



# THE *AFCEAN* OTTAWA February 2007

## Inside This Issue

<i>October PD Report</i>	<i>p1</i>
<i>Upcoming Events</i>	<i>p1</i>
<i>March Meeting</i>	<i>p4</i>
<i>Golf Tournament</i>	<i>p4</i>

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**Lieutenant-General the Honourable Roméo A. Dallaire, O.C.,  
C.M.M., G.O.Q. M.S.C., C.D., (Retired)**

## Leadership in a World of Disorder

*October PD Meeting Presentation*

### *PD Presentation Report*

AFCEA Canada and the Ottawa Chapter were privileged to host Lieutenant-General (Retired) the Honourable Romeo Dallaire as guest speaker at a special luncheon held at the National Arts Centre on October 4<sup>th</sup> 2006.

Senator Dallaire introduced his theme of leadership, explaining that he was talking not about individual leadership of those in authorities but of human leadership. He posed the question: "Where does Canada fit in?" Canada is no doubt a leader in technology and in other areas, but what about the whole dimension of humanity? He said that while the world stumbled into the 90s through ad hocery and crisis management, we have now entered a new era, one where leadership is critical. In the words of the great American philosopher Yogi Berra, "The future ain't what it used to be."

He stated that, in fact, we are now living a revolution, and seeking leadership that can help us maximize it and lead it and mould it, not just survive it, proposing that leadership will always produce more than the science of management tells us. He offered a challenge: "Do you (the leader) wish to shape the future or just survive it?"

He said that there are no status quo reference points any more. He explained that the situation is shifting, moving (continued on p.2)

## Upcoming Events

Date	Location	Speaker	Sponsor
Mar 6, 2007	Army Mess	<b>Mark Fabro</b> , CISSP, CISM, V.P. Professional Services, Chief Security Scientist <b>Topic:</b> Introduction to cyber security issues.	

*Chapter website:* [www.afceaottawa.ca](http://www.afceaottawa.ca)

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## Leadership in a World of Disorder

(continued from p.1) fully into a revolution as opposed to simple change or evolution, and that we need to learn to look at it that way. He declared that we are the first generation who will be held accountable for the environment, explaining that the issue is the fragility of the environment, and the key question is how mankind will commune with the planet and not just live off it. He then led us through the managerial and operational revolutions that took place in the 90s within an Information Revolution, noting their critical impacts on society.

He pointed out the need to use new capabilities resulting from the Information Revolution effectively in exercising leadership. He spoke about the Leadership 2020 initiative, which is addressing key questions such as: What, especially information, is required to lead? How can leaders absorb the information and use the tools to exercise leadership themselves, rather than relying on others? Information gurus are addressing these questions, stressing skill sets required for leadership, the need for a bio-interface, and a new way of pondering information to bring decisions about quickly. A key issue is determining how to lead using the new capabilities as opposed to simply employing technologies.

He explained that, in the managerial revolution of the early 90s, we destroyed the human in the workplace, demanding that people produce more with less, and came to see workers as “survivors”. We expected 150%, and if people couldn’t accommodate that, we got rid of them. Only recently have we brought back the human element of leadership and proper human resources management.

He noted that we stumbled into a whole new arena at end of the Cold War, seeking ways to react, such as declaring a “peace dividend”, because we no longer knew what to expect in military operations. He described the final thrust of the Gulf War as a conservative General’s dream, with a small map and big arrows, a classic attrition action. He said that we, the coalition, were prepared for World War Three, they for World War One. When we arrived, they weren’t wearing uniforms. It wasn’t war anymore, but it wasn’t peace anymore either.

He observed that we’ve now lived the full spectrum of the operational revolution for over fifteen years, and are still learning how to handle the new types of conflict. Sen Dallaire then quoted George Bush Sr: “We’ve entered a new world order.”; but Sen Dallaire suggested that instead, we’ve entered a new world disorder. He esti-

mated that 80% of humanity is “desperate in the mud, blood and indignity” because of ethnic cleansing, intra-state conflict, genocide and global terrorism. He raised the question of legal mercenaries or “security companies”, asking what their ethos is, and whether they go to “unlimited liability”. Are they what we want, or are they part of the problem? He stated that there are 25,000 mercenaries in Iraq, mostly ex-South African apartheid soldiers.

He spoke about child soldiers, sex slaves and bush wives. Faced with an armed child who has been killing people, what, for example does the Sergeant leading a squad of soldiers do? Do you kill children who kill? Use of child soldiers is a very effective, ruthless tactic with intractable legal, ethical and moral dimensions. How do you influence the situations that lead to these conflicts? We see the scale, but we’re not capable of responding, notwithstanding the extensive efforts by the many non-governmental organizations (NGOs) around the world.

He called Sep 11, 2001 “the Pearl Harbor of liberal democracies”. He reviewed the evolution of the laws of conflict dealing with soldiers, non-combatants and the world at large, which have evolved from “spirit” to “written obligation” through various instruments: The Law of the Hague; The Law of Geneva; The Genocide Convention of 1948; The Charter of the United Nations; and The International War Crimes Tribunal. However, as he noted, “the guys out there now don’t follow any of the rules”. He is deeply concerned that Africa will go the same way and questioned whether we have the capital and political will to stop it. He suggested that the greatest challenge is to decide whether we go down the same road as they do.

