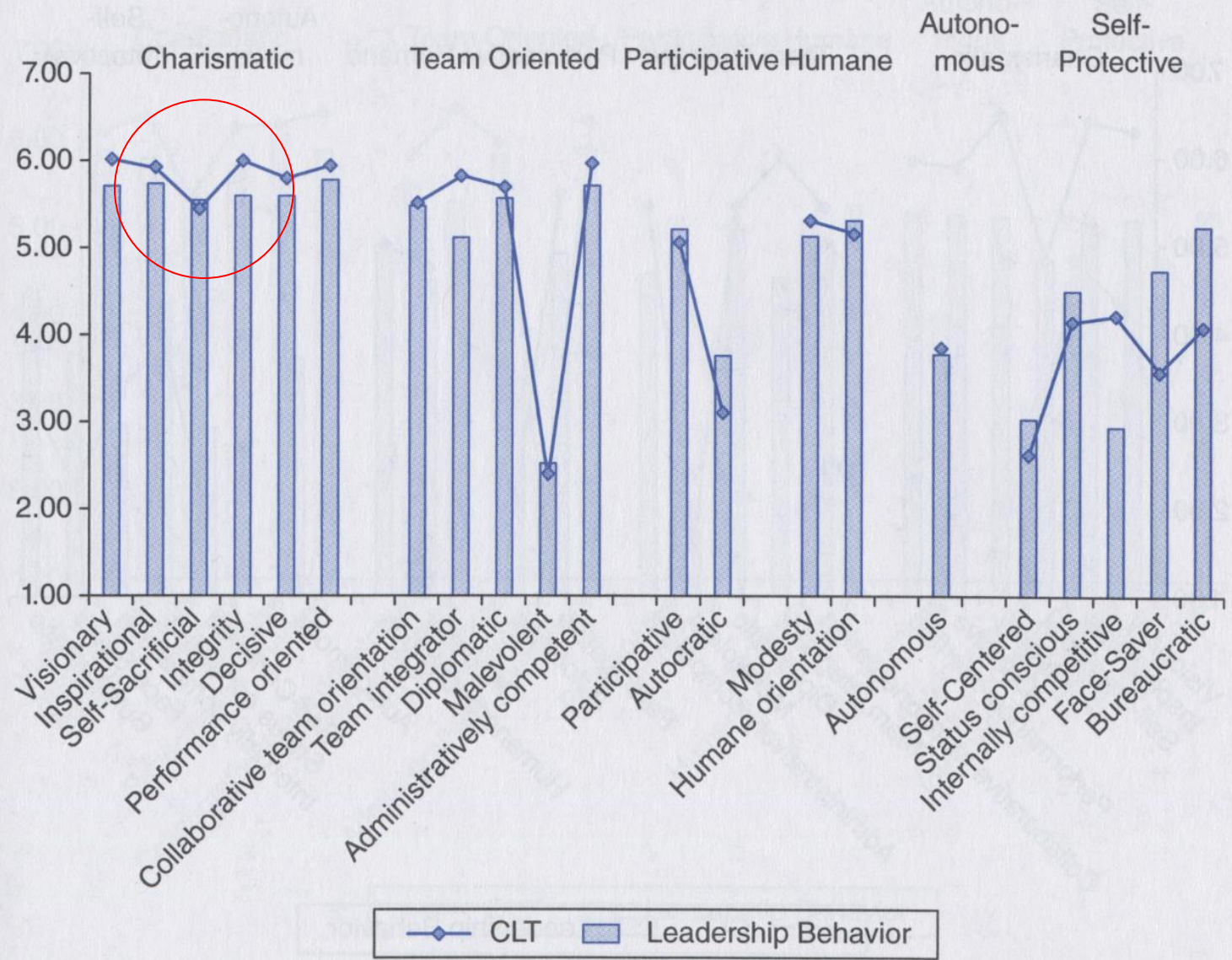


**Figure 7.2g** Greece Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior



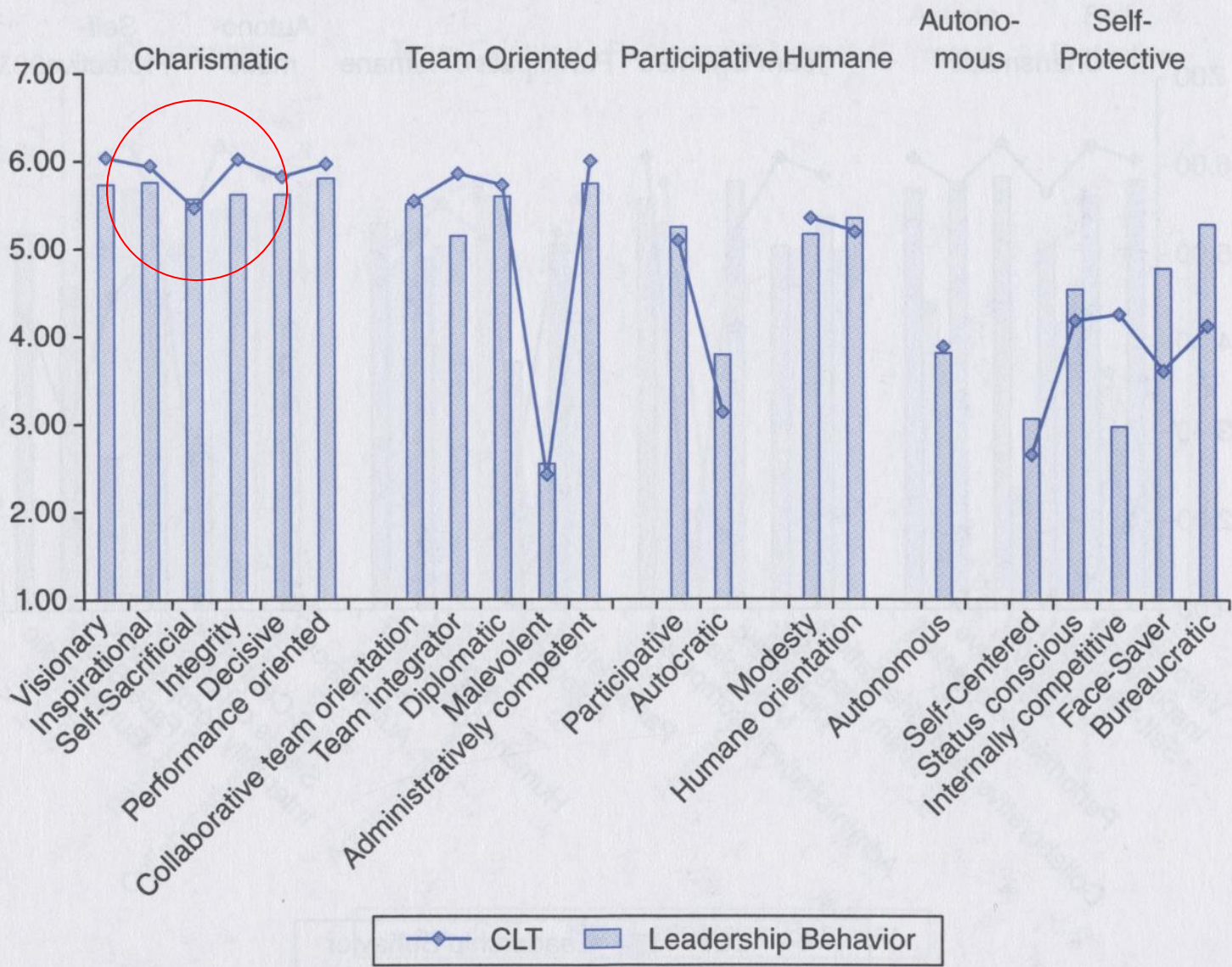


**Figure 7.2i** India Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

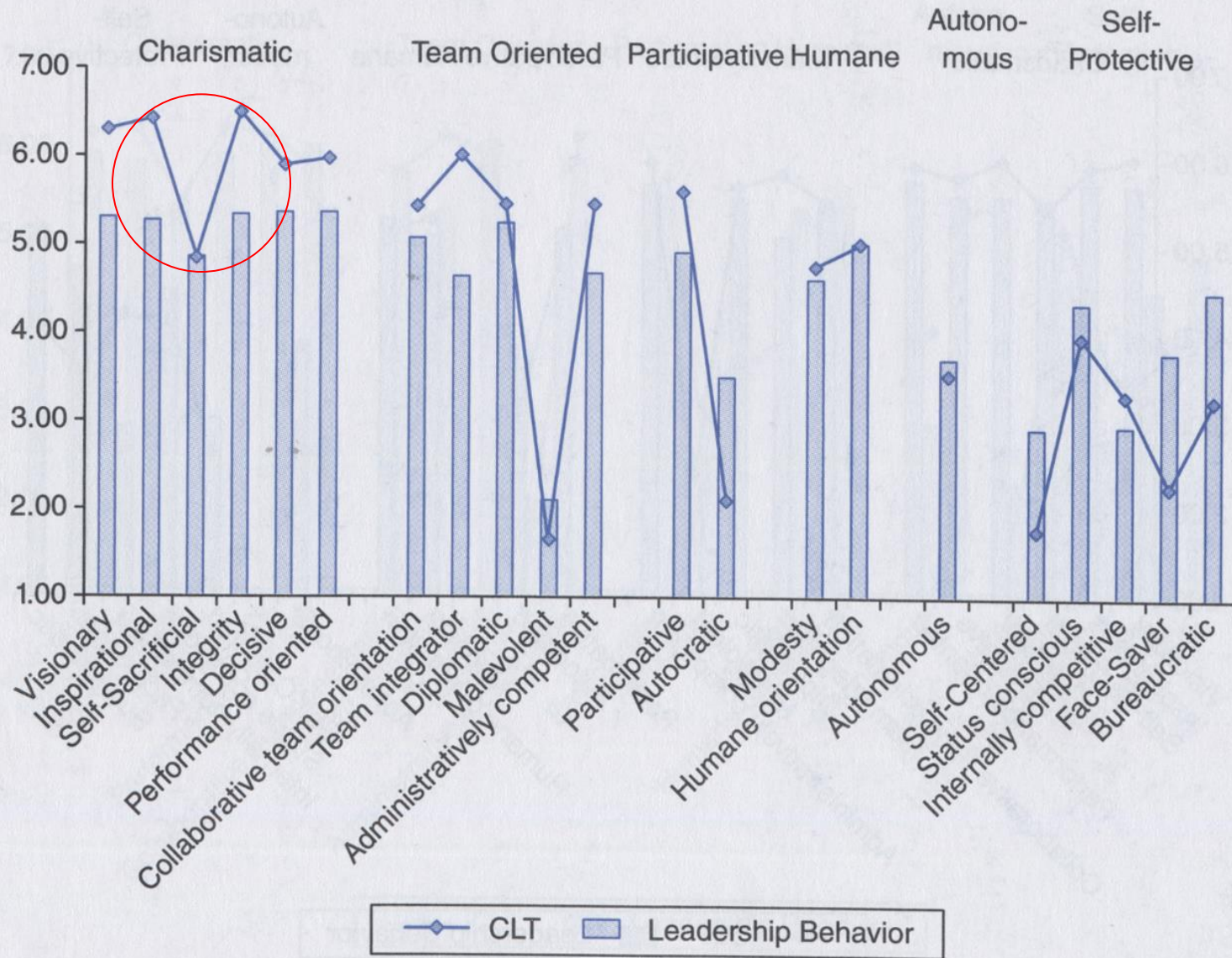




**Figure 7.2j** Mexico Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

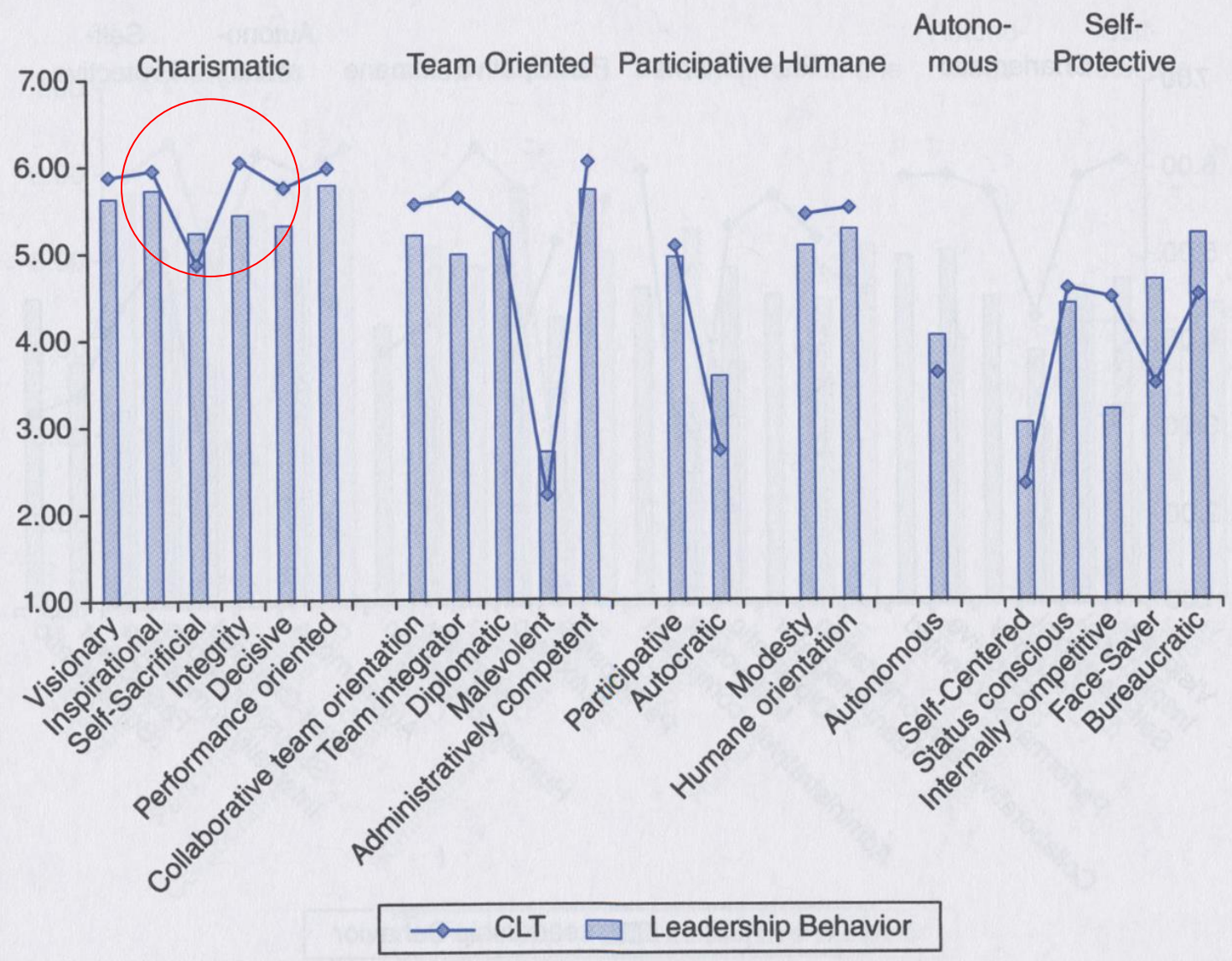


**Figure 7.2k** Netherlands Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

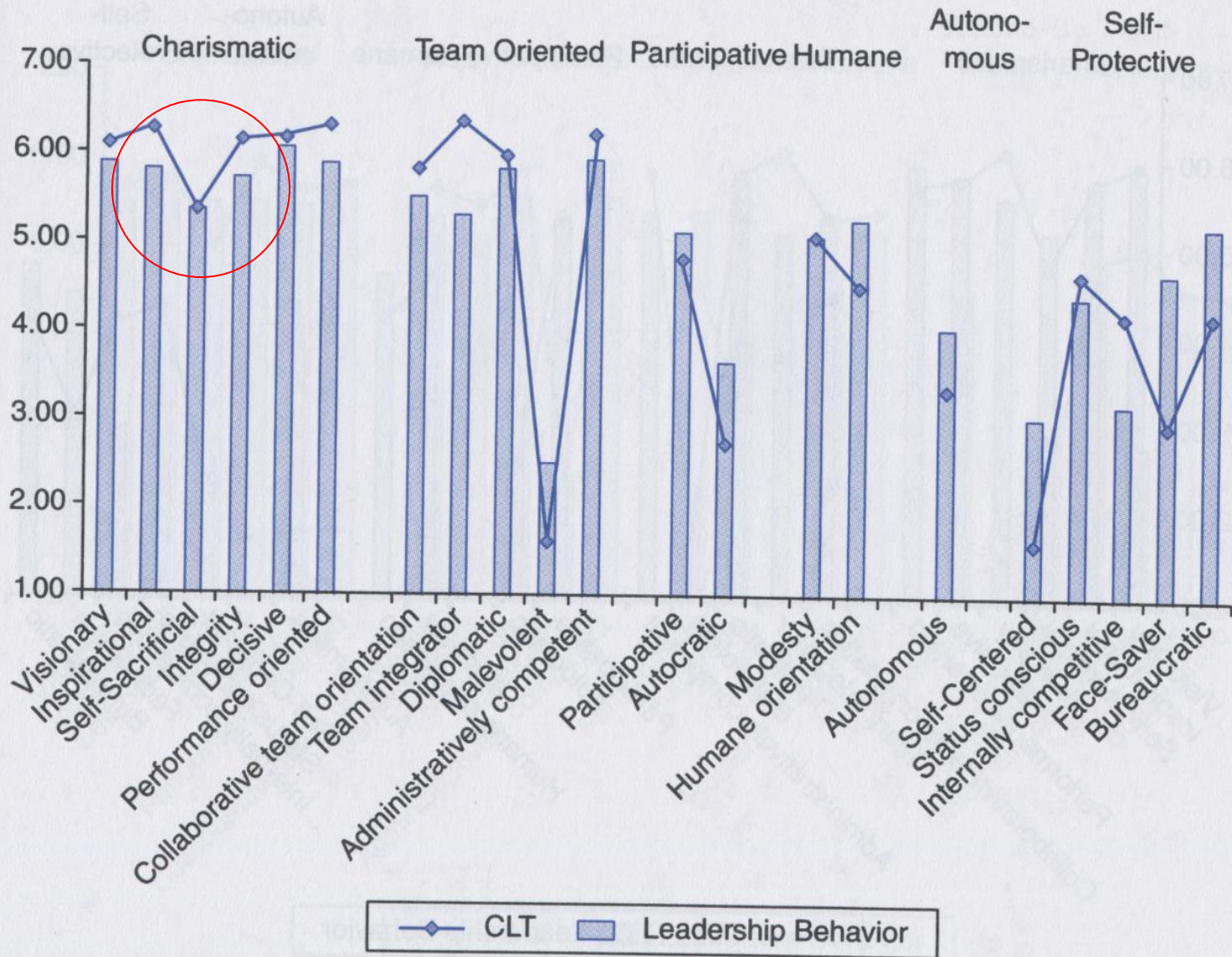




**Figure 7.21** Nigeria Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

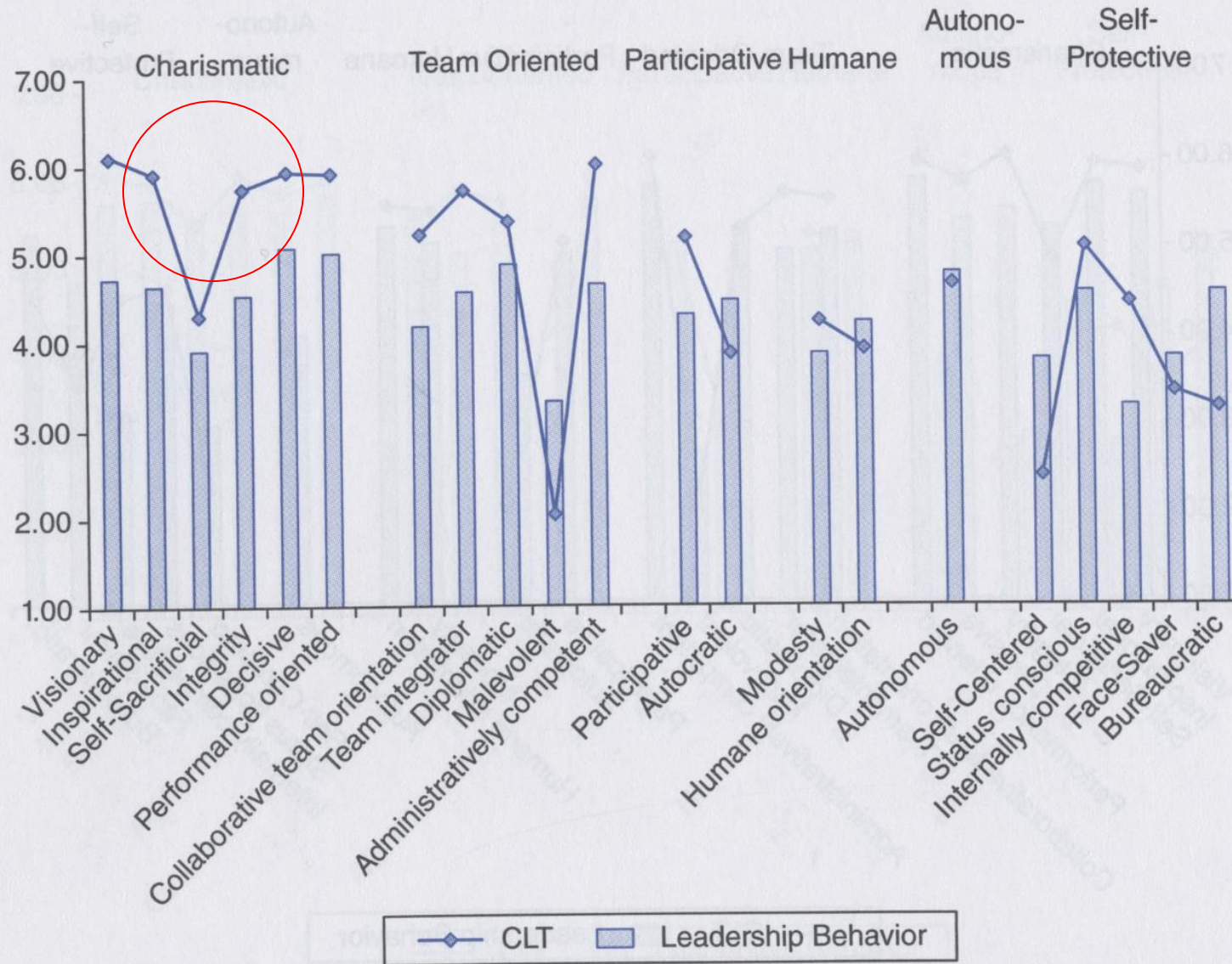


**Figure 7.2m** Romania Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

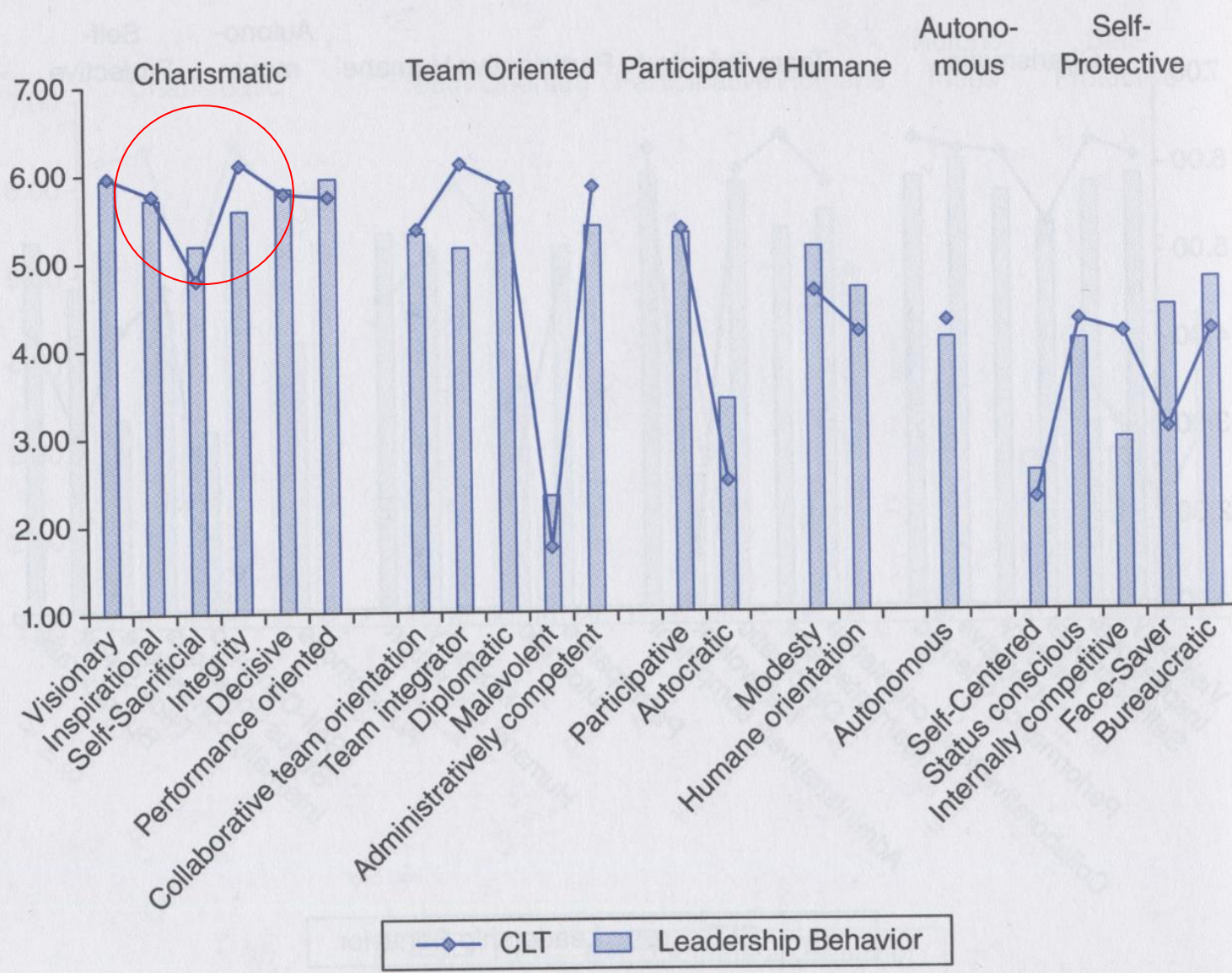




