

Strategy Research Project International Fellow

Army Transformation: Navigating into the Blue Ocean

by

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United States Army War College
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ARMY TRANSFORMATION: NAVIGATING INTO THE BLUE OCEAN

by

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The Malaysian Army (MA) is in the midst of transforming to be an objective force that is professional, versatile and credible, capable of defending the nation's integrity, sovereignty and interests, at all costs by the year 2020. However, catalyzing the aspirations of the Government's Transformation Program, it is aligning its transformation path to embark on a Blue Ocean Strategy to do new things for nation building. Few intergovernmental agencies programs that are beneficial to the nation like the inmates' rehabilitation and agriculture programs, and homes for the poorest have been successfully implemented. Capitalizing the momentum of the successes, the MA should now seek new ventures to play wider role in nation building.

ARMY TRANSFORMATION: NAVIGATING INTO THE BLUE OCEAN

There are many different definitions of transformation involving organizations. *Business Dictionary* defines organizational transformation as a process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness.¹ Eric Beinhocker at the Massachusetts Institute of Technology (MIT), Sloan School of Management, posits that a transformation has three distinct parts; focus on core missions; series of small, exploratory jumps; and placing a few big bets.² The United States Department of Defense (U.S. DoD) Transformation Planning Guide defines transformation as “a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world.”³ This paper will define transformation as a continuous process to change and adapt the army's role, structure and culture to create new competencies in order to be able to make meaningful contributions towards the nation and its people.

There have been many reasons for armies in the world to transform. Among the most notable reasons are: the nature of threats, changes in the strategic landscape, budgetary constraints, technological changes or a combination of these factors. The United States Army (U.S. Army) for example, has transformed itself for several reasons. Early transformation was a result of World War II (WWII) that required a large force. From the end of WWII until the collapse of the Soviet Union in 1991, transformation was done due to its newly defined roles, missions, and organizational structure for a large

standing force.⁴ Throughout the decades bounded by the Cold War, the U.S. Army attempted to transform itself several times and fight several conflicts, all the while searching for the proper organizational structure to meet the nation's threats.⁵ During the post-Cold War period, the U.S. Army transformed itself into what it is today, and is continuously doing so. It is the traditional American approach after the nation's great wars to begin a massive downsizing immediately upon conclusion of war and to continue that process for a sustained period.⁶

Since its inception on March 1, 1933, the Malaysian Army (MA) has undergone several transformational processes. From a humble beginning as a counterinsurgency force fighting communist terrorists at the early stage of the nation's independence, the MA transformed into a conventional force in the 1980's in view of the threat posed by the Domino Theory.⁷ Since 2004, the MA is embarking on a transformation program known as the 'Army 2 10 plus 10'. General Tan Sri Dato' Sri Zulkifeli bin Mohd Zin, former Chief of the Malaysian Army stated:

The Army 2 10 plus 10 will transform the Malaysian Army into an Objective Force that is professional, versatile and credible, capable of defending the Nation's integrity, sovereignty and interests at all costs.⁸

Presently, the Malaysian Government is also embarking on a bold transformation program that no other government in the world has attempted to undertake on that scale.⁹ The objective of the Malaysian Government's Transformation Program (GTP) is two-fold – first, to transform the government to be more effective in its delivery of services and accountable for outcomes that matter most to the people; and second, to move Malaysia forward to become an advanced, united, and just society with high standards of living for all as envisaged in the Vision 2020.¹⁰ Under the GTP, the

government has identified six major policy areas known as National Key Result Areas (NKRA) namely:

- Crime Reduction
- Fighting Corruption
- Improving Student Outcomes
- Raising Living Standards of Low Income Households
- Improving Basic Infrastructure
- Improving Urban Public Transport

In order to achieve the NKRA's target, the government employs the Blue Ocean Strategy (BOS). The BOS is a business strategy posited by Professor W. Chan Kim and Professor Renee Mauborgnee.¹¹ The main idea of the BOS is to value innovative ideas by moving away from traditional boundaries of competition, creating uncontested market space and new demand. Catalyzing the aspirations of the GTP, and employing the BOS, the MA has sought to venture into the blue ocean, an area where it had never been, to do things that it has never done. The MA seeks to assist the government in building the nation, over and above its primary role to defend the nation's sovereignty and its interests from external threats. A few pilot activities have already been identified and successfully implemented.

