

# A Word from the



Gen Richard B. Myers, USAF, talking with commanders at Bagram Air Base, Afghanistan

# Chairman

*We must hold our minds alert and receptive to the application of unglimped methods and weapons. The next war will be won in the future, not in the past. We must go on, or we will go under.*

—General Douglas MacArthur, USA, 1931

**M**any in the military community are familiar with change, but the rate of today's change—as we fight a new kind of war against a new kind of enemy—presents unique challenges. Understanding this landscape is essential; transforming in response is imperative.

Our response is a continuing, deliberate campaign to transform the military across the services. This issue of *Joint Force Quarterly* highlights the need to maintain our transformation efforts

while we are at war. We must continue moving forward with the right capabilities to meet today's challenges while also ensuring that the Armed Forces are positioned to meet the threats of the 21<sup>st</sup> century.

Though much has been written and discussed concerning the technological aspects of transformation, material solutions alone cannot transform our forces. Successful transformation must include a cultural component—creating an environment conducive to change within our organizations. Without creating a parallel culture of change in the Armed Forces, our transformation will fall far short of its fullest potential. Changing organizations always begins with leadership.

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Gen Richard B. Myers, USAF  
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Developing a culture of change in a complex and uncertain security environment is hard. We naturally rely on past practices and pull from a vast reservoir of successful experiences to guide us through periods of uncertainty. However, we shortchange our efforts if we simply use new technology in old ways. For example, the enhanced situational awareness provided by Common Operating Picture technology would be lost if we relied on the Cold War risk-averse approach to sharing information—the “need to know” mindset versus today’s “need to share.”

Creating a culture of change in the Armed Forces requires leaders at all levels who are willing to take action, to take informed risk, and to infuse their organizations with new energy. As military leaders take visible, concrete steps to make their organizations more flexible and adaptable, they create a new environment—one that supports and rewards innovation, adaptation, and new processes.

Following the Cold War, each service recognized the momentous change in the geopolitical environment and began historic change in their respective organizations—change that not only embraced the technology of the time but that also reflected a break from the past and ushered in new ways of thinking.

In the 1990s, the Navy shifted the focus of future operations away from the open sea to the coastlines. The emphasis on littoral warfare, according to ... *From the Sea: Preparing the Naval Service for the 21<sup>st</sup> Century*, “is a new doctrine that marries Navy and Marine forces priorities. . . . The Navy and Marine Corps will now respond to crises and can provide the initial ‘enabling’ capability for joint operations.” The Army instituted the Louisiana Maneuvers, which helped lay the groundwork for the total redesign of the Army for the 21<sup>st</sup> century under Force XXI. The new force structure would feature a CONUS-based force projection Army, which was more modular, more lethal, and more deployable. In the Air Force, the Air and Space Expeditionary Force (AEF) was a new approach to providing forces to the combatant commander. The ten AEFs—composed of paired Air Force combat forces and expeditionary combat support resources—were organized, trained, and equipped to deploy and employ air and space power quickly.

These changes illustrate the bold leadership required to break from the past. Such leaders and their actions reflected a new environment, new



U.S. Air Force (Val Gempis)

**Crewmen conducting runway check on F-117 at Kunsan Air Base, Korea, where Airmen from Holloman Air Force Base are deployed in support of air expeditionary forces in Pacific Region, August 13, 2004**

ways of thinking, and new support for a culture of change in each of the services. However, these actions took place during a less volatile and less threatening security environment. Time was more abundant. Execution was rooted in tradition and was at times ponderous and plagued by bureaucratic inertia. Today, the threat is unprecedented, and we must not only respond to the rapidly changing security environment, but we must do so at an accelerated rate.

The events of September 11, 2001, coupled with a global resurgence of terrorism and wars in Afghanistan and Iraq, have ushered in another period of significant change to the security landscape. Like their predecessors, today's Joint Chiefs of Staff recognize that the post-9/11 security environment requires adjustments. They also understand the important role a culture of change plays in the transformation of the Armed Forces and are taking steps to effect change at an accelerated rate.

■ The Army Chief of Staff is leading change with a plan to develop the Army into a modular force. This total redesign from Cold War-style

divisions to more lethal brigade combat teams (BCTs) is turning the operational Army into a larger, more powerful, flexible, and rapidly deployable force. BCTs represent a break from the past—they are stand-alone, self sufficient, tactical units organized the way they will fight.

■ The Chief of Naval Operations is leading change in the Navy by instituting the Fleet Response Plan (FRP), which enhances the Navy's ability to surge and augment deployed forces as threats develop. This initiative provides the Nation's leaders with unprecedented responsiveness in support of the Global Naval Forward Presence Policy. The FRP represents a dramatic departure from the Navy's longstanding approach to readiness.