**Figure 7.2n** Russia Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

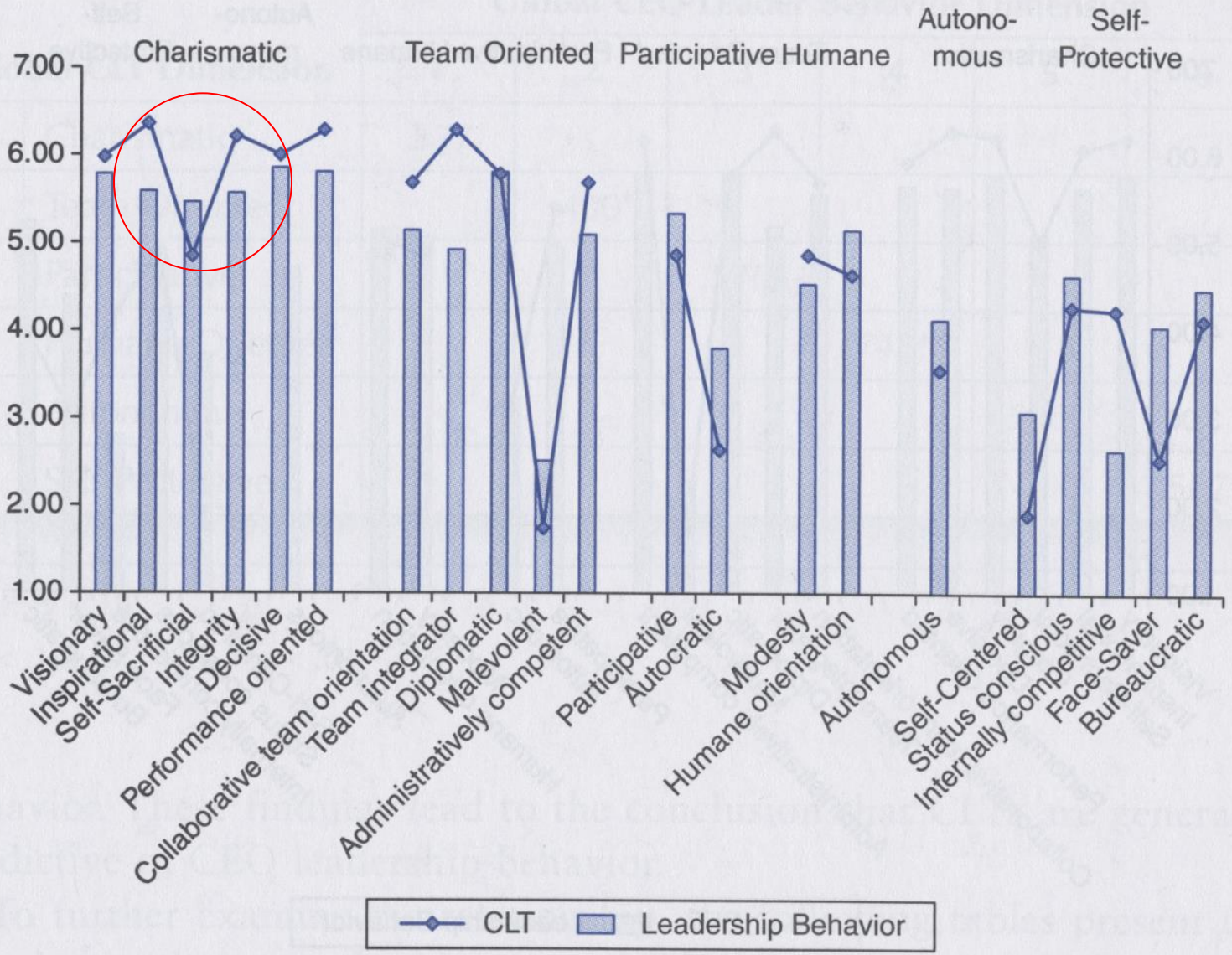


**Figure 7.2o** Slovenia Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior



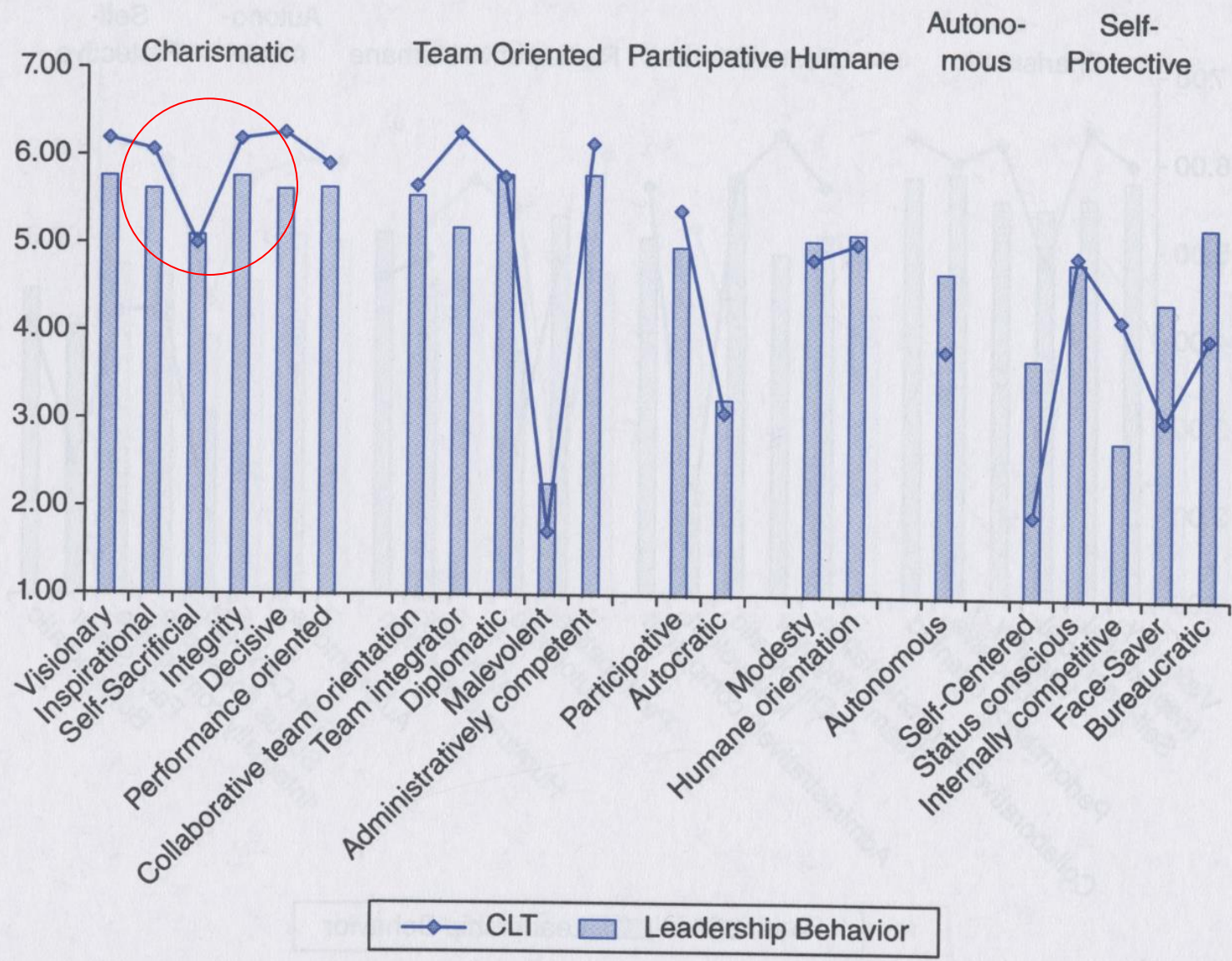


**Figure 7.2p** Spain Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior



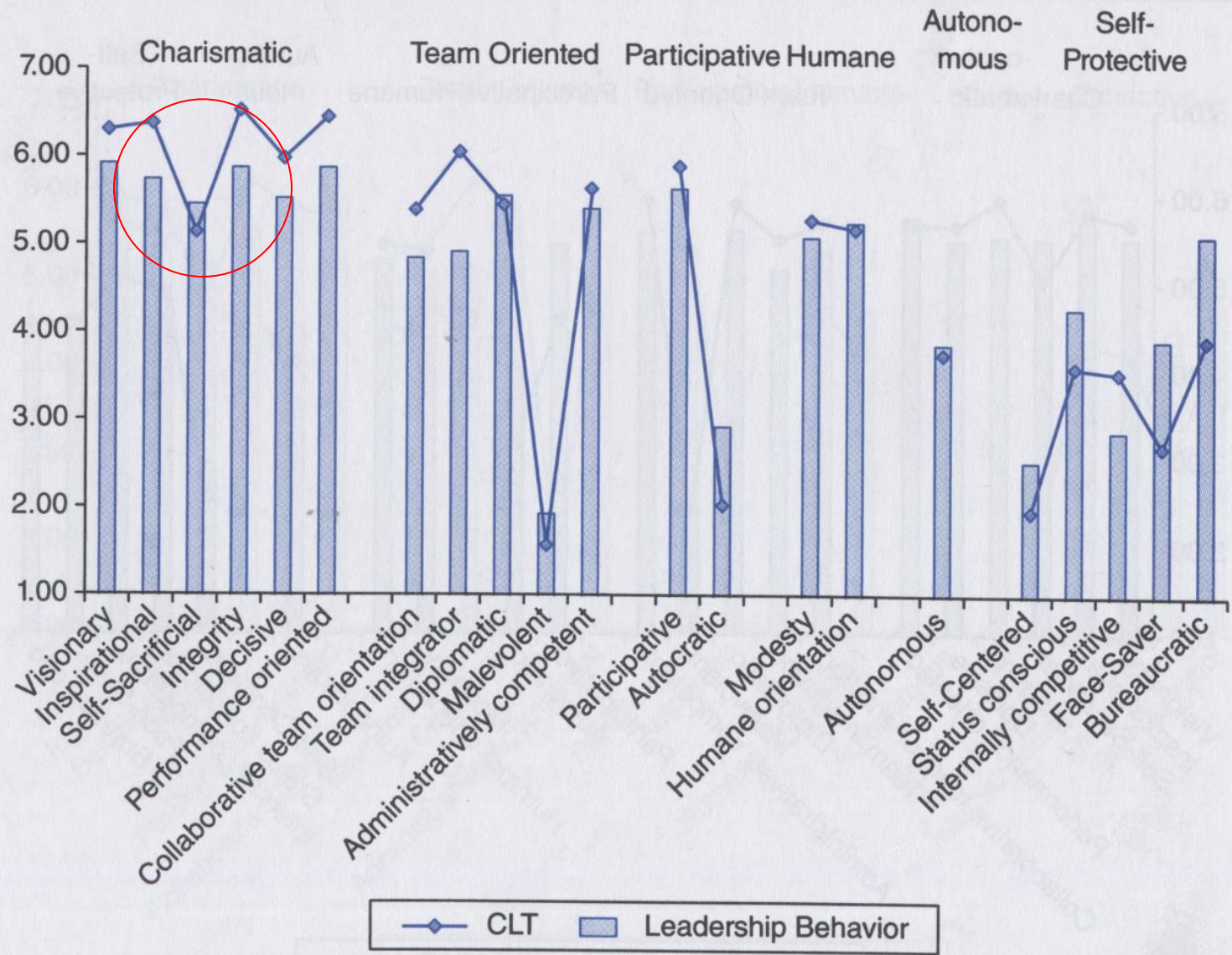


**Figure 7.2r** Turkey Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

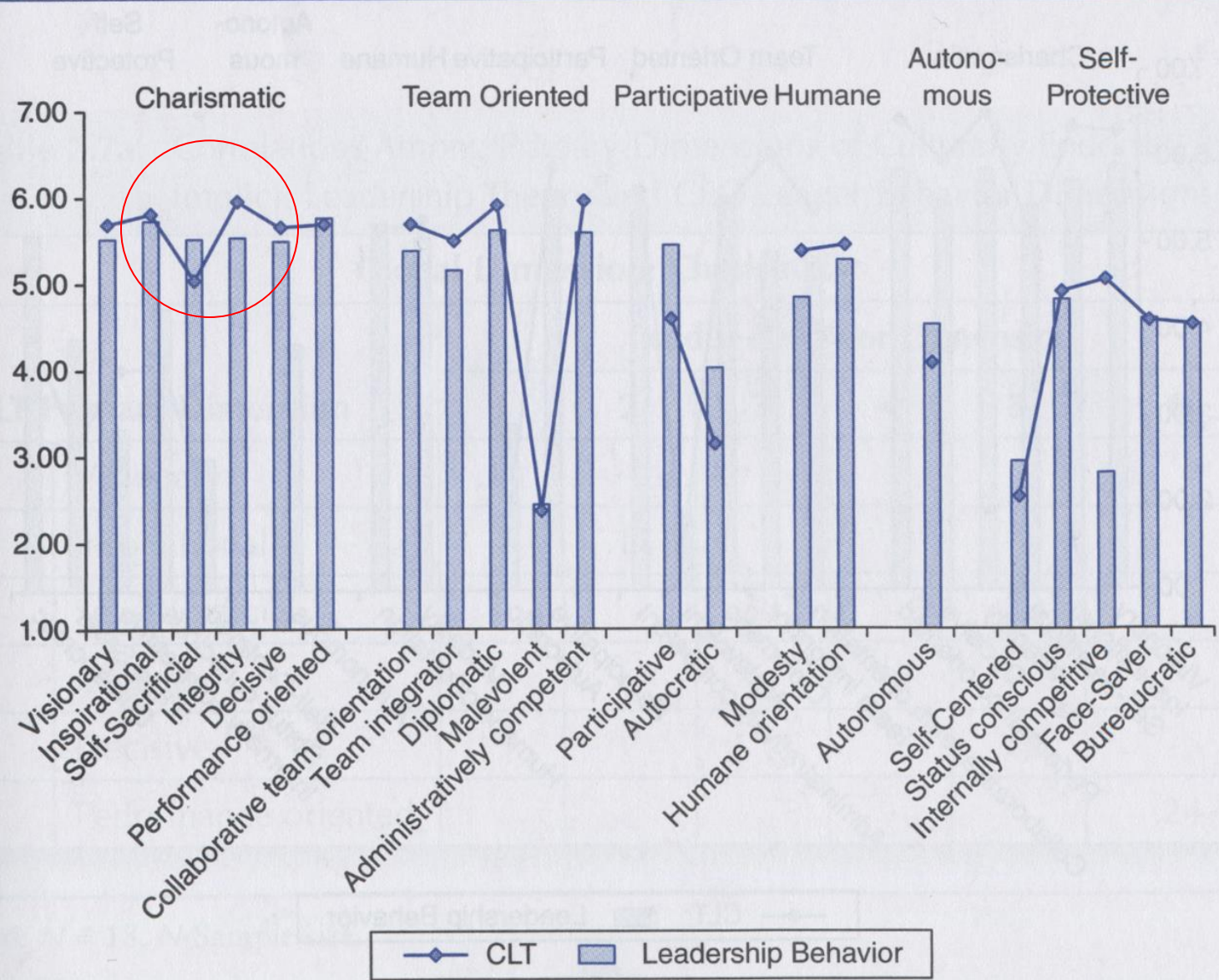




**Figure 7.2s** United States Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior



**Figure 7.2q** Taiwan Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

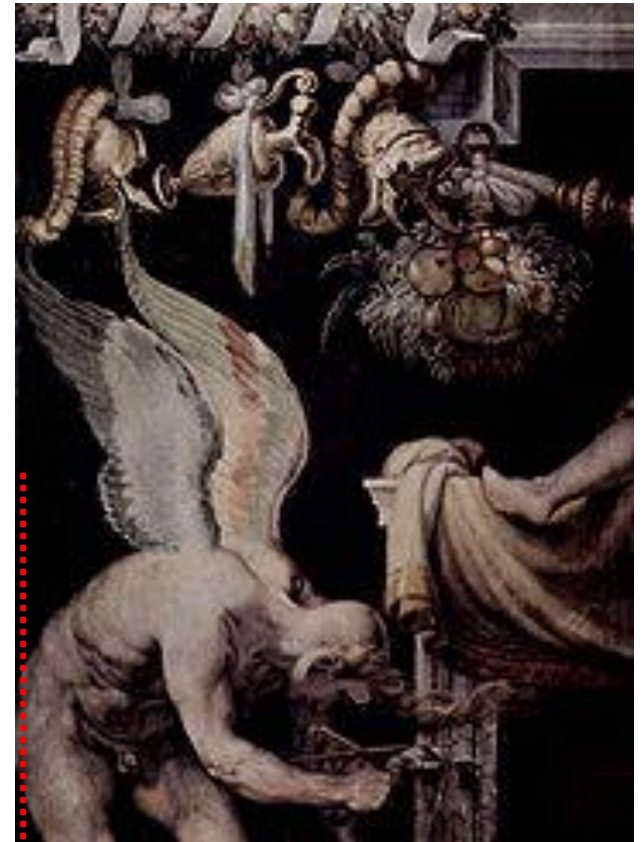




# Χρόνος



# Καιρός



## HERAKLIT (520 BC)

unending change, nothing is constant in this world

- Heraklits doctrine of the unity of all things
- River-doctrine/metaphor: πάντα ῥεῖ „everything flows“
  - Who steps into a river again, will face new water and new water again;
  - We step into the same river and though not into the same;
  - One cannot step into the same river twice;

⇒ indicating a linear-dynamic perception of time



## Johann Wolfgang von Goethe:

### „Dauer im Wechsel“

Gleich mit jedem Regen-  
güsse

Ändert sich dein holdes Tal

Ach, und in dem selben

Flusse schwimmst du nicht  
zum zweitenmal ...

### “Continuity within the change”

Immediately after every  
rainshower

your beautiful valley changes

alas, and in the **same river**

you never can swim a second  
time ...

