

Enhacing the strategic capabilities of defence leaders for Pan-Domain Operations

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Where we are

Current stage

Strategic environment

Information environment (Cognitive warfare)

Uncertainty

Pace

Complexity

Emerging technology

- Artificial intelligence (AI)
- Autonomous system (Drone)
- Big data analytics
- Quantum technologies
- Advanced communication
- EMSO

Academic institutes

Enhancing PME to adapt to PDO/MDO

National resillence

Technical innovation

Industrial capability

Information ecosystem

Where we want to be

Desired stage

Defence leader



Ability to

- **Think**
- **Decide**
- **Collaborate**
- **Innovate**

Successful PDO/MDO

- **Operational effective**
- **Ethical decision making**
- **Integration and Collaboration of national power**
  - Military
  - Whole government
  - Industry
  - Academic
  - Civil society

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Enhancing PME to adapt to PDO/MDO

1. Adapting PME system to be

1..1 Career specialization

1.2 Broadening participants exposure and understanding operational domains

2. Creating competency and capability of the future defence leader

to develop strategic decision making & integrate all national powers toward the impact of strategic environment of PDO/MDO

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1. ADAPTING PROFESSIONAL MILITARY EDUCATION SYSTEM

to be compatible with the strategic environment of PDO/MDO

01

Career specialization

- Specify on what is the career requirement on intermediate to high level of PME especially data analysis, cyber, space, EMSO, and technology etc.

02

Broadening participants exposure and understanding operational domain

- Shifting the mindset of Single-service silo to the System-architect perspective of Multi-national engagement and Cross-domain effect
- Leadding to Intellectual capacity for effective decision makers through uncertainty

Reference :

- *Operations Research/Systems Analysis Functional Area., 1 June 2021.*
- *LCol T.I. Dossev. "Advanced Land Power Studies (ALPS) – Purpose, Design, and Method"Military Course Director, ALPS, 5 August 2026.*
- *Chairman of the Joint Chiefs of Staff Instruction (CJCSI 1805.01 / JCS PME Policy Documents*
- *USMC University Papers on "Innovative Thinking: The Role of Professional Military Education"*

2. CREATING COMPETENCY AND CAPABILITY OF THE FUTURE DEFENCE LEADER

Systematic thinking

- Critical thinking
- Calculating the risk
  - Acceptable
  - Unacceptable

Decision making

- Precision
- Timely
- Effective
- Under uncertainty condition

Strategic knowledge

- Understanding strategic environment of Pan-Domain Operation
- Multinational approach



Unfied action & Unity of effort

Integrate all national powers toward the impact of strategic environment of PDO/MDO

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- *Tahirov, Rashad & Hashimov, Elshan. Professional Military Education and the Development of Strategic Human Capital. National Defense University. 2025*
- *Adam T. Biggs. Enhancing PME with AI. Journal of Military Learning. USCGSC. 2025*
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