

## A Word from the



Occupying forward base, Southern Afghanistan.

15<sup>th</sup> Marine Expeditionary Unit (Joseph R. Chenelly)

**D**uring my tenure as Chairman, I intend to use these pages in each issue of *JFQ* to explain my vision, the actions we need to take to improve jointness, and our progress in preparing the force to meet the challenges of the future. With that in mind, I want to begin by addressing my priorities: winning the global war on terrorism, enhancing joint warfighting capabilities, and transforming the Armed Forces. Achieving these goals demands that we challenge and redefine the intellectual foundations of existing operational concepts.

The war on terrorism is the most significant mission the military has faced during my years of service. With the assault of September 11 and others over the past several years, the al Qaeda network

and other terrorist groups have shown their willingness to attack the United States and its freedoms directly—and those of all civilized nations.

Our international partners in this fight are prepared to do what they can. Coalition members have participated through a variety of means, from providing intelligence and humanitarian assistance to contributing logistical support for combat troops. Some can do more than others and some help has been covert; but it has been a true coalition effort, and we are grateful for such widespread participation.

The fight in Afghanistan is just the beginning of a long campaign. Even as the United States is

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Gen Richard B. Myers, USAF  
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only one partner in the global coalition, the Armed Forces are only part of a much larger effort that encompasses all the instruments of national power. While the shooting war may capture the most attention, campaigns waged through the international banking system and diplomatic channels are just as vital. And most important are efforts to ensure homeland security.

The Department of Defense is part of a total interagency effort. The military plays a crucial supporting role on the home front, providing National Guardsmen to bolster airport security, protect critical infrastructure, fly combat air patrols, and assist state and local authorities in consequence management. Coordinating the interagency effort is analogous to joint warfighting. Just as a joint effort integrates the capabilities of all the services, an interagency effort must integrate all the tools at the government's disposal.

As the President and Secretary of Defense have pointed out, this is a new kind of war, and we must adapt to new circumstances. Our enemies are determined and have shown extraordinary patience through years of training and planning. They have crossed a significant threshold by using weapons of mass destruction. And they have been intellectually agile in searching out and attacking our weaknesses. Their use of civilian airliners to kill thousands of noncombatants illustrates the degree to which they think and act asymmetrically. They are thoughtful and adaptive. We must rely on a similar intellectual agility to understand new threats, anticipate unorthodox attacks, and seize the initiative to set the conditions for action—forcing terrorists to react to us.

The capabilities of the joint force form the foundation of operational agility and thus are key to victory in this war and in future conflicts. It is therefore imperative to improve joint warfighting capabilities. In accordance with their Title 10 responsibilities, the individual services provide forces for the fight. One matter I must facilitate is focusing their efforts—to maximize their capabilities and effects—without regard for the color of the uniforms involved. Jointness brings the core competencies of the services together in a way that makes the whole greater than the sum of its parts.

Though jointness has improved markedly since the Goldwater-Nichols Act of 1986, there is still much to do. For example, we must eliminate gaps and seams between the needs of CINCs and forces provided by the services. Shortfalls are often deficiencies in command, control, communications, computers, intelligence, surveillance, and reconnaissance (C<sup>4</sup>ISR)—the area where we are *least* agile. Improvement will require not only technological solutions, but also cultural change—a willingness to challenge standard practices and



305th Communications Squadron (Carlos Cintron)

question current organizational patterns and command processes. Jointness is a product of many factors, but its keystone is command and control. This issue is one of my top concerns.

Another area that will have my continued attention is interoperability. The force must have systems that are born joint—conceived, designed, and fielded with jointness in mind. But improving interoperability goes beyond the technical aspects of ensuring that all the black boxes can exchange data. It is also critical to develop intellectual

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interoperability. Although we have made tremendous progress since I was a junior officer, continued improvement requires cultural change. Our military education system needs to promote an understanding of the strengths of all the services, an appreciation of their differences, and a commitment to the joint team. I expect leaders to be well grounded in the core competencies of their

respective services and bring that expertise to the joint fight. At the same time, we need to grow leaders who think in terms of joint capabilities, not service-specific weapons. Doctrine, organization, and training must therefore be focused not only on developing service expertise but also on creating experts in melding service capabilities.