- **ELEATIC** school of thought
  - PARMENIDES (515 BC)
  - ZENO (490 BC) paradoxes of motion
    - Dichotomy
    - Achilles and the Tortoise
    - The arrow

cf. Adrian BARDON: A brief history of the philosophy of time, Oxford University Press;

- **PLATO** (427 BC) Πάντα χωρεῖ καὶ οὐδὲν μένει  
(„Pánta chorei kaì oudèn ménei“, „Everything moves further/develops and nothing remains (the same?)“)



- ARISTOTLE ... Zenos paradoxes rest on a confusion between time and what it measures ... for him (Aristotle) time is a unit of measurement used to describe changes
- AUGUSTINE: *past* and *future* only mirror memory and anticipation, represent a metaphorical extension of the human mind, but do not really exist ...  
“When I think about time ... I know what it is”

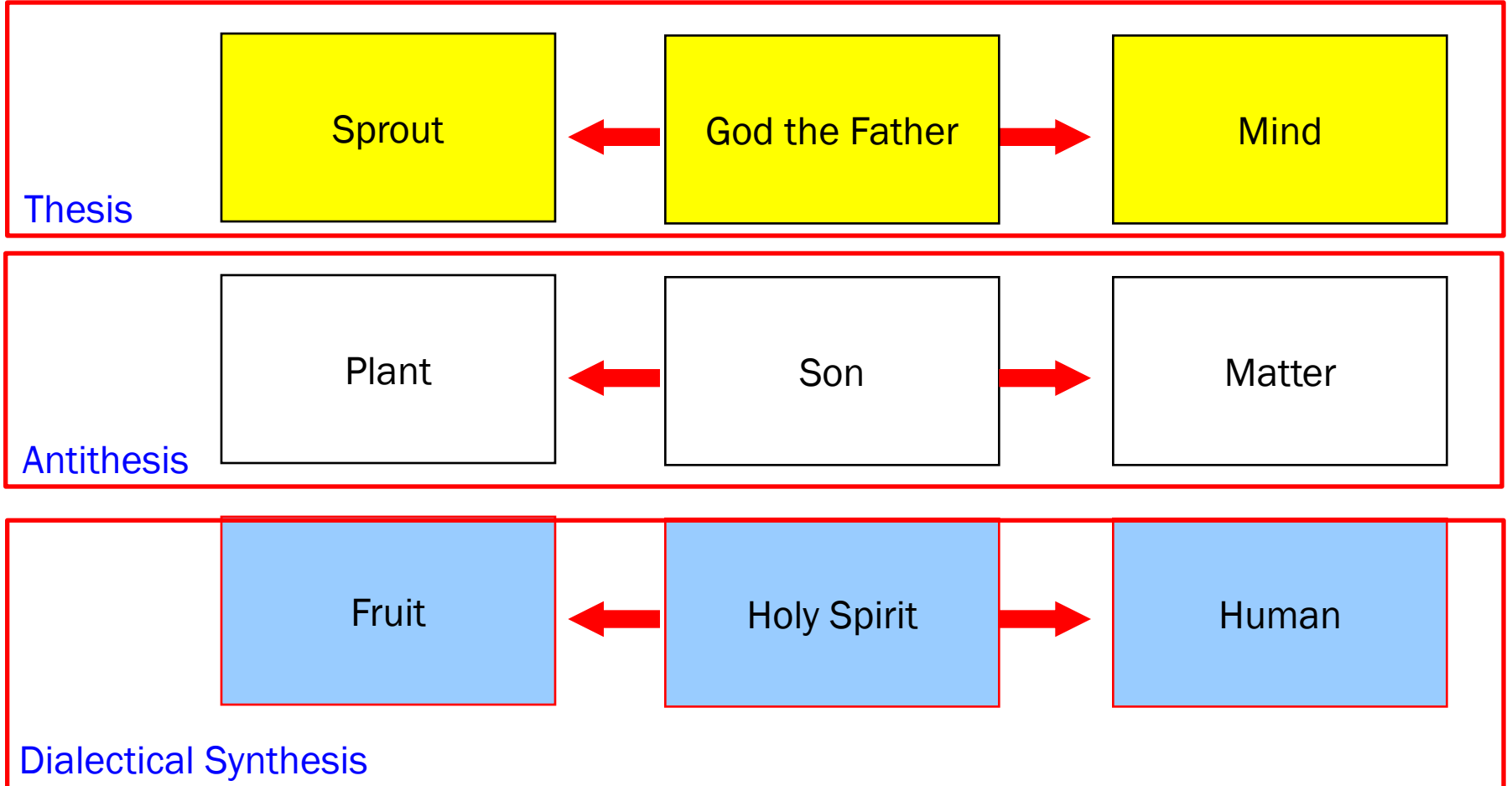
- Christian church restricted knowledge and education and tried to keep believers uneducated for a long
- Hegel tried to transform Christian religion of this time in the sense of Enlightenment towards a freedom-oriented school of thought.
- “ADVENT OF RELIGIOUS DOUBT” against the solely meaning of life, dictated by the church, namely the “Salvation in the Hereafter”



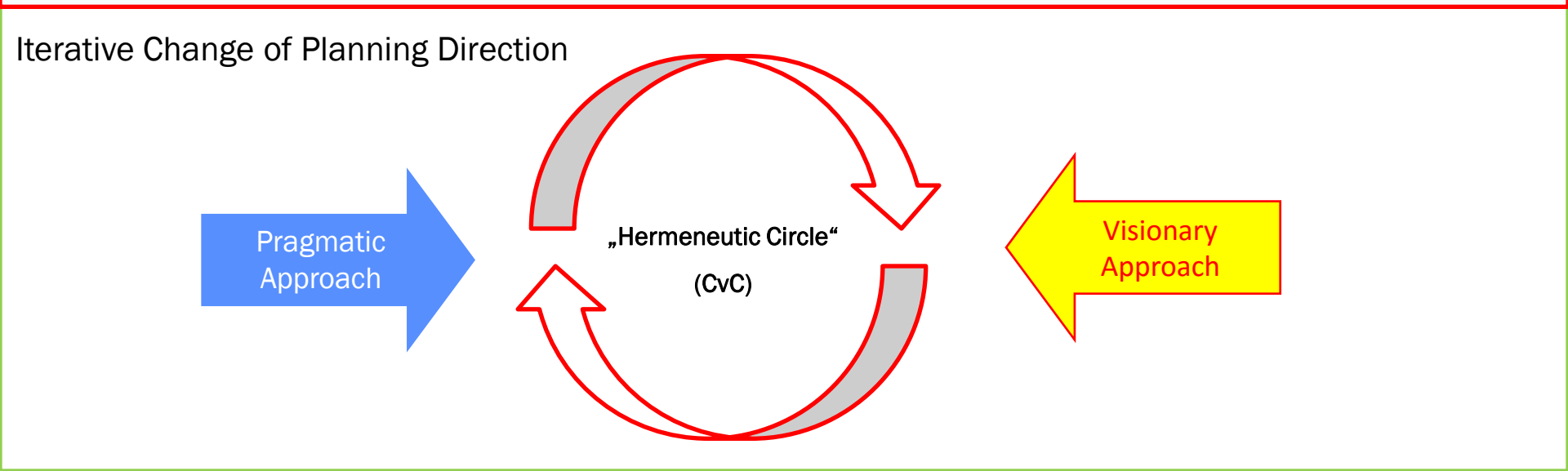
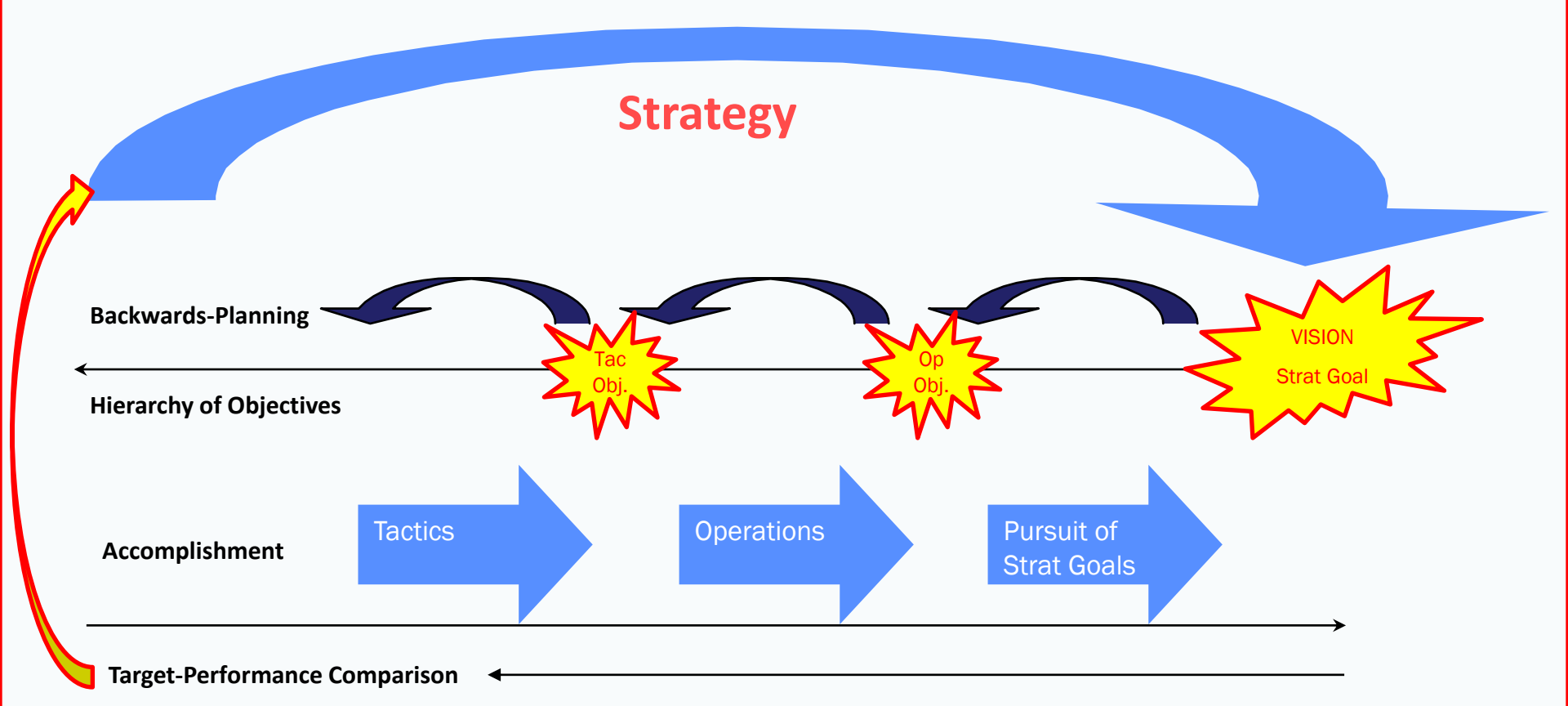
# Immanuel Kant

- We know about reality, what our senses + reason tells us about reality,
- reason imposes an order on observations and events that structure our perception of reality with regard to space and time,
- things and events, consequently also change exist;
- “If man could stop time ... for how long would it then stand still?”
- Kant supports the linear-dynamic perception of time at least indirectly

# HEGEL







## Outcome of the ancient Greek – European, philosophic chain of reasoning ⇒

- Transformation of the Χρόνος-oriented, static perception of time into a dynamic one that represents the Καίρος-principle ...
- thus creating the basis of the modern occidental perception of time ... as a linear-dynamic phenomenon
- that emphasizes the present and defines a human's life as the framework within which everything has to be accomplished that matters to him/her ...
- accomplished already in the **HERE AND NOW** and not only in **KINGDOM COME**



## *Linear–dynamic concept of time*

## *Non-linear concept*

Rooted deep in ancient Greek philosophy

Developed further by European philosophy

Temporarily hampered by Christian religion

Revitalized by Enlightenment

Degenerated in the course of postmodern values-change



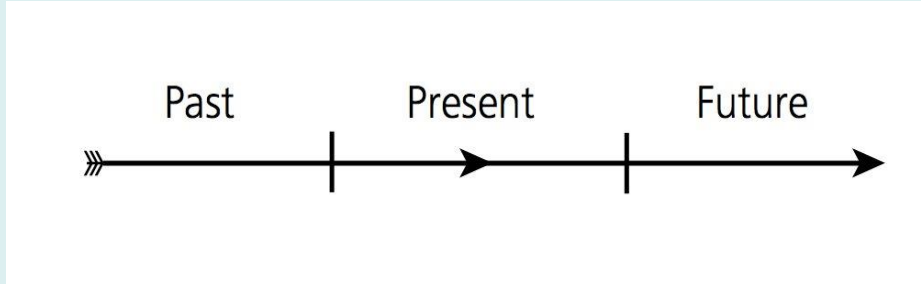
Reward in the **HERE AND NOW**



**KINGDOM COME**

# A possible categorization of concepts of time ⇒ Richard LEWIS I

Source: Richard Lewis "When Cultures Collide"



## Linear Time

Figure 4.1: American flow of time

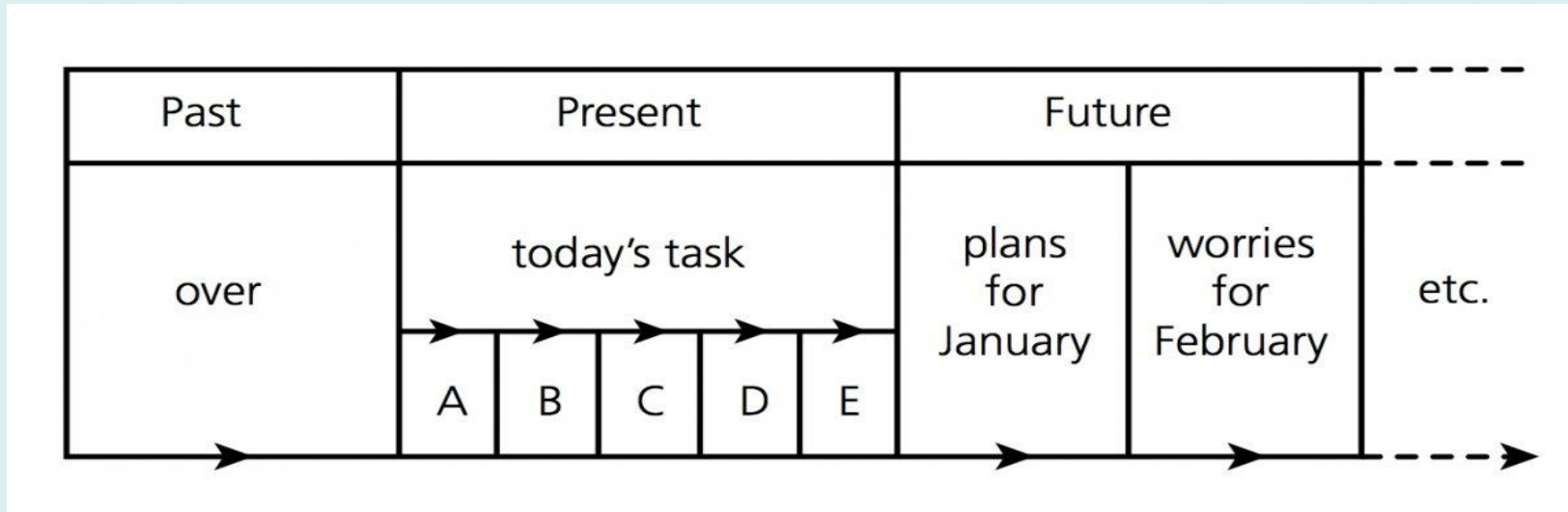


Figure 4.2: Carving up American time



# A possible categorization of concepts of time ⇒ Richard LEWIS I

Source: Richard Lewis "When Cultures Collide"

