

## NIDS International Symposium on Security Affairs

October 26, 2012

Hotel Grand Palace, Tokyo

Strategic Management of Military Capabilities  
Seeking Ways to Foster Military Innovation

### Opening Address

Nobushige Takamizawa, President, National Institute for Defense Studies (NIDS)

### Welcome Speech

Akihisa Nagashima, Parliamentary Senior Vice-Minister of Defense, Japan

### Special Lecture

Ikujiro Nonaka, Professor Emeritus, Hitotsubashi University, *Dynamic Organizational Capability: Distributed Leadership and Fractal Organization*

### Session 1: *Essence of Organizational Innovation*

#### *Speakers:*

Edward N. Luttwak, Senior Associate, Center for Strategic and International Studies (CSIS), *Reinventing Military Innovation: Back to Basics*

Admiral (Ret.) Takashi Saito, Adviser, Hitachi, Ltd., *Organizational Innovation*

Yasuhide Yamanouchi, Visiting Researcher, University of Tokyo, *Strategic Management of Defense Capabilities*

*Chair:* Tomonori Yoshizaki, Director, Security Studies, NIDS

### **Panel Discussion: *Evolutionary Nature of Strategic Management***

#### *Panelists:*

Ikujiro Nonaka, Hitotsubashi University

Michael Clarke, Director General, Royal United Services Institute (RUSI)

Edward N. Luttwak, CSIS

Admiral (Ret.) Takashi Saito, Hitachi, Ltd.

Yasuhide Yamanouchi, University of Tokyo

*Chair:* Tomonori Yoshizaki, NIDS

### **Keynote Speech**

Michael Clarke, RUSI, *Force Capabilities and Innovation*

### **Session 2: *Alliances and Strategic Management of Military Capabilities***

#### *Speakers:*

Williamson Murray, Professor Emeritus, Ohio State University, *Operational Net Assessment, or Preparing to Lose the Next War*

Paul Cornish, Professor, University of Bath, *National Strategy in the Early 21<sup>st</sup> Century: Innovating for Uncertainty*

Sugio Takahashi, NIDS, *Dynamic Defense Forces*

*Chair:* Tomonori Yoshizaki, NIDS

### **Session 3: *Various Efforts for the Military Innovation***

#### *Speakers:*

Andrew Davies, Director of Research, Australian Strategic Policy Institute (ASPI), *Military Capability Management for Australia in the 21<sup>st</sup> Century*

Sangjin Lee, Professor, Korea National Defense University (KNDU), *A Way to Foster Military Capabilities through Expanding the Use of Civilian Resources: ROK Initiatives*

Robert Dalsjö, Deputy Director of Studies at the Division of Defence Analysis, Swedish Defence Research Agency (FOI), *From Self-Sufficiency to Solidarity: The Transformation of Sweden's Defence- and Security Policies*

Vice Admiral (Ret.) Arun Kumar Singh, Strategist, *Strategic Management*

*for Military Capabilities: Seeking Ways to Innovate Military Capabilities*  
– *Indian Initiatives*

*Chair:* Tomonori Yoshizaki, NIDS

**General Discussion: *Strategic Management of Military Capabilities***

*Panelists:*

Michael Clarke, RUSI

Paul Cornish, University of Bath

Robert Dalsjö, FOI

Andrew Davies, ASPI

Sangjin Lee, KNDU

Edward N. Luttwak, CSIS

Williamson Murray, Ohio State University

Admiral (Ret.) Takashi Saito, Hitachi, Ltd.

Vice Admiral (Ret.) Arun Kumar Singh, Strategist, India

Sugio Takahashi, NIDS

Yasuhide Yamanouch, University of Tokyo

*Chair:* Tomonori Yoshizaki, NIDS

**Closing Remarks**

Yorito Yamamoto, Vice President, Major General, NIDS