Interoperability is essential to maximum effectiveness. We must think in terms of interchangeable modules that may be as simple as individual components (computers, radios, hydraulic pumps) or as complex as multiservice, networked C<sup>4</sup>ISR assets. Or they may be planning tools, processes, and organizations that are standardized across combatant commands. The goal is interoperable modules that *plug and play* in any situation. If we develop compatible information-gathering systems and enhanced knowledge management tools, joint force commanders will have the data they need when they need it. That means we will have the agility to respond rapidly to surprises and operate inside the decision loop of even the most capable foe, allowing us to win quickly and on our terms.



U.S. Air Force (Terry Moultrup)

F-16 over New York City, September 12.



The Pentagon, September 11.

U.S. Marine Corps (Jason Ingersoll)

To ensure that the force retains its agility, another high priority must be transformation—an intellectual process that capitalizes on both existing and emerging technologies and concepts. Transformation requires a clear assessment of the security environment, an understanding of national strategy, and the development of supporting military strategy and appropriate capabilities. These are the foundation for service modernization and joint experimentation.

Transformation is often seen in terms of technological change. Intellectual change is necessary as well. Without intellectual adaptation, we simply apply new technologies to old ideas. Transformation must therefore extend beyond new weapon systems and matériel to doctrine, organization, training, education, leadership, personnel, and facilities. This is no simple task in an organization as large as the Armed Forces but such cultural change will enable us to take best advantage of new ideas and technologies.

Given these priorities as guidelines, my intent can be stated quite simply—to maintain the military superiority of the Armed Forces. That is the collective purpose of the Joint Chiefs. In fulfilling it, we provide forces to the CINCs so they can achieve the objectives outlined in the 2001 *Quadrennial Defense Review*—to defend the homeland, assure allies, deter threats, and defend against and decisively defeat adversaries. Fulfillment of our purpose ensures that we are able to fight and win the Nation's wars and accomplish

Missile launching,  
USS John Paul Jones.



U.S. Navy (Ted Banks)

any other missions assigned by the President or Secretary of Defense.

Our ultimate goal must be to provide a capabilities-based military. This force must possess organizational agility based on superior knowledge and decisions and the ability to be task-organized to achieve desired effects in rapid, decisive operations. The Afghan campaign illustrates this idea. The use of the aircraft carrier *USS Kitty Hawk* to transport and serve as a base for Special Operations Forces is a perfect example of

organizing and employing joint forces based on the capabilities best suited for the mission.

Employment methods for unmanned aerial vehicles (UAVs) is another example. UAVs have had a significant impact on rapidly expanding our theater C<sup>4</sup>ISR capabilities. That advantage is now being extended to strike operations. Fusing the ability to see and strike through interconnected systems, while at the same time reducing the vulnerability of operators, portends momentous changes in the nature of warfare. On the other hand, the complex task of extracting the Taliban and al Qaeda forces from difficult terrain and cave hideouts illustrates how much farther we need to progress in our ability to fuse knowledge, decisions, and action into a seamless combat process.

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Future forces will not necessarily be bigger or smaller than today's, but they will be better. We will strive to reach this goal by continuing to improve interoperability on the operational and strategic levels. My job is to provide the right tools, equipment, and knowledge to our joint commanders so they can put the right force in the right place at the right time.

I will elaborate on the ideas introduced here in future columns. And I look forward to reading and hearing *your* ideas on war winning, jointness, and transformation. We face a grave responsibility and have the privilege of serving our country at a time when we are most needed.

The Nation is threatened in a way never seen in its history. Defeating the threat will require the efforts of *every* member of *every* service. I know I can count on you. Throughout my career—through the ebb and flow of changing national policies, through expansion and contraction of our forces, and through peace and war—the one constant has been the professionalism, devotion, and sacrifice of soldiers, sailors, marines, airmen, and coastguardsmen and the DOD civilians who support them. Like your predecessors, your performance in today's war has been magnificent. As General Omar Bradley said, "Our military forces are one team—in the game to win regardless of who carries the ball. . . . Each player on this team—whether he shines in the spotlight of the backfield or eats dirt in the line—must be All-American." I know that each of you is an All-American, and I have great confidence in our joint team. Together we cannot fail.

RICHARD B. MYERS  
Chairman  
of the Joint Chiefs of Staff