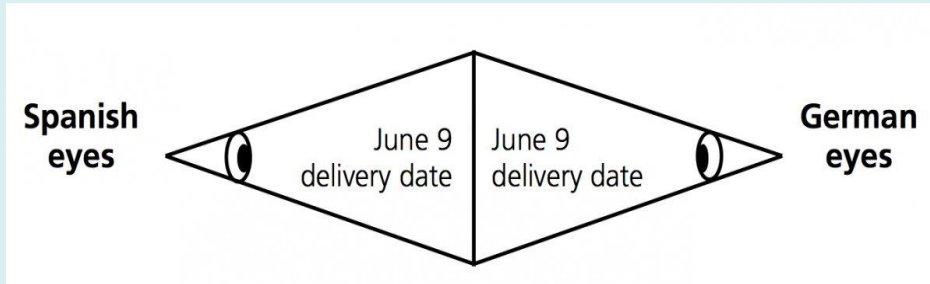


Figure 4.3: What Germans and Spaniards think they see

## Multi-Active Time

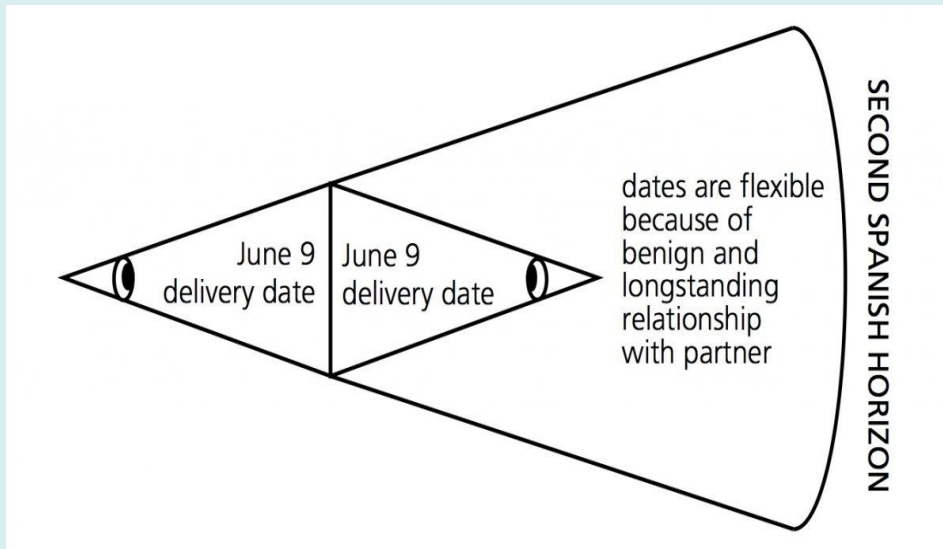


Figure 4.4: How the Spaniard actually sees

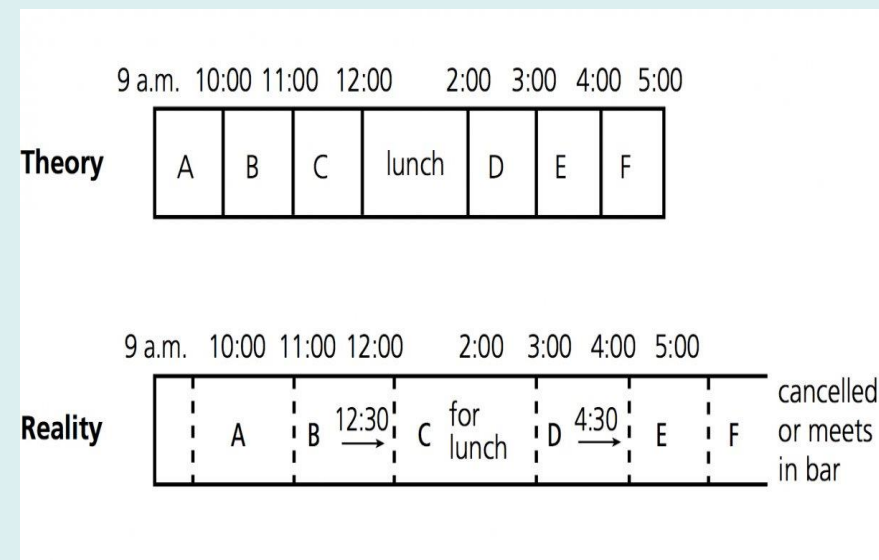


Figure 4.5: Spanish schedules: In theory, in reality

# Cyclic Time

Source: Richard Lewis "When Cultures Collide"

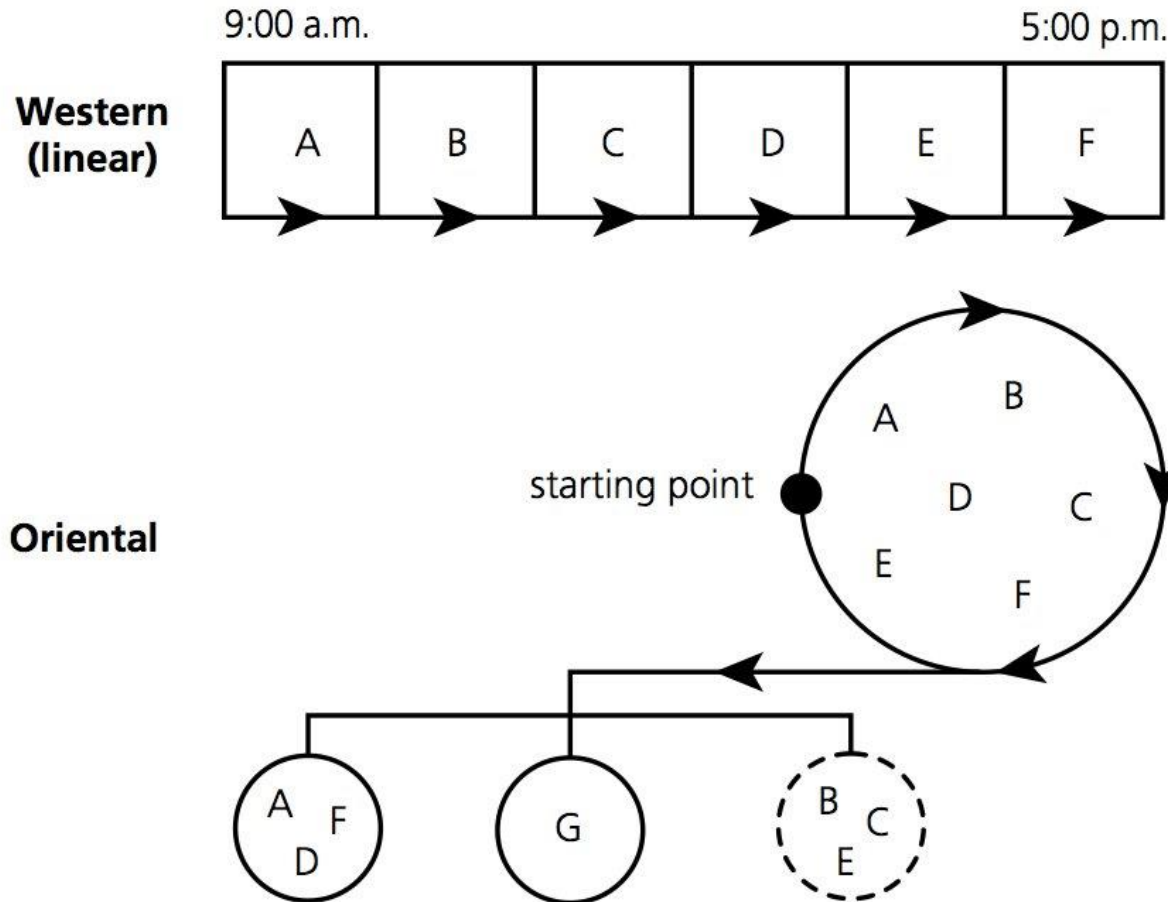


Figure 4.6: Western action chains/Asian reflection



Source: Richard Lewis "When Cultures Collide"

# Malagasy Concept of Time

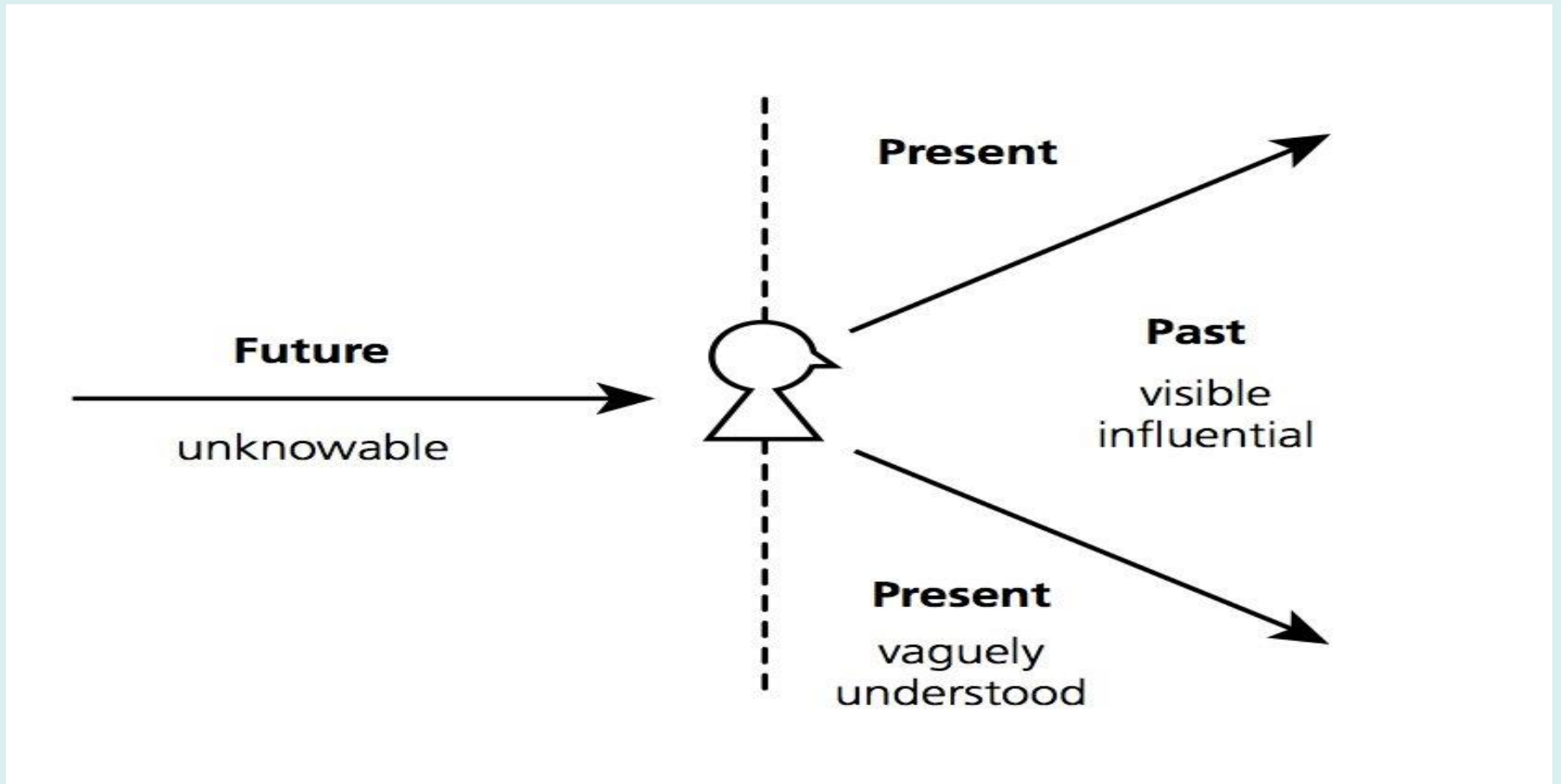
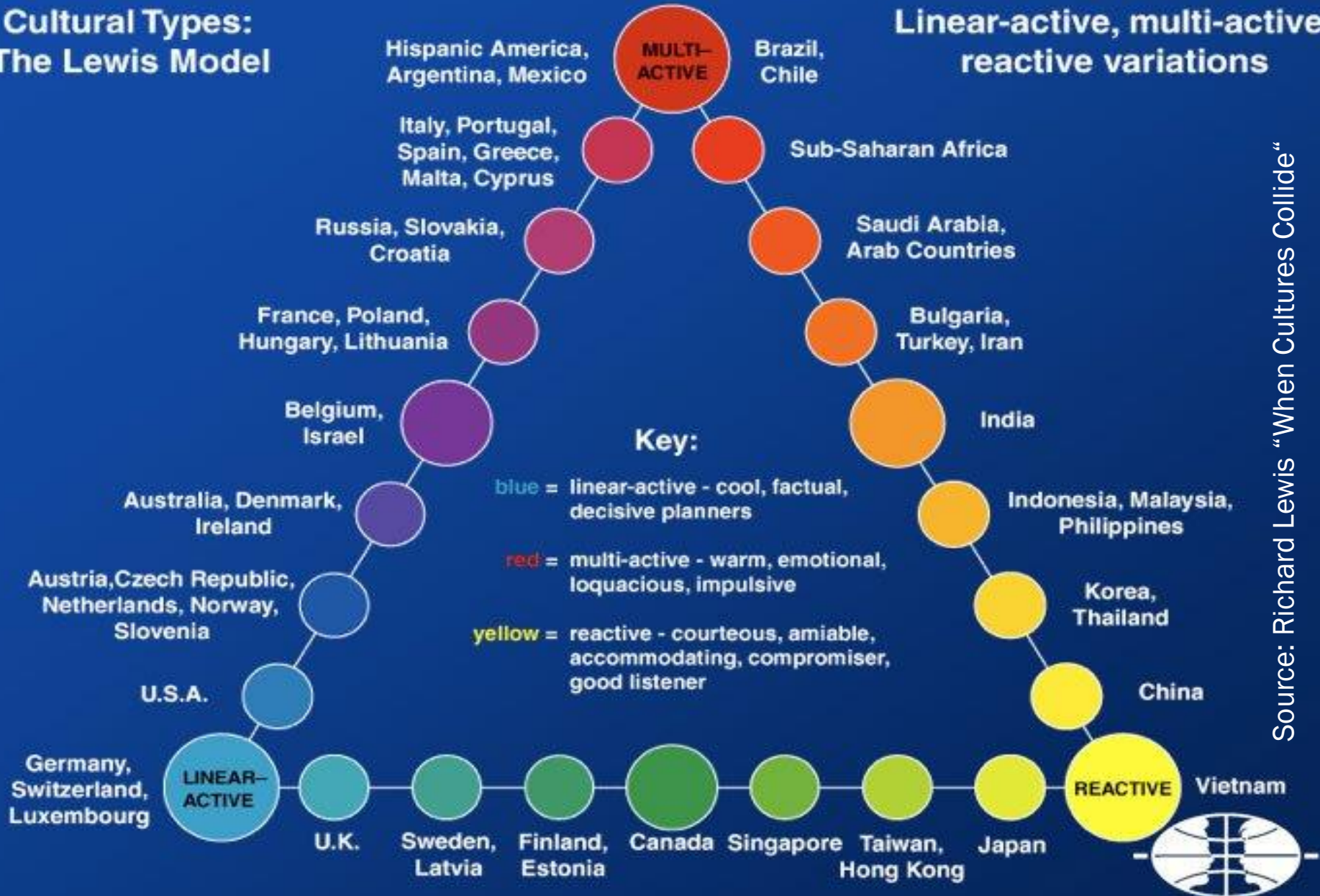


