

A presentation featured at the

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***Forging an American Grand Strategy: Securing a Path Through a Complex Future***

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PROJECT ON NATIONAL SECURITY REFORM

*Envisioning a  
National Security System  
for the 21<sup>st</sup> Century*

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# *Main Points*

- **Strategic foresight for grand strategy should have, as a focal point, a vision of how America is to secure its place in the world - how should we come to that vision?**
- **If grand strategy is a process, then the "system" that facilitates that process should be of greatest concern - what should that system look like?**
- **Thus, creating a vision for that system is really the key to shaping the process of formulating American grand strategy**



# *Strategic Foresight*



- **Strategic foresight for grand strategy should have, as a focal point, a vision of how America is to secure its place in the world - how should we come to that vision?**
- **A vision is “a story” (Slaughter) – a narrative of the future; but there also has to be a sense of how to get there**
- **Strategic vision for the United States will come primarily from the bottom-up, because**
  - That is the traditional process of change in America
  - Public buy-in is essential for a “common direction and consensus” (Slaughter)
  - Empowerment through social media
  - The greater moral content of 21<sup>st</sup> century power and strength in a broader, comprehensive context for “security”



# *A Strategic System*



- If grand strategy is a process, then the "system" that facilitates that process should be of greatest concern - what should that system look like?
- Foresight and anticipatory governance takes place through a "system of systems" (Fuerth)
- This is not what U.S. national security looks like now – out of synch with strategic imperatives of 21<sup>st</sup> century
  - Constraints of the strategic environment or "ecosystem"
  - Resource restraints
- Strategic management and decentralized execution is the management application of "thinking globally while acting locally"



# *Envisioning a Transformed National Security System*



- **System characteristics**
  - Anticipatory, collaborative, agile, and innovative – combining all elements of national strength, integrating intelligence, making timely/informed decisions, and taking decisive action
  - A broadened concept of national security: whole-of-government *and* whole-of-nation; unity of purpose and effort; and, prioritized investments emphasizing strengths and opportunities
  - As in the private sector, flatter, less redundant, leaner, more adaptive, teamed, and networked
  - Resources aligned with strategic goals
  - Greater emphasis on “soft strength” than on “hard power”
  - Transformed national security helping transformation of other government systems
- **Vision components**
  - Comprehensive strategy
  - Foresight and anticipatory governance
  - Strategic management
  - Interagency high-performance teaming
  - Integrated and flexible national security resourcing
  - Renewed role of Congress
  - Public-private partnering and global networking
  - Human capital



# *America's First Quarter Millennium: Envisioning a Transformed National Security System in 2026*

- **Recognizes that a vision for that system is the key to shaping the process of formulating grand strategy**
- **Envisions a national security system reflecting a more robust strategic management culture**
- **A “public working draft” launching dialogue to facilitate consensus-building**

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