

# **“Ways”**

*Using Military “Means” to Accomplish Strategic “Ends”*

R.K. Dobson Jr.

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# “Ways” Challenge

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- “Ways” describe how the joