

# Joint Force Quarterly

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Portrait of the Chairman  
by SFC Peter G. Varisano, USA.

we train as a team,  
fight as a team,  
and win as a team

# A Word from the Chairman

The world is a very different place today than it was when I assumed my duties as Chairman of the Joint Chiefs of Staff in October 1989. In the intervening years, walls have come down, empires have crumbled, new nations have been born, and more people have sought freedom than at any other period in history. Many of them have found it, some are still reaching, and others have a long way to go. But I believe the momentum that freedom and democracy have gained is an unstoppable force.

Much of that momentum was generated by the dedication and devotion to duty of millions of Americans—together with their steadfast allies—who refused to surrender to the scourge of communism and so, finally, brought about its defeat, both strategically and morally. Foremost among those proud Americans are the members of the U.S. Armed Forces. Their service has helped create the new era of hope and promise that we are now entering.

Their service also has made possible the kind of military that we have as a Nation. Today's Armed Forces are the finest in the world. Hard work, lessons learned from past mistakes, matchless training, and first-class weapons and equipment enable us to take the best and the brightest young Americans—volunteers all—and mold them into an exquisite fighting force that can be deployed at any time or place in the world, with blinding speed and awesome power.

There is another major factor that contributes to the high quality of our Armed Force—less tangible than training or weaponry but nonetheless crucial. We call it

*jointness*, a goal that we have been seeking since America took up arms in December 1941 at a time when warfare was clearly undergoing a dramatic change. Today we have achieved that goal; today all men and women in uniform, each service, and every one of our great civilian employees understand that we must fight as a team.

Our soldiers know that they are the best on the battlefield; our sailors know that they are the best at sea; our airmen know that they are the finest in the skies; our Marines know that no one better ever hit the beach. But every one of these men and women also knows that they play on a team. They are of the team and for the team; “one for all and all for one,” as Alexandre Dumas put it in *The Three Musketeers*. We train as a team, fight as a team, and win as a team.

*JFQ: Joint Force Quarterly*—or simply *JFQ*—is the most recent addition to this effort. Its purpose is to spread the word about our team, to provide for a free give-and-take of ideas among a wide range of people from every corner of the military. We want the pages of *JFQ* to be filled with the latest word on joint issues—from warfighting to education, from training to logistics. We want the discussion of these joint issues to get a thorough airing, to stir debate and counter-argument, to stimulate the thinking of American men and women serving on land, at sea, and in the air. We want *JFQ* to be the voice of the joint warfighter.

Don't read the pages that follow if you are looking for the establishment point of view or the conventional wisdom. Pick up *JFQ* for controversy, debate, new ideas, and fresh insights—for the cool yet lively interplay among some of the finest minds committed to the profession of arms.

Read *JFQ*. Study it. Mark it up—underline and write in the margins. Get mad. Then contribute your own views. We want to hear from you. We need to hear from you. For it is only you and your buddies who can make *JFQ* one of the most thoroughly read and influential journals in our profession.

COLIN L. POWELL  
Chairman  
of the  
Joint Chiefs of Staff

General Colin L. Powell, USA, is the twelfth Chairman of the Joint Chiefs of Staff. He was previously Commander in Chief, Forces Command, and also has served as Assistant to the President for National Security Affairs.