He challenged the audience with the question: “Are all humans human?”, noting that while massive efforts were made in ex-Yugoslavia, the world abandoned Rwanda and no one came to the rescue. Was it genocide or not? Were the Europeans more important than black Africans? In fact, as he observed, not one white nation was prepared to risk one white soldier, suggesting that maybe human rights isn’t for all humans, only for those who can afford it and for the others, tough.

He closed by reminding us that Canada is a middle power and raised the question: “Why are we playing below our weight?” He stated that (continued on p.3)

(continued from p.2) humanity simply wants the chance to live with hope and noted that we must remind ourselves that this nation will go into history based on what we do.

He then took questions from the audience:

Q. How do you influence these situations - what's the forum?

A. The Senate is good, since Senators are not politically obligated. Politics is tactical (tomorrow) not strategic (future) in both delivery and expectations. If we get a "statesman" instead of a "politician", it just happens but is not expected.

Q. If government can't do it, who can? NGOs?

A. Yes – if you want to make a difference, join an NGO.

Q. How do we convince young people to get their boots dirty?

A. If we can provide the "grander focus" of leadership, youth will respond, as in World War II, when one million out of five million available responded. However, we only had tactical commands - "good guys coming to give us a hand". Canadian youth today are ready to respond and take risks, but need focus and to be well led.

Ottawa Chapter President Kelly Stewart-Belisle, on behalf of AFCEA Canada, AFCEA Ottawa Chapter and the sponsors, thanked Senator Dallaire and presented him with a one-year membership in AFCEA. She then presented him with a cheque for \$2500, representing the proceeds of the luncheon, for the Romeo Dallaire Foundation, which helps children in crisis and war in Canada and overseas. Senator Dallaire responded with thanks, explaining that the Foundation sponsors camps and other youth-building activities in Canada and helps overseas through such activities as aiding orphans and other victims of conflict and providing medical supplies.

He offered some final thoughts. He observed that there has never been a more magnificent time to serve in

uniform than now, because the missions are just and right. He then said that Canadians in uniform ask two things: that once committed, they be individually supported by individual Canadians, that is moral support; and that the dead or injured be treated with respect.



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### ***Reader Feedback and Newsletter Submissions***

In keeping with Chapter direction to bring more discussion to the areas of professional development and to broaden the scope of the AFCEAN newsletter, we would welcome your comments, articles and other contributions. All are encouraged to submit items of topical or general AFCEA interest (contracts and awards, promotions, upcoming events and courses) to the Editor for publication. Original articles which you the members may wish to submit or comment upon for publication are most welcome. Please take advantage of this opportunity to let AFCEANs worldwide know what you and your Chapter are doing. If you have any questions concerning the appropriateness of a submission please contact the AFCEAN Editor Bill Hawken at 841-2912 or [hawkenw@hotmail.com](mailto:hawkenw@hotmail.com)

**February PD Luncheon:**  
**Tuesday, March 6<sup>th</sup>, 2007 at 12:00 noon**  
**Army Mess**

**Speaker:** Mark Fabro, CISSP, CISM  
V.P. Professional Services, Chief Security Scientist

**Topic :** The briefing will be a concise introduction to the cyber security issues in the control systems environment, will review historical issues and incidents, and discuss emerging mitigation strategies to help secure critical infrastructure information resources.

**Cost:** \$10.00 government/military  
\$15.00 members  
\$20.00 non-members

**To Register:** [www.afceaottawa.ca](http://www.afceaottawa.ca) or by email at [info@afceaottawa.org](mailto:info@afceaottawa.org)

**Deadline for registrations is Friday, March 3rd, 2006**

**For more information please call 613 721-6031.**

The AFCEA  
Ottawa  
Chapter would  
like to express its  
continuing  
gratitude to  
TIME ICR for  
providing its  
voice message  
system.



***AFCEA Membership  
Information***

For information about joining AFCEA, or to make changes to your membership profile (e.g. change of address), visit the AFCEA International website at [www.afcea.org](http://www.afcea.org) - click on "Join/Renew" or check the Portal.

If you should encounter problems, call 703-631-6158 or email [services@afcea.org](mailto:services@afcea.org).



**AFCEA OTTAWA  
ANNUAL CHARITY  
GOLF TOURNAMENT and DINNER**

**Location** The Meadows Golf and Country Club  
4335 Hawthorne Road, Gloucester, Ontario

**Date** Thursday, May 17, 2007 TIME: 9:00 a.m.

**Registration** Is open to all AFCEA members from Jan 29 until March 31st. Initially there will be a maximum of 4 foursomes per company. For example either 4 foursomes per corporate member company or four individual AFCEA members from the same company can register up to a total of four foursomes. The registration will be open to additional members from April 1st onward.

[Download the Registration Form here.](#)