■ The Air Force Chief of Staff is integrating the unique strengths of the Active and Reserve components with the Future Total Force (FTF). Under this plan, FTF integration models will enable certain Guard, Reserve, and Active units of the Air Force to live, work, and train more closely together. The Future Total Force represents

Soldiers taking positions during Quick Reaction Force exercise at Lackland Air Force Base, preparing to provide flexible response to any region in domestic incident, December 8, 2004



U.S. Air Force (Derrick C. Goodie)

a new approach to use of manpower, of basing infrastructure, and of current weapons systems. The enhanced integration taking place under FTF combines all Air Force capabilities as they meet the challenges of today's complex threat environment.

These examples are only a few of the initiatives the service chiefs have taken to transform the Armed Forces beyond technological advances to inspiring a culture of change. They reflect support for a culture of innovation—from service staffs in Washington to individual servicemembers in the field. Developing a culture of change adds value to the technological aspects of transformation by serving as an enabler, allowing us to maximize the potential of new technologies by using them in new ways, with a new mindset, as we face a rapidly changing security environment.

The Department of Defense is also taking steps to institute a culture of change beyond the services. Revisions to the Unified Command Plan included creation of U.S. Northern Command, with the mission to defend the homeland and territories. The plan also combined the U.S. Space Command mission and forces with those of U.S. Strategic Command. In addition, the Department of Defense has initiated the National Security Personnel System and programs such as Network Centric Warfare

and Operationally Responsive Space—actions that think past traditional approaches and help create a culture of adaptation and innovation. Though there has been measurable progress, there is still much room for improvement in key areas such as interagency coordination, joint acquisition, and information sharing.

Beyond the issues facing America's military loom the challenges of integrating all the instruments of national power as well as international partners. A similar culture change may be necessary to pull these new elements together.

To maximize the potential of our transformation efforts, we must not only embrace the promise of technology, but we must do so with the courage and confidence to break from the constraints of the past to create a culture of change—one that supports new thinking, new approaches, and new ideas. The steps taken by the Department of Defense and each of the services represent a starting point. Ultimately, success depends on the willingness of every member of the Armed Forces to embrace the new mindset that is required to meet the challenges of our time. **JFQ**

GENERAL RICHARD B. MYERS, USAF  
Chairman  
of the Joint Chiefs of Staff

# From the Editor



**A**t Walter Reed Army Medical Center in Washington, DC, I recently met a remarkable Army Soldier. A young troop sitting near me noticed my Air Force uniform and wings. He asked, “Sir, what kind of pilot are you?” At the Officer’s Club, I might have said, “the best” (or something equally brilliant and punch worthy). But he was genuinely

interested, and we talked a bit about military aviation. I wanted to hear about his experiences, so I steered the conversation to why he was visiting the hospital.

The Soldier had returned from battle over a year ago, after he was injured in combat and spent about a year in rehabilitation. Unfortunately, his wounded leg caused him tremendous pain. At 20 years old he faced potential medical retirement with little prospect of regaining much use of his damaged limb.

**Stryker Brigade Combat Team loading into Stryker vehicle in Mosul, Iraq, Operation Iraqi Freedom**



56th Signal Company (Joy C. Randall)

So what does this have to do with the principal topic of this issue of *Joint Force Quarterly*, transformation during war? Undaunted, this Soldier has chosen a courageous route, one only recently viable. After consultation with his doctors and thoughtful consideration of his options, he requested to have his leg removed—so he could get back to work! Refusing to be deterred by his wound, he not only wanted to return to his job in the Army, but he also hoped to become an Army aviator. Amazingly, based on the transformation of America’s military, I think he could have a shot.

This Soldier’s decision is a perfect metaphor for transformation, and it exemplifies the commitment, culture of selflessness, and sophistication of those serving in the Armed Forces.

He is also emblematic of the transformation that the Chairman describes in his message and our contributing authors explore in this issue: New thinking, new technology, and new partners create new ways of providing for the common defense. This Soldier wasn’t simply a casualty; he is an experienced combat veteran, and his leaders recognize both his sacrifice and his continuing value to the Nation, the mission, and the Army.

By providence or destiny, we find ourselves in a time when free men and women, even those who have suffered grievous injuries and other sacrifices and privations, can look beyond impairments and continue to devote their efforts to sustain and cultivate liberty. Leaders and followers alike understand that the secret to successful transformation lies not in the newest rifle, satellite, or ship. Those are helpful tools, but they are still simply tools. As the 2005 *National Defense Strategy*, Chairman, and Secretary of Defense have stated, America and like-minded nations are integrating and blending the instruments of national power in new and potentially useful ways. Transformation is thus a growing process—one of realization, assessment, and reassessment, and ultimately, its unlimited potential resides in the hearts and brains of the men and women who defend the Nation and its allies.

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