The aim of this paper is to analyze how the MA navigates into the blue ocean during its transformation process. The paper will first set out to analyze the socio-political environment in Malaysia, in which the GTP and the MA transformation is to take place. It will then analyze a few pilot projects that have been implemented and their achievements thus far. Following, the discussion will center on some areas in which the

MA can contribute to nation building. The end state for the MA to venture into these new areas is to play a wider role in nation building, to enhance inter-agency cooperation, to develop multi-skilled soldiers and last but not least to be more relevant to the public.

The Socio-Political and Economic Environments

Malaysia is a multiethnic and multicultural country with a high degree of tolerance among the people.¹² Despite the diversity in religion and culture, the people live in peace and harmony. The only issue that has and could spark strife between them is the distinction of rights they have according to the Malaysian Constitution. The Malays and the Bumiputra (son of the soil) who are the majority of the population have special position and privileges inscribed in the constitution by the country's founding fathers at independence.¹³ The privileges, particularly access to lands, scholarships, public services, public education and businesses are coherently implemented through government policies. This inequality has led to simmering dissatisfactions amongst younger generation Malaysians from other races in the past, but the situation is still manageable.

Malaysia's Head of State is the *Yang DiPertuan Agong* (The King), an elected ruler for 5 years between the rulers of the states. The government system resembles the Westminster Parliamentary System and the legal system is the English Common Law. The present political situation in Malaysia is marked by a weakening coalition party that has been in power for more than five decades since independence. The coalition, which is composed primarily of race-based political parties, lost its two-third majority in the federal parliament for the first time in history and was ousted as the ruling party in four states: Kedah, Penang, Perak and Selangor - besides failing yet again to regain control the state of Kelantan for over 20 years. Today, there is a growing political

opposition alliance on the verge of the coming general elections. Opposition forces are the strongest they have been since the nation's independence in 1957.

Malaysia's real Gross Domestic Products (GDP) estimates for 2011 is U.S. dollars (USD) 196 million and the income per capita for the same period is USD 9,575.¹⁴ Malaysia has enjoyed a steady economic growth of more than 5% per annum throughout 1980s and early 1990s. However, the momentum of the growth has slowed down over the last decade, mainly due to shrinking investments from private sectors after the Asian financial crisis. The impact of the European economy, in the midst of its deepest recession since **the** 1930s, is slowly creeping in.¹⁵ Among some important economic issues for Malaysia now are the effects of the rapid global changes, higher prices on consumers, effects of surging oil prices on government finances, and the revision of the Public Services Remuneration Scheme. Nevertheless the government is poised to make Malaysia a high income advanced nation by 2020.¹⁶

The target of being a developed nation is still a few years down the road. Presently, just as in any maturing democracy, bureaucracy in the government is still prevalent. Inter-agency cooperation still leaves much to be desired, though **it** is not impossible to achieve. There is a need for a thriving force and initiative to rouse and garner greater cooperation. The government is also facing great challenges in restoring people's confidence over its accountability. The introduction of a performance measuring tool called the Key Performance Index (KPI) enables the people to measure the performance of Cabinet Ministers and the Public Service. Therefore, there is no room for complacency but for all government agencies to literally "pull-up their socks" in

order to fulfill the “peoples” expectations and implement the Prime Minister’s pledge to the people on the ‘People First, Performance Now’ policy.

The MA has always been professional, apolitical and supportive of the government of the day. Since the early age of independence, the MA has contributed significantly towards the security and development of the nation. This tradition of inclusiveness is to be continued by taking stock of all sensitivities.

In summary, the socio-political and economic scenario in Malaysia is still full of uncertainties. Pitted against the above scenario, the people’s view of the government’s policies, action or inaction is still very much mixed or uncertain. In the near term, the feelings of the people can be seen in the coming 13th general elections, which is due in summer 2012.

Pilot Activities and Their Successes

The MA’s first wade into the blue ocean was to assist the Ministry of Home Affairs (MOHA) to reduce crimes in Malaysia by conducting two major activities. First, the Army cooperated with the Prisons Department to facilitate the conduct of the Inmate Rehabilitation Program for 1200 inmates in five Army camps throughout the country.¹⁷ The idea was to build rehabilitation centers for petty criminals in military camps instead of new high security prisons which are very costly. By doing so, the government could save Ringgit Malaysia (RM) 281 million (USD 93.6 million).¹⁸ Additionally, the government will save RM 8.8 million (USD 2.93 million) for the maintenance work of the camps done by the inmates and generate RM 2.13 million (USD 0.71 million) in revenue from the inmates’ agriculture activities on idle lands.¹⁹ Second, the Army collaborated with the Police Department in training constables at under-utilized army training centers to raise value and reduce costs, undertake joint patrols in selected cities to reduce