Figure 4.7: Malagasy concept of time

# A possible categorization of concepts of time ⇒ Richard LEWIS II

## Cultural Types: The Lewis Model

Linear-active, multi-active, reactive variations



Source: Richard Lewis "When Cultures Collide"



## *A possible categorization of concepts of time* ⇒ *Richard LEWIS II*

### Linear- Active

Talks half of the time

Does one thing at the time

Plans ahead step by step

Polite but direct

Confronts with logic

Job-oriented

Sticks to facts

Result-oriented

Sticks to agenda

Written word important

Restrained body language

### Multi-Active

Talks most of the time

Does several things at once

Plans grand outline only

Emotional

Confronts emotionally

People-oriented

Feelings before facts

Relationship-oriented

Roams back and forth

Spoken word important

Unrestrained body language

### Reactive

Listens most of the time

Reacts to partner's action

Looks at general principles

Polite, indirect

Never confronts

Very people-oriented

Statements are promises

Harmony-oriented

Often asks for "repeats"

Face-to-face contact important

Subtle body language

Source: Richard Lewis "When Cultures Collide"

- Malagasy Metaphors of Time
- Linear Concept of Time
- Cyclic Concept of Time
- Event-related Concept of Time

Source: Oyvind DAHL "WHEN THE FUTURE COMES FROM BEHIND: MALAGASY AND OTHER TIME CONCEPTS AND SOME CONSEQUENCES FOR COMMUNICATION", Center for Intercultural Communication, School of Mission and Theology, Stavanger, Norway; Int. J. Intercultural Rel., Vol. 19, No. 2, pp. 197-209, 1995

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## ■ Western State Community

- Christianity
- Secular values set

LINEAR-DYNAMIC

## ■ China

- Popular religion („Shenism“)
- Daoism
- Confuzianism
- Buddhism

NON-LINEAR

## ■ India

- Buddhism
- Buddhism

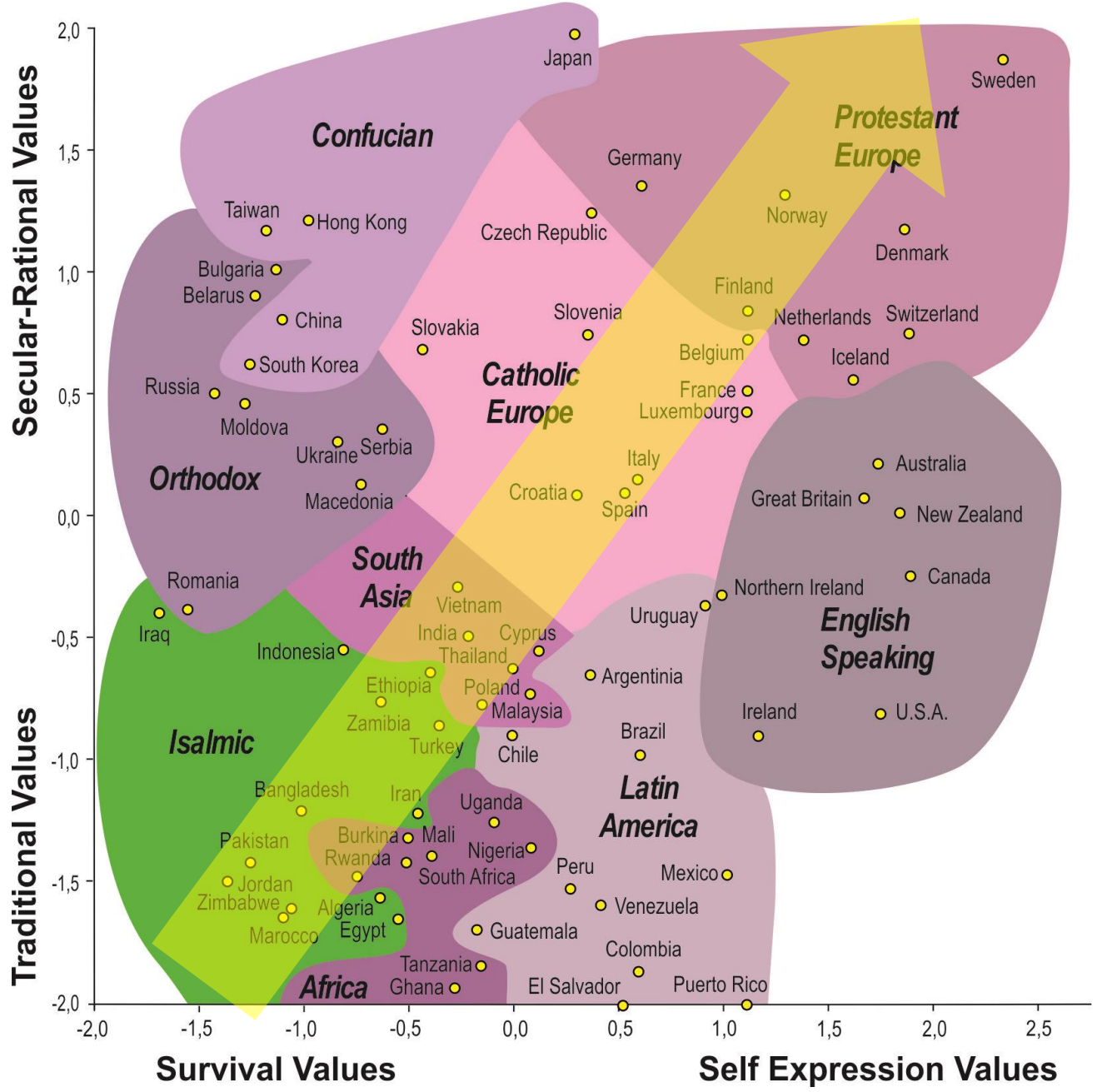
NON-LINEAR (CYCLIC)

## ■ Russia

- Christian Orthodoxy
- Pagan popular belief

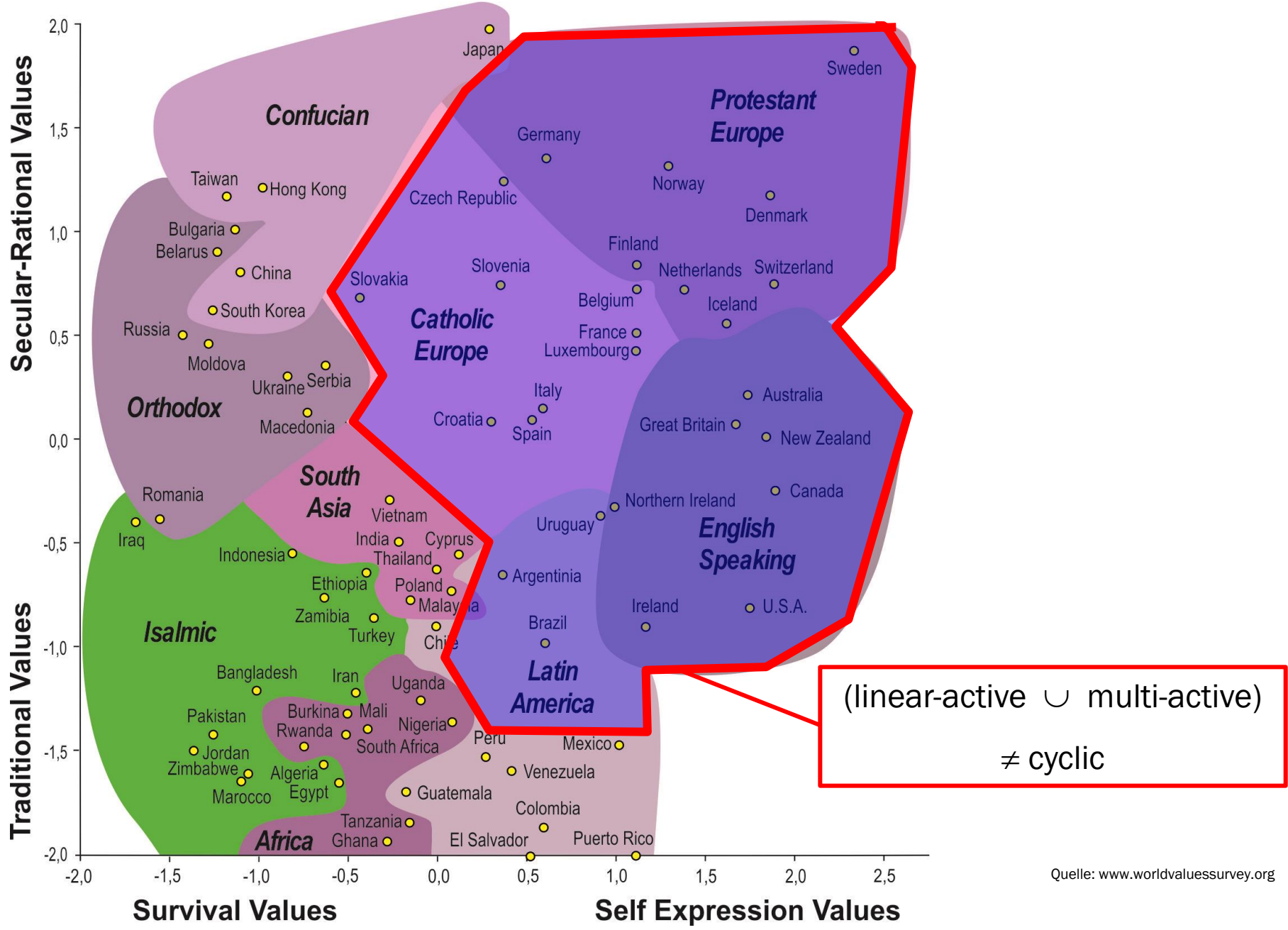
LINEAR – NON-LINEAR

# The World Value Survey Cultural Map 2005-2008



Quelle: [www.worldvaluessurvey.org](http://www.worldvaluessurvey.org)

# The World Value Survey Cultural Map 2005-2008



Quelle: [www.worldvaluessurvey.org](http://www.worldvaluessurvey.org)



# culture specific strategic horizons

Strategic horizon



Elites



Citizens



EUROPE

Strategic horizon



Elites



Citizens



CHINA

Strategic horizon



Elites



Citizens



RUSSIA









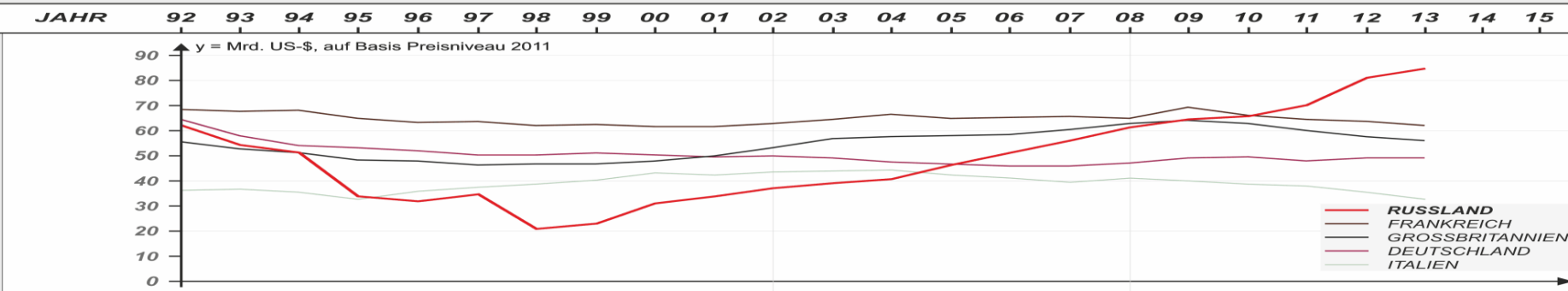


... don't worry son, they might  
have the better **watches** – but  
we have the **time** ...



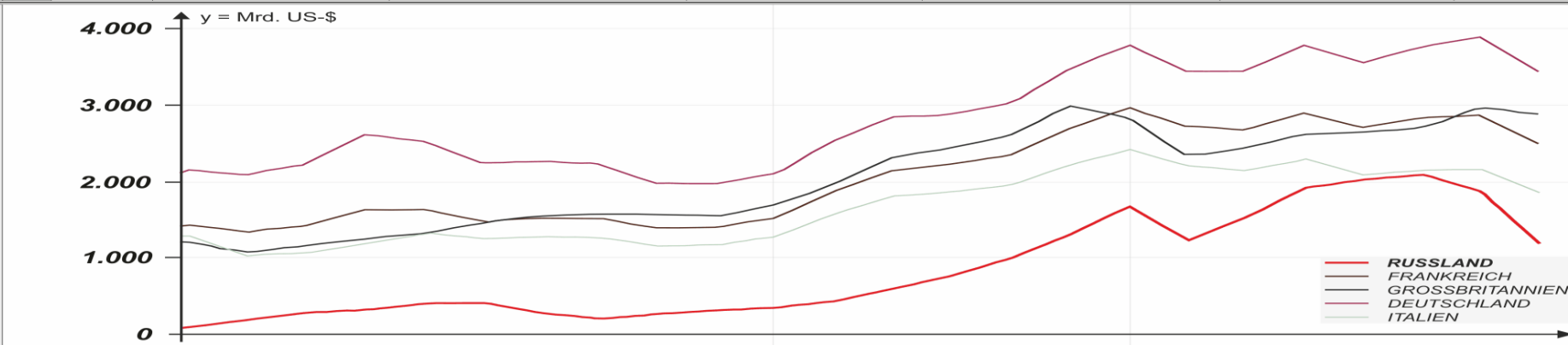
# Militärausgaben Russland und ausgewählter westeuropäischer Staaten (Zeitraum: 1992-2015)

