Contents

Preface 3
Introduction
Strategic Management of Defense Capabilities Tomonori Yoshizaki
Keynote Address
Chapter 1 Dynamic Organizational Capabilities: Distributed Leadership and Fractal Organization Ikujiro Nonaka 19
Part I Preparing for Future Environments: Organizational, Institutional and Human Processes
Chapter 2 Force Capabilities and Innovation Michael Clarke 33
Chapter 3 Operational Net Assessment Or, Preparing to Lose the Next War Williamson Murray 43
Chapter 4 Innovation in Defense Capabilities and Organizational Knowledge Creation Yasuhide Yamanouchi
Part II Creation of Military Innovation: Strategy, Technology and Institution
Chapter 5 National Strategy in the Early 21st Century: Innovating for Uncertainty Paul Cornish 69

Chapter 6	
Reinventing Military Innovation	
Edward N. Luttwak ·····	35
Chapter 7	
Innovation in Self-Defense Force (Military) Organization	
Takashi Saito)9
Part III	
Various Measures of the Countries: Tackling an Uncertain Future	;
Chapter 8	
ROK MND Initiatives for Use of Civilian Resources	
Sangjin Lee10)9
Chapter 9	
Military Capability Management for Australia in the 21st Century	
Andrew Davies12	27
Chapter 10	
From Self-Sufficiency to Solidarity:	
The Transformation of Sweden's Defence and Security Policies	
Robert Dalsjö14	41
Chapter 11	
Strategic Management for Military Capabilities:	
Seeking Ways to Innovate Military Capabilities - Indian Initiatives	
Arun Kumar Singh16	51
Chapter 12	
Building Dynamic Defense	
Sugio Takahashi 19	€1
Policy Implications	
Policy Implications	
Strategic Management of Military Capabilities	
NIDS Strategic Management Research Team20)1
Notes on Contributors 21	13
Program of NIDS International Symposium on Security Affairs 201222	22