crime, and oversee border operation duties to enable the Police Department to concentrate on policing in the cities. The collaboration in training of constables will save the government RM 600 million (USD 200 million) to train 10,000 constables over four years.²⁰ As an extension to the collaboration conducted in training, the MA and the Police Department have further cooperated on training in communications.²¹ The Police Department has also open opportunities for ex-servicemen who are drivers, signalers, armorers and vehicle mechanics to join the Police Force.²² The undertaking of joint patrols and the overseeing of the border duties by the MA have also had positive outcomes. Recent reports showed that Index Crime has seen a reduction of 9.6% from January to June 2011 as compared to the same period in 2010. Overall street crime incidences have also reduced to 11,299 cases up to June 2011 from 19,346 cases in the corresponding period of January to June in 2009, making it a 41.6% reduction.²³ This situation has further enhanced the public's confidence, paving the way for continuous development of the country.

Other MA ventures into the blue ocean were to assist the Ministry of Rural and Regional Development to improve rural basic infrastructure by conducting three major activities. First, the Army helped build 700 homes for the poorest under the Housing Aid Program (HAP).²⁴ Second, the Army helped build roads in remote areas that saved the government RM 200 million (USD 66.6 million) had it been constructed by the Public Works Department.²⁵ Third, the Army now provides the use of idle lands for planting of high value agricultural crops.

Working on all of the BOS projects has had a significant influence on the "*learning curve*" of the various organizations and agencies in their continuous efforts to

improve their individual output or performance. The lessons from that experience may be summarized as follows:

- First, the various government departments and agencies that were involved in the BOS activities are no longer working in silos. From the various initiatives being carried out, valuable lessons and ideas have been derived – producing ‘chemistry’, synergizing and synchronizing individual strengths and capacities towards a common goal.
- Second, all parties concerned have changed individually by sharing efforts, ideas and resources so that their combined strength is able to generate greater benefits in terms of efficiency and effectiveness for their individual or respective organizations. There is also speed and discipline of execution due to individual strengths and capabilities, resulting in significant achievements for each undertaking.
- Third, such efforts have enabled cost sharing and hence a significant reduction in individual expenditures for a definite project or undertaking. This basically stresses “*value for money*” and “*doing more with less.*” It also eliminates redundancy and duplication.

Navigating the Future

In the present security environment, threats to national security and sovereignty are no longer confined to external aggressions by other nations. Newer forms of threats have emerged and will continue to surface, especially with the continual progress of information and communication technology. The threats of today and tomorrow can come from everywhere and at anytime, while the battlefield has expanded to cities and

cyberspace. Illegal activities **such as** human and drug trafficking, smuggling, money laundering, cyber crime, terrorism, illicit exploitation of resources, as well as other occurrences like health hazards and environmental degradation will take center stage time and again.

A corollary to the emergence of those non-traditional threats is the increased expectation for government performance. The demands on the government for the protection of the safety, dignity, and well-being of the population will increase in the future, and the scope of its responsibilities will also become more expansive. Most importantly, while the government is expected to enhance the security environment of the country, it is also required to adopt more prudent fiscal management. Accordingly, it is imperative for government departments, especially security agencies, to do more with less – where efficient and effective public goods are delivered at lower costs. Due to the above stated environment, in navigating into the blue ocean in the future, it is prudent that the MA should not only sustain the existing programs but exploit their success by embarking on other initiatives.

Malaysia's conception of national security is a comprehensive one. In order to achieve the country's vision, a concept of Total Defense or *Pertahanan Menyeluruh* **"HANRUH"** has been introduced. Briefly, total defense is a concept whereby the defense of a nation covers all aspects of national strength and power namely; military, economy, social, psychological and civil defense. The responsibility for the defense and security of the nation lies not only on the security forces but on every citizen. To enhance national security, there must be better collaboration of various security agencies in responding to the new threat environment. There must be a national

initiative cutting across all relevant agencies to undertake rapid real-time actions against any possible threats. The purpose of this initiative is to rapidly respond to any forms of national security threat, in the earliest and quickest manner possible. The U.S. Department of Homeland Security (DHS) is a fine example to this initiative as a result of lessons learned after the September 11, 2001 attacks.