VERTEILIGUNGSBUDDGET

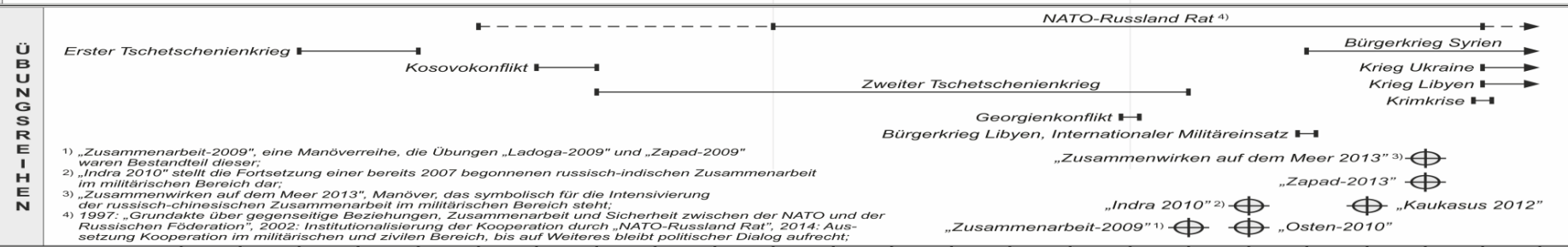


in % des BIP		92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	
RU		4,8	4,5	4,9	4,1	4,0	4,3	2,9	3,3	3,6	3,8	4,1	3,9	3,5	3,6	3,5	3,4	3,3	4,1	3,8	3,7	3,9	4,1		RU	
FR		3,3	3,3	3,3	3,0	2,9	2,9	2,7	2,7	2,5	2,5	2,5	2,6	2,6	2,5	2,4	2,3	2,3	2,6	2,4	2,3	2,3	2,2		FR	
GB		3,7	3,4	3,2	2,9	2,8	2,6	2,5	2,4	2,4	2,4	2,4	2,5	2,4	2,4	2,3	2,3	2,4	2,6	2,5	2,4	2,4	2,3		GB	
DE		2,0	1,9	1,7	1,6	1,6	1,5	1,5	1,5	1,5	1,5	1,5	1,4	1,4	1,4	1,3	1,3	1,3	1,4	1,4	1,3	1,4	1,4		DE	
IT		2,0	2,0	1,9	1,7	1,9	1,9	1,9	2,0	2,0	2,0	2,0	2,0	2,0	1,9	1,8	1,7	1,8	1,8	1,8	1,7	1,7	1,6		IT	
NATO (E)		2,7	2,6	2,4	2,3	2,2	2,2	2,2	2,1	2,1	2,0	2,0	2,0	1,9	1,9	1,8	1,7	1,7	1,8	1,7	1,6	1,5	1,5		NATO (E)	
NATO (G)		3,7	3,6	3,3	3,0	2,8	2,8	2,7	2,5	2,6	2,6	2,7	2,7	2,8	2,8	2,8	2,8	3,1	3,4	3,4	3,0	2,8	2,7		NATO (G)	

BIP



EVENSTREIEN



1) „Zusammenarbeit-2009“, eine Manöverreihe, die Übungen „Ladoga-2009“ und „Zapad-2009“ waren Bestandteil dieser;  
 2) „Indra 2010“ stellt die Fortsetzung einer bereits 2007 begonnenen russisch-indischen Zusammenarbeit im militärischen Bereich dar;  
 3) „Zusammenwirken auf dem Meer 2013“, Manöver, das symbolisch für die Intensivierung der russisch-chinesischen Zusammenarbeit im militärischen Bereich steht;  
 4) 1997: „Grundakte über gegenseitige Beziehungen, Zusammenarbeit und Sicherheit zwischen der NATO und der Russischen Föderation“, 2002: „Institutionalisierung der Kooperation durch „NATO-Russland Rat“, 2014: Aussetzung Kooperation im militärischen und zivilen Bereich, bis auf Weiteres bleibt politischer Dialog aufrecht;

JAHR	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
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**Quellen:** Vgl. Stockholm International Peace Research Institute (2014): Military expenditure by country as percentage of gross domestic product, 1988-2013. <http://milexdata.sipri.org/files/?file=SIPRI+milex+data+1988-2011.xls>, Stand: 4.9.2015.  
 Vgl. Knoema (2015): Russische Föderation - Bruttoinlandsprodukt (Milliarden US-Dollar). [http://knoema.de/atlas/Russische-F%C3%B6deration/BIP?compareTo=FR,DE,GB,IT&utm\\_expid=42012176-33-52SI-JDdSL2xRYLb5x9bw0&utm\\_referrer=http%3A%2F%2Fknoema.de%2FAtlas%2FRussische-F%25c3%25b6deration%2FBIP%3FcompareTo%3DUS%2CFR%2CDE%2CGB%2CIT](http://knoema.de/atlas/Russische-F%C3%B6deration/BIP?compareTo=FR,DE,GB,IT&utm_expid=42012176-33-52SI-JDdSL2xRYLb5x9bw0&utm_referrer=http%3A%2F%2Fknoema.de%2FAtlas%2FRussische-F%25c3%25b6deration%2FBIP%3FcompareTo%3DUS%2CFR%2CDE%2CGB%2CIT), Stand: 4.9.2015.  
 Vgl. NATO (2015): Information on Defence Expenditures. [http://www.nato.int/cps/en/natohq/topics\\_49198.htm](http://www.nato.int/cps/en/natohq/topics_49198.htm), Stand: 14.9.2015.  
 Vgl. Alex-Hiron, Jürgen/Lampalzer Hans (2010): Gemeinschaft Unabhängiger Staaten (GUS). Strategische Manöverreihe. in: Österreichische Militärische Zeitschrift, 1/2010, S. 123.  
 Vgl. Alex-Hiron, Jürgen/Lampalzer Hans (2010): Gemeinschaft Unabhängiger Staaten (GUS). Übung „Osten-2010“. in: Österreichische Militärische Zeitschrift, 5/2010, S. 672.  
 Vgl. Alex-Hiron, Jürgen/Lampalzer Hans (2011): Gemeinschaft Unabhängiger Staaten (GUS). Fortsetzung der russisch-indischen Übungstätigkeit. in: Österreichische Militärische Zeitschrift, 1/2011, S. 103.  
 Vgl. Kohlweg, Markus (2013): Gemeinschaft Unabhängiger Staaten (GUS). Verstärkte Militärmanöver der Russischen Föderation im Rahmen der Militärreform. in: Österreichische Militärische Zeitschrift, 1/2013, S. 100.  
 Vgl. Kohlweg, Markus (2013): Gemeinschaft Unabhängiger Staaten (GUS). Gemeinsame Militärübungen von Russland und China. in: Österreichische Militärische Zeitschrift, 6/2013, S. 728 f.  
 Vgl. Geopolitical Information Service (2015): Manöver Zapad: Russland lässt die Muskeln spielen. <http://www.worldreview.info/de/content/manoever-zapad-russland-laest-die-muskeln-spielen>, Stand: 4.9.2015.  
 Vgl. NATO-RUSSIA COUNCIL (2014): Statement by NATO Foreign Ministers. <http://www.nato.int/nrc-website/en/news/index.html>, Stand: 7.10.2015.

Konzeption & Gestaltung:  
Stefan Lechner



- Aircraft Carriers (5-6 carriers planned)
- “A2/AD” maritime strategy
- landgrabbing (heartland-theorie Mackinder)
- consolidation in the Chinese Sea .....

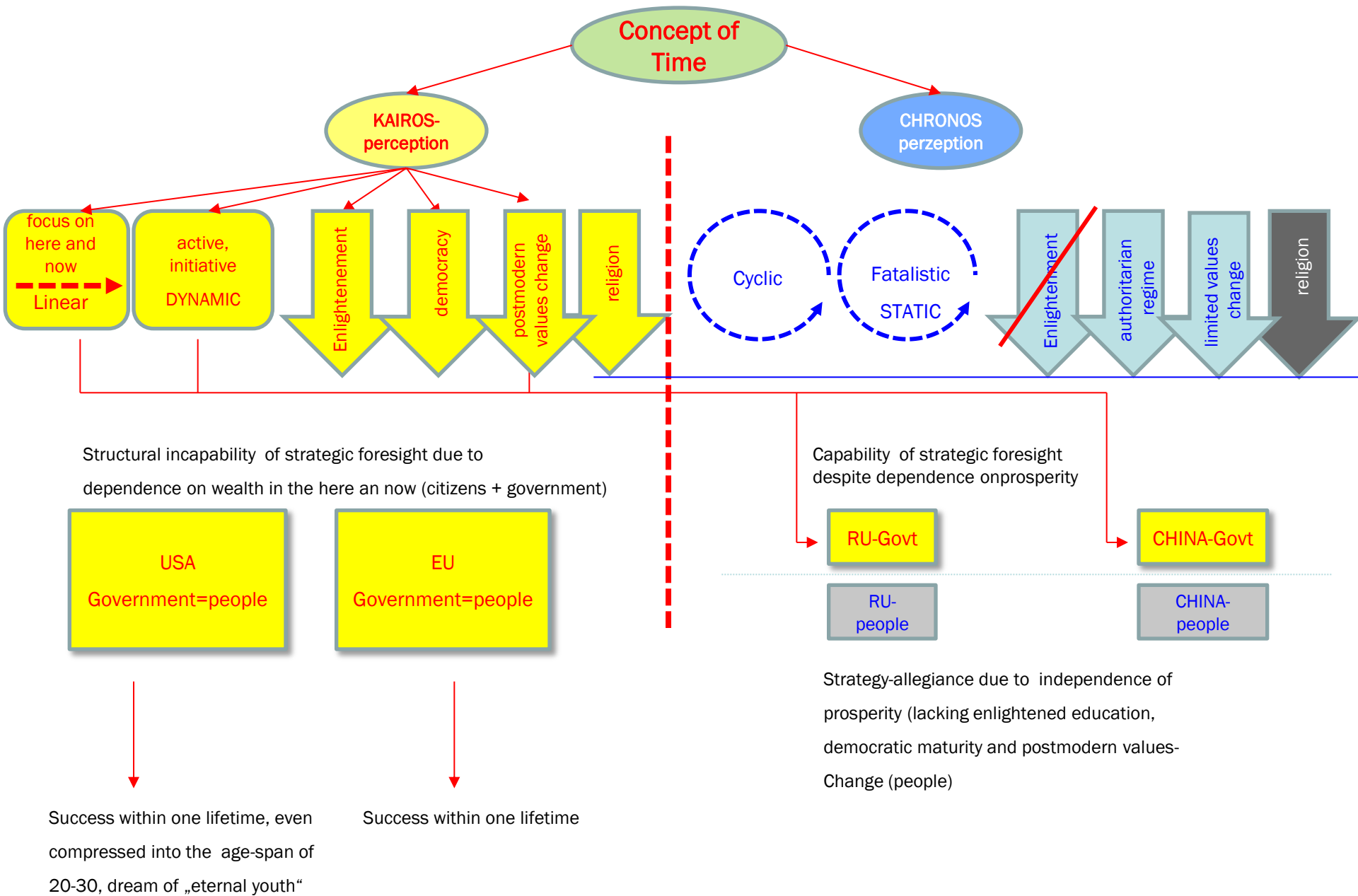
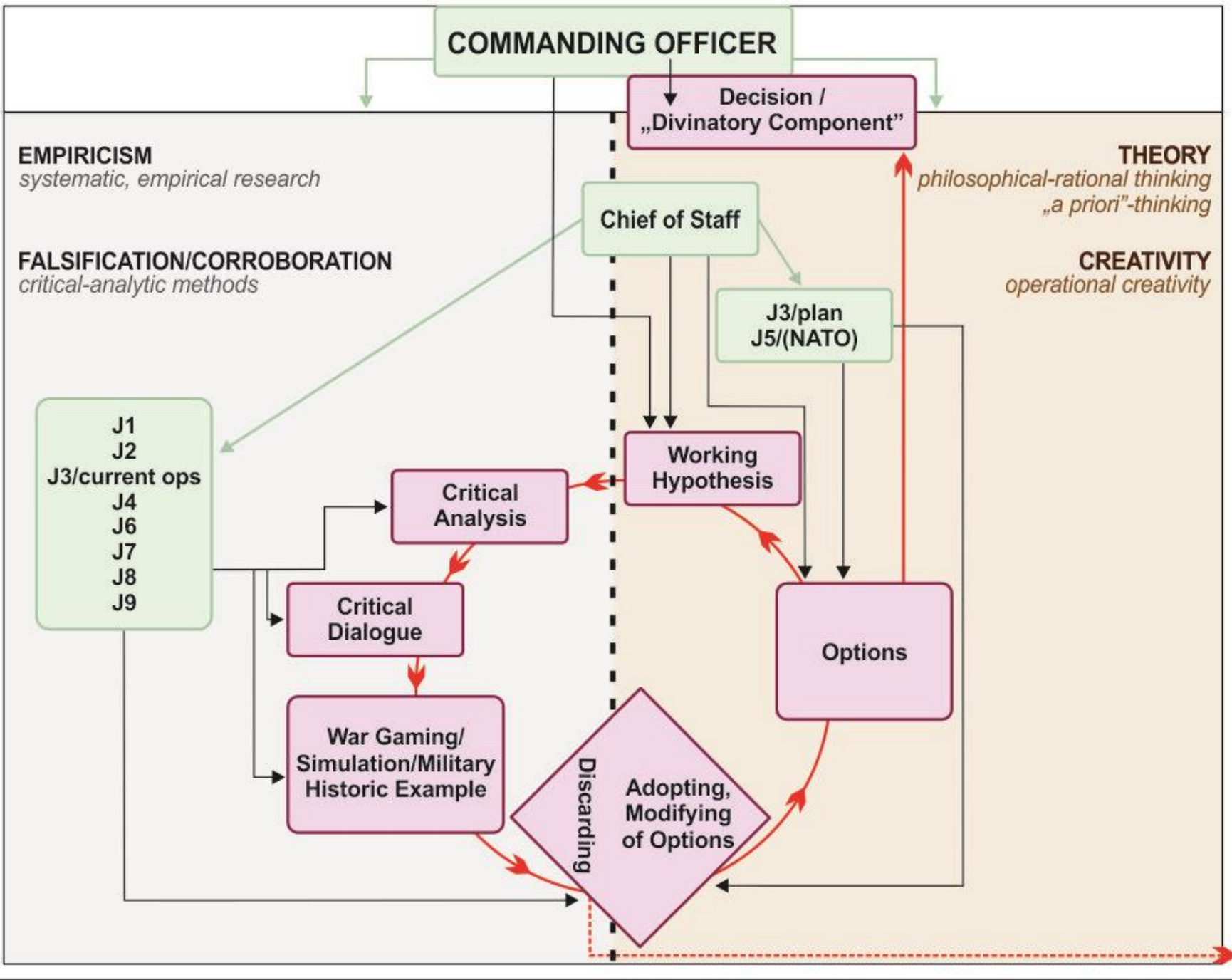


Figure 1

# Direct Impact of the Factor Time on the Operational Echelon

- tertiary military educational institutions can emphasize the element of long-term orientation as a constitutive element of strategy
- long-term strategic thinking as a piece of policy-advice and as the basis for national/international strategic goal-definition
- include the adversary's perception of time as an indicator of the his strategic quality
- higher officers training should include strategy-advice to the political decision making level (thus NOT interfering with the primacy of politics principle!!!)
- history of thought related basics of military leadership (like the perception of time) of own and adversary's forces should be included into the strategic assessment
- Deliberate division of the strategic and the operational leadership level
- trade-off speed vs. decision quality might lead to the renaissance of order type leadership or at least to a synthesis or a deliberate switch between mission- and order type leadership;





IHR

You

GLAUBT DIE ZEIT

think *time*

VERGEHT ?

passes ?

