(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

Helena M. Granlund, Bacc. Social Science, Bacc. Education

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**

Region-specific „average-character“ of peoples (Richard LEWIS, When Cultures Collide)

- Culture-specific concept of time
- Religion
- Enlightenment
- Values-change
- Perception of democracy
- Structural incapability of strategic thinking
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

The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time.
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time
Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL
Russia Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
Figure 7.2p Spain Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL
Figure 7.2s  United States Culturally Endorsed Implicit Leadership Theory and CEO Leadership Behavior

The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL
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 Regengusse

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 οὔδὲν 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 time.

• 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

The culturally endorsed perception of the phenomenon of time
The culturally endorsed perception of the phenomenon of time.

Pragmatic Approach

Visionary Approach

"Hermeneutic Circle" (CvC)

Iterative Change of Planning Direction

Backwards-Planning

Hierarchy of Objectives

Accomplishment

Tactics

Operations

Pursuit of Strat Goals

Target-Performance Comparison

VISION Strat Goal

Strat Goal

Strat

Op Obj.

Tac Obj.

Pragmatic Approach

Visionary Approach
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 Καιρός-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
The culturally endorsed perception of the phenomenon of time

Linear–dynamic concept of time

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

Non-linear concept

KINGDOM COME
A possible categorization of concepts of time

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

Figure 4.3: What Germans and Spaniards think they see

Figure 4.4: How the Spaniard actually sees

Figure 4.5: Spanish schedules: In theory, in reality

Source: Richard Lewis “When Cultures Collide“
Cyclic Time

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

Source: Richard Lewis “When Cultures Collide”
A possible categorization of concepts of time

Source: Richard Lewis “When Cultures Collide”
A possible categorization of concepts of time

<table>
<thead>
<tr>
<th>Linear-Active</th>
<th>Multi-Active</th>
<th>Reactive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talks half of the time</td>
<td>Talks most of the time</td>
<td>Listens most of the time</td>
</tr>
<tr>
<td>Does one thing at the time</td>
<td>Does several things at once</td>
<td>Reacts to partner’s action</td>
</tr>
<tr>
<td>Plans ahead step by step</td>
<td>Plans grand outline only</td>
<td>Looks at general principles</td>
</tr>
<tr>
<td>Polite but direct</td>
<td>Emotional</td>
<td>Polite, indirect</td>
</tr>
<tr>
<td>Confronts with logic</td>
<td>Confronts emotionally</td>
<td>Never confronts</td>
</tr>
<tr>
<td>Job-oriented</td>
<td>People-oriented</td>
<td>Very people-oriented</td>
</tr>
<tr>
<td>Sticks to facts</td>
<td>Feelings before facts</td>
<td>Statements are promises</td>
</tr>
<tr>
<td>Result-oriented</td>
<td>Relationship-oriented</td>
<td>Harmony-oriented</td>
</tr>
<tr>
<td>Sticks to agenda</td>
<td>Roams back and forth</td>
<td>Often asks for “repeats”</td>
</tr>
<tr>
<td>Written word important</td>
<td>Spoken word important</td>
<td>Face-to-face contact important</td>
</tr>
<tr>
<td>Restrained body language</td>
<td>Unrestrained body language</td>
<td>Subtle body language</td>
</tr>
</tbody>
</table>

Source: Richard Lewis “When Cultures Collide”
• Malagasy Metaphors of Time
• Linear Concept of Time
• Cyclic Concept of Time
• Event-related Concept of Time

Copyright © 1995 Elsevier Science Ltd; Printed in the USA. All rights reserved
<table>
<thead>
<tr>
<th>Region</th>
<th>Time Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western State Community</td>
<td>LINEAR-DYNAMIC</td>
</tr>
<tr>
<td>Christianity</td>
<td></td>
</tr>
<tr>
<td>Secular values set</td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>NON-LINEAR</td>
</tr>
<tr>
<td>Popular religion („Shenism“)</td>
<td></td>
</tr>
<tr>
<td>Daoism</td>
<td></td>
</tr>
<tr>
<td>Confuzianism</td>
<td></td>
</tr>
<tr>
<td>Buddhism</td>
<td></td>
</tr>
<tr>
<td>India</td>
<td>NON-LINEAR (CYCLIC)</td>
</tr>
<tr>
<td>Buddhism</td>
<td></td>
</tr>
<tr>
<td>Buddhism</td>
<td></td>
</tr>
<tr>
<td>Russia</td>
<td>LINEAR – NON-LINEAR</td>
</tr>
<tr>
<td>Christian Orthodoxy</td>
<td></td>
</tr>
<tr>
<td>Pagan popular belief</td>
<td></td>
</tr>
</tbody>
</table>
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND

Wolfgang PEISCHL

The World Value Survey Cultural Map 2005-2008

Quelle: www.worldvaluessurvey.org
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL

The World Value Survey Cultural Map 2005-2008

Quelle: www.worldvaluessurvey.org

(linear-active $\cup$ multi-active) $\neq$ cyclic

The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL
The culturally endorsed perception of the phenomenon of time

<table>
<thead>
<tr>
<th>Strategic horizon</th>
<th>Past</th>
<th>Present</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elites</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>Citizens</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic horizon</th>
<th>Past</th>
<th>Present</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elites</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>Citizens</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic horizon</th>
<th>Past</th>
<th>Present</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elites</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>Citizens</td>
<td>Past</td>
<td>Present</td>
<td>Future</td>
</tr>
</tbody>
</table>

EUROPE
CHINA
RUSSIA
70% of Container-traffic for Europe
30% of Raw-oil transportation for Europe
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHL

The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
... don’t worry son, they might have the better watches – but we have the time ...
- Aircraft Carriers (5-6 carriers planned)
- “A2/AD” maritime strategy
- landgrabbing (heartland-theorie Mackinder)
- consolidation in the Chinese Sea .............
The culturally endorsed perception of the phenomenon of time

**KAIROS**
- Perception
- Focus on here and now
- Linear
- Active, initiative
- Dynamic
- Enlightenment
- Democracy
- Postmodern values change
- Religion

**CHRONOS**
- Perception
- Cyclic
- Fatalistic
- Static

### Structural incapability of strategic foresight due to dependence on wealth in the here and now (citizens + government)

- **USA**
  - Government = people

- **EU**
  - Government = people

### Capability of strategic foresight despite dependence on prosperity

- **RU-Govt**
- **RU-people**
- **CHINA-Govt**
- **CHINA-people**

### Success within one lifetime
- Even compressed into the age-span of 20-30, dream of “eternal youth”
- Even compressed into the age-span of 20-30, dream of “eternal youth”

### Strategy-allegiance due to independence of prosperity (lacking enlightened education, democratic maturity and postmodern values change (people)

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 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.
The culturally endorsed perception of the phenomenon of time
Helena GRANLUND and Wolfgang PEISCHL

The culturally endorsed perception of the phenomenon of time

You think *time* passes?

Fools because you do not understand time stands still... *you* pass
Thank you for your attention!
The culturally endorsed perception of the phenomenon of time

http://de.wikipedia.org/wiki/Kampf_der_Kulturen#Einteilung_der_Welt_in_Kulturraume
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL
The culturally endorsed perception of the phenomenon of time

Helena GRANLUND and Wolfgang PEISCHEL

Figure 1

Die kulturell genehmigte Wahrnehmung der Zeiterscheinung

Helena GRANLUND und Wolfgang PEISCHEL

Bild 1