The concept of total defense, however, is easier said than done. Since its inception in Malaysia, there has not been any measurable success in its implementation. The BOS provides an avenue for the MA to harness the entire constituents of national power and pursue measures that can be taken in order to invigorate other agencies to fully implement what is required of total defense. Through BOS, a better approach can be formulated to synergize all available resources in the country in order to strengthen its national security, resilience and preparedness. All government agencies should also try to use BOS tools to enhance the capacity of their individual institutions. Personnel must be equipped with current knowledge to stay ahead of the various security threats and to be able to anticipate emerging ones. Moreover, awareness, as well as a better understanding among the staff of all security organizations, will be crucial to accelerate national security and development.

The ability of the government to address transnational threats has direct relation to its ability to manage the international border. Ideally, border management should be the responsibility of the MOHA. However, being a maritime nation with 2,905 miles of coastline, sharing maritime boundaries with Thailand, Brunei, Indonesia, Singapore, the Philippines, Vietnam, China and Taiwan and land boundaries with Thailand, Brunei and Indonesia, control of the borders is a daunting and difficult task. In the **U.S.**, particularly

after the September 11, 2001 attacks, military forces were deployed on a few occasions to temporarily supplement and complement the Customs and Border Protection (CBP).²⁶ Even to this day, the U.S. DoD role is to provide support in securing the border to the DHS, and other federal, state, and local law enforcement agencies, when requested.²⁷ The U.S. experience in conducting Operation Alliance; a drug control operation at the southwest border, have also brought up lessons on problems of coordination and control between federal and numerous state and local law enforcement agencies combating drug smuggling.²⁸

In Malaysia, the military and a few departments under MOHA that are involved in border management are the police, customs, immigration and the anti-smuggling unit. The Forestry Department is involved in certain areas where there is likelihood of trans-border illegal logging activities. Each department or agency has its own functions but with a common objective of securing the borders from transnational activities. Although the involvement of all these agencies has contributed to some degree to the security to the country, there are problems of coordination of border control activities as in the U.S. because there is no central control. Although there has not been any study on the cost of operations, it is most likely to be very high due to duplication of effort and redundancy. It is imperative that a border management organization be established to control and coordinate border control activities effectively and efficiently. For the MA, there is a need to expedite the establishment of a dedicated Border Regiment, particularly in East Malaysia where no such regiment exists. In the long term, the MA will assist the MOHA as the lead agency in border operations through the employment of the Border Regiments.

Disaster management is equally as important as border management. In the event of any major disaster or misadventure, there is no single agency that is able to handle the recovery operations by itself. There is definitely a need for inter-agency cooperation and joint efforts. At the local scene, the collapse of the Highland Towers Condominium in December 1993, that took 48 lives, demonstrated the need for inter-agency cooperation. The MA provided command, control and communications, engineering, search and logistical support during the disaster. In the U.S., the “Hurricane Katrina” experience in 2005 is one of the deadliest and most destructive examples of a disaster that required a whole of government effort.²⁹ The National Guards from adjacent states were also deployed to assist in the rescue operations. In the event of a disaster of a higher degree, there may also be a need for international cooperation and assistance. The earthquake that generated the great Indian Ocean tsunami in 2004 is an example of a catastrophic disaster beyond the capacity of some nations to deal with; hence it required an international effort. Militaries from Australia, Malaysia, Singapore and the U.S. provided humanitarian assistance and disaster relief operations throughout the disaster. All of the examples cited above show that there was significant military involvement in providing assistance during disasters and national calamities. This in many ways has set a benchmark and instilled public expectation towards the military’s contributions in difficult situations. The current MA capacity to deal with major disasters is very limited, unlike those of more advanced militaries and its neighbors. Therefore, there is a need for the MA to build its capacity to deal with disaster relief operations to a level that it is able to contribute in a meaningful manner,

alongside other government agencies and international militaries in the event of a disaster in the future.

Value Innovation is the cornerstone of BOS.³⁰ In order to achieve value innovation, there is a need for a simultaneous pursuit of differentiation and low cost. In implementing the BOS, the MA should seek avenues to provide valued services to the public without incurring itself any or much cost, while on the other hand, the public will be able to get the valued services at little or no price. To achieve the situation, volunteerism can be encouraged in the MA. Volunteerism is the act of doing volunteer work by donating time and energy for the benefit of other people in the community, without any financial or material reward. Volunteerism in the MA can be encouraged at the individual or organizational level. At the individual level, officers and soldiers are encouraged to do volunteer works outside their normal working hours within their military or civilian communities. At the organizational level, commanders and leaders plan and execute volunteer works outside their normal working hours within the military or civilian community they are based, at a larger and more significant scale. The MA may consider allowing organizational volunteer works using military assets with limited funds be conducted during normal working hours if there is an urgency or necessity, or when there is a request from a needy party. Through volunteerism, many valuable works and services can be extended to the community and the public at no or little cost. Among others, the MA has abundant potential volunteers for education, electronics, communications, engineering, medical and general duty. In order to ensure that this idea be taken up seriously in the MA, records on individual and organizational volunteerism can be kept and accounted, and credits and recognitions can be given. It

is hoped that over time, this initiative will emanate as a new culture within the MA, and subsequently adopted by other government and private agencies in the country.