THOREN. —

Fools

WEIL IHR'S NICHT

because you do not

VERSTEHEN !!

understand

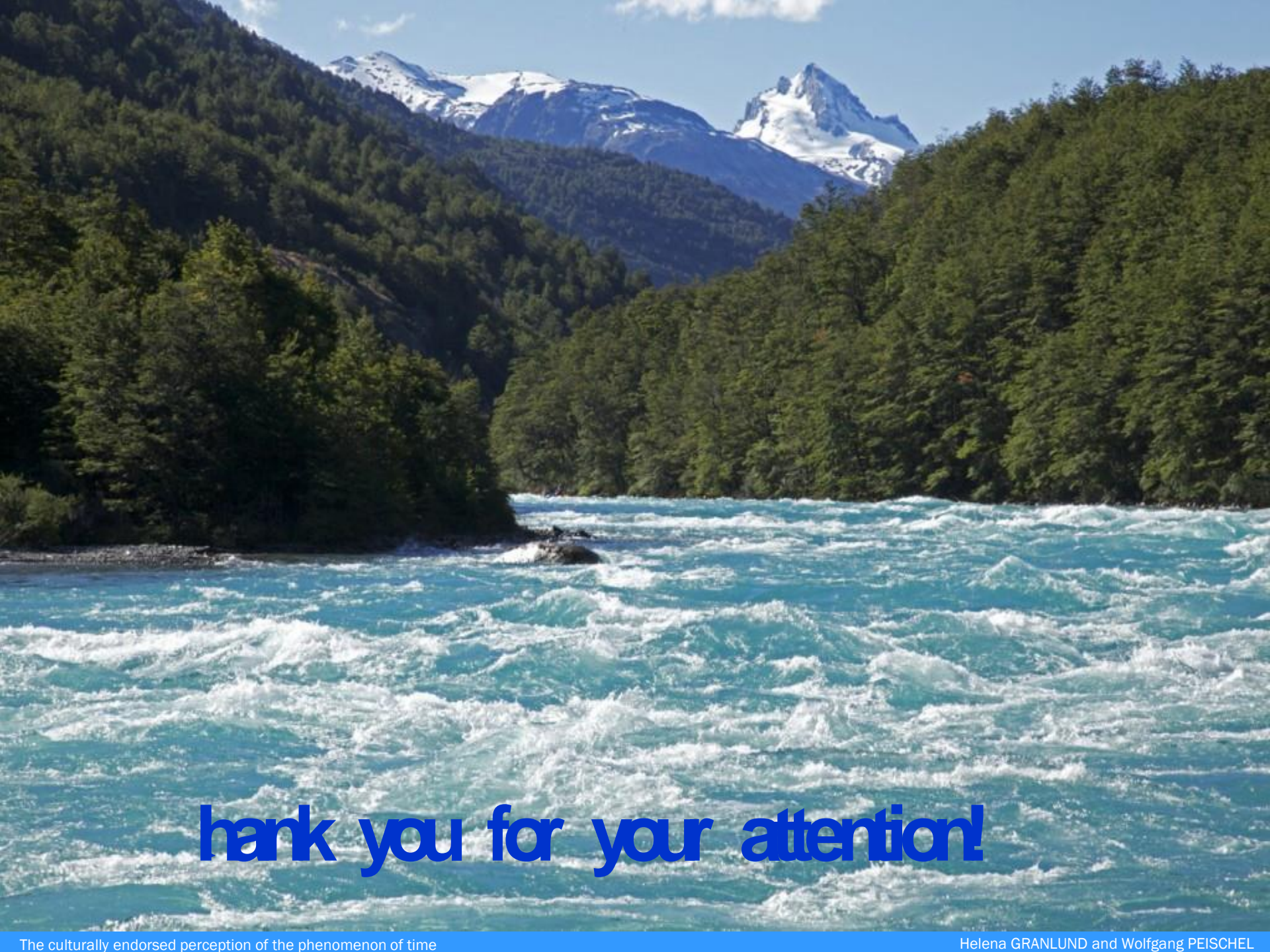
DIE ZEIT STEHT ! —

time stands still

IHR VERGEHT !

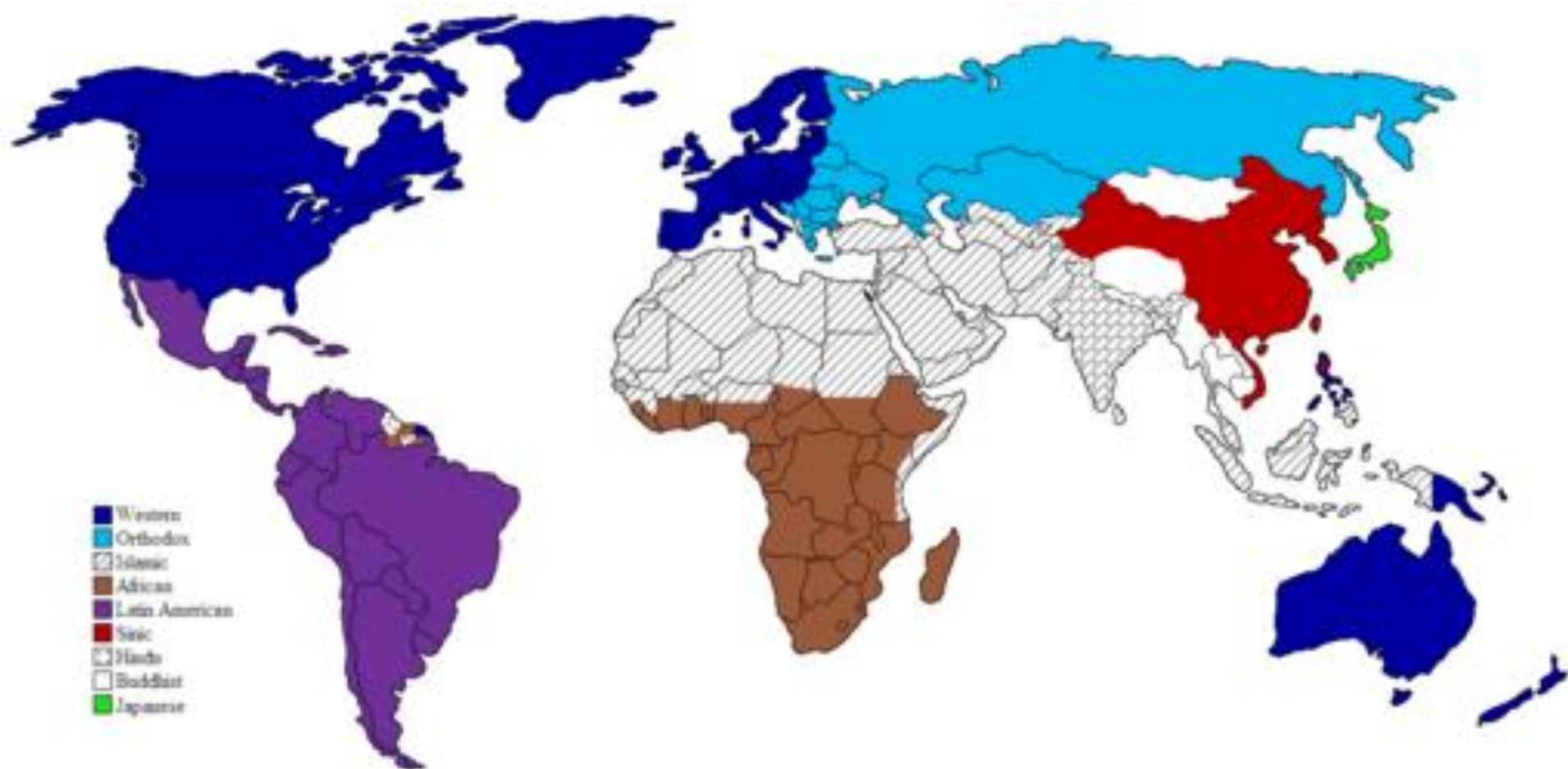
... *you* pass



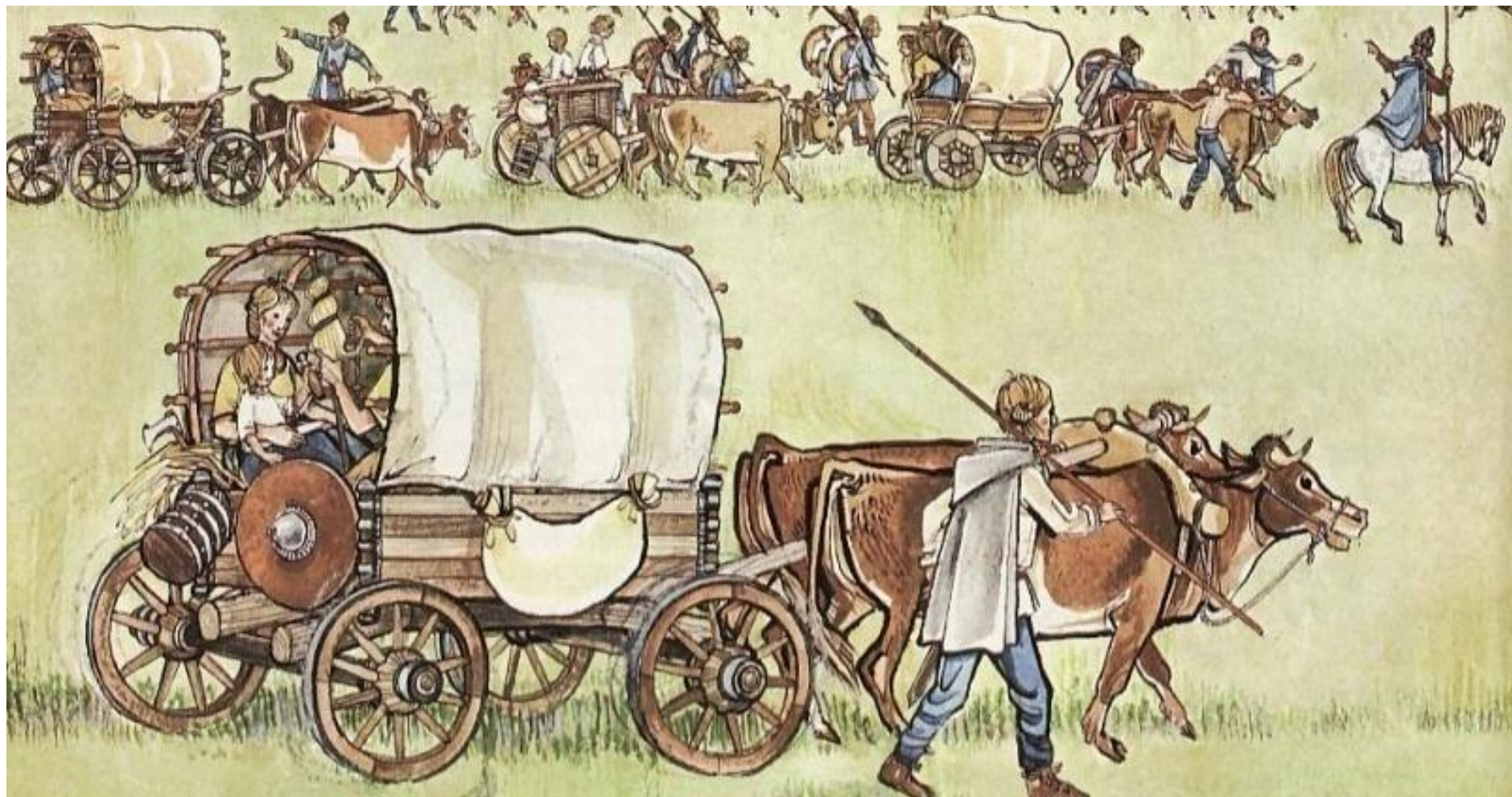


**thank you for your attention!**





[http://de.wikipedia.org/wiki/Kampf\\_der\\_Kulturen#Einteilung\\_der\\_Welt\\_in\\_Kulturr.C3.A4ume](http://de.wikipedia.org/wiki/Kampf_der_Kulturen#Einteilung_der_Welt_in_Kulturr.C3.A4ume)



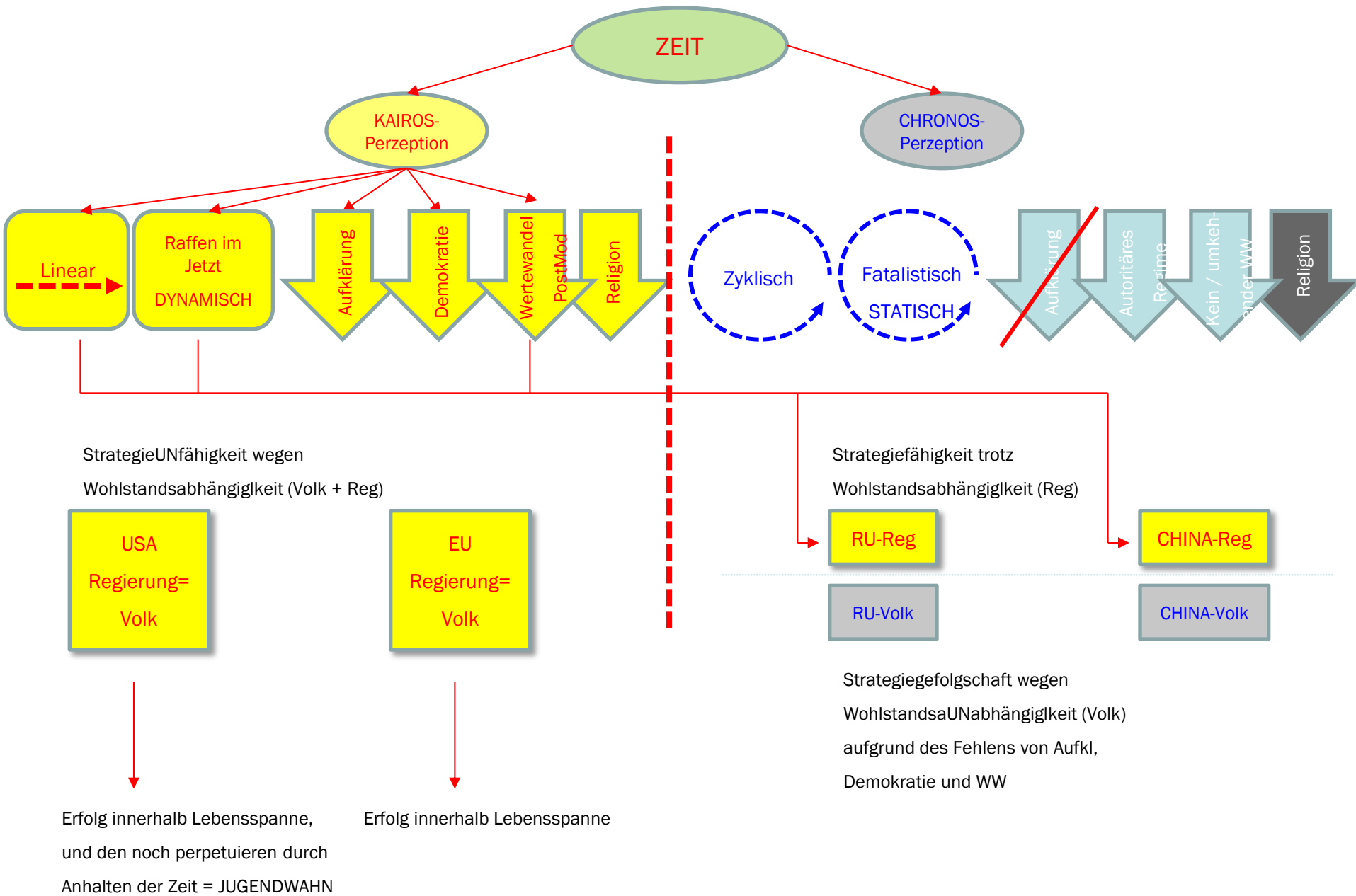


Figure 1