In finding new ways to make contribution towards nation building indispensable, the MA could strategize for active duty members, and members discharged from active duties be suitably attached in various key government agencies and private sectors. The present attachment of officers program are limited to a few government agencies like the National Security Division, Southeast Asia Regional Centre for Counter-Terrorism (SEARCCT), Prime Minister's Department, and Department of Survey and Mapping Malaysia. This attachment program to government agencies can be expanded to other key ministries like the Ministry of Education, Ministry of Higher Education, Ministry of Works, Ministry of Health, Public Service Department and Ministry of Home Affairs. The only attachment of officers' program to the business sector is to the **Petroleum Nasional Berhad (PETRONAS), Malaysia's national petroleum corporation**, a Government Linked Company (GLC). This attachment of officers program can be expanded to other key GLCs like the Armed Forces Fund Board, National Power Company, Malaysia International Shipping Corporation, United Engineers Malaysia and Telecommunications Malaysia. These proposed lists of government agencies and business sectors for attachment of officers programs are not exhaustive. The aim of these attachment programs is twofold; for both the individual's and organization's benefits. On the individual basis, the attachment programs can provide an enriching and smooth transition for the resettlement of active duty military personnel when they retire. On the organizational basis, the attachment programs can bring about current and

newer knowledge into the Army; as well as being an ambassador and provide liaison in times of crisis.

In order to be able to navigate smoothly and calmly into the blue ocean, the MA requires good stewardship. The stewards in the MA are the leaders at all levels. As the MA is transforming, the most challenging task or effort that will be faced by leaders is leading change. Only dynamic leadership can motivate the actions needed to alter behaviour in any significant way to enable the MA transport into areas never before attempted.³¹ Therefore, present and future MA leaders must be developed and trained to lead the change. The MA must be a learning, customisable and transformational organization, where education is a continuous process, and knowledge acquired by the organization transcends military boundaries. However, the development and training of leaders at all levels of military institutions should first focus on professional and core competencies, to enable the MA to perform its primary role to defend the sovereignty of the nation. To complement this training, the current Army Tertiary Education and **Knowledge Force (K-Force)** schemes must be tailored to the needs of individuals while balancing the needs of the organization.³² The end state of development and training in the MA are leaders who are professional, knowledgeable, agile and adaptive to the environment of blurring boundaries between military and non-military domains.

The Challenges

The waters into which the MA ventures in its blue ocean transformation will undoubtedly be rough and full of challenges, because the culture change in mature organization is extremely hard.³³ Major change is also difficult to accomplish as a powerful force is required to sustain the process.³⁴ The U.S. Army during the Vietnam War for instance, was unable to learn and adapt to the insurgency that resulted in failure

for the Americans, while the British adapted to the insurgency in Malaya and was successful.³⁵

The first challenge that is likely to be faced by the MA is dealing with the skeptical parties. Naysayers will adamantly maintain that the military is solely for war purposes and has no role whatever in the national BOS programs. Convincing this segment of the army of the benefits of such programs is thus one of the greatest challenges. The younger MA generation with American influence will cite the U.S. *Posse Comitatus Act* (PCA) of 1978 that limits the use of U.S. military to enforce the laws of the land unless allowed by the constitution or by Act of the Congress. However, the older MA generation will posit otherwise, quoting the *Keselamatan dan Pembangunan (KESBAN)* strategy that was incepted by the British when they were in Malaya.³⁶ The strategy of security and development works “hand in glove,” and the military plays an important role in nation building. This has been held throughout the period after independence until present times.

Second, the reality of a possible turf war arising amongst the various organizations and agencies fighting for resources may be inevitable. Although the MA seeks to venture into the blue ocean where there is no competition between government agencies, there is also the likelihood of encroachment into their individual territories. The construction of roads and building of homes for the poorest, for example, are recognisably under the ambit and jurisdiction of Ministry of Works. Street patrols, for example, are under the jurisdiction of MOHA. While these arguments are true, the MA’s ventures into these areas are temporal. The MA will continue to assist in nation building

if there is a need, and at the request of the government. Bringing the big picture into consideration may void any sensitivities or untoward consequences.

Third is the question of having the will by all parties concerned to realize the continued implementation of the BOS. Pessimists argue that BOS is just another overblown business strategy that has little applicability to government agencies, and will soon be overshadowed by other strategies. They further argue that BOS will undergo a natural death as have other strategies and management tools that were implemented in the past. They claim that to venture into the blue ocean is an outright mistake and should be forgotten. Optimists argue that BOS is a transformational step to get government agencies to a new level. However, in order for BOS to be successful, it will require a whole government approach, where every agency supplements and complements one another.

Fourth is the will and desire of leaders to impress the nobility of MA ventures upon their subordinates as it is above their call of duties. Leaders at all levels should willingly “walk the extra mile” to do that. The belief that major transformations are often associated with one highly visible individual is dangerous.³⁷ “A strong guiding coalition is always needed – one with the right composition, level of trust, and shared objective.”³⁸ To ascertain that subordinates are convinced, leaders should apply Kurt Lewin’s most quoted three stage theory of change commonly referred to as ‘unfreeze-change-refreeze’ model.³⁹ The process will require leaders to make subordinates view the situation as no longer suitable, enacting the changes and making changes a permanent feature. The idea of the MA ventures has to be told repetitively as “ideas sink in deeply only after they have been heard many times.”⁴⁰

Finally is the issue of legal power for MA personnel carrying out operations at the borders and patrolling in the streets. Military personnel in Malaysia do not have any constabulary powers to enforce civilian laws except for right of self-defense and citizen's arrest. This situation is similar to the U.S. military personnel as restricted by the PCA. In order to overcome this complication, strict orders and rules of engagement can be enforced in conducting operations at the borders, and street patrols can be conducted jointly with the police. There is no need for the MA personnel to acquire additional power than they already have. The U.S. itself has been very cautious about repealing the PCA in order to allow the use of military personnel in civilian law enforcement.

Conclusion

Transformation of a military organization is an ongoing process to adapt to the environment and technology, create competitive advantage and sustain relevancy. It may involve changes in the role, structure, organization, weapon system, equipment, doctrine, culture or a combination of these. For the MA, the aim of the ongoing transformation is to be an objective force that is able to undertake all types of operations across the conflict spectrum by the year 2020 and beyond. However, in aligning itself with the government's aspiration to be a developed nation by 2020, by employing BOS, the MA seeks to venture into newer areas to create new competencies, maximised financial resources and sustaining its relevance to the nation in the new security environment. A few pilot projects like the inmates rehabilitation program, maximization of military facilities, utilization of idle military lands and providing engineering support to the poorest program have been conducted; the outcomes are very encouraging to-date. A large sum of the government's money has been saved and there has been improved

inter-agency cooperation. This motivation has paved the way to seek newer ideas and areas for the MA to further contribute to nation building.

Among the new areas suggested are to capitalize the momentum gained on the initial success to harness total defense, and to enhance border and disaster management. The MA will also embark on programs to inculcate a volunteerism culture among its personnel and to expand the current attachment programs. It is hoped that the MA ventures to play a wider role in nation building in order to contribute to the government's effort towards achieving a developed nation status by 2020. To ensure that the MA venture into the blue ocean is a smooth sail, leaders and commanders need to be equipped with the required knowledge and attitude that can support the army's and nation's aspirations. BOS is indeed a multiplier in every sense and the strategy provides countless opportunities for the various security forces and government agencies of Malaysia to join forces in a whole nation context that will be able to guarantee the continued sustainment of peace, security, harmony and prosperity of Malaysia.

Endnotes

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³² These are ongoing schemes where officers and soldiers get their tertiary education at local or foreign academic institutions, either fully-sponsored by the Army or on their own expenses. The fields of studies are varied as determined by the Army or as chosen by the individuals.

³³ “In terms of being positioned for cultural change, the authors posit that the U.S. Army is a very mature, successful organization that fared well during the Cold War and post-Cold War eras, and this makes cultural change more difficult”. The MA is a relatively mature organization as well as it had fared through the Japanese Invasion during World war II, Indonesian Confrontation in 1964, and a successful counterinsurgency operation from 1948-1990. Stephen J. Gerras, Leonard Wong, Charles D. Allen, Organizational Culture: Applying A Hybrid Culture to the U.S. Army, U.S. Army War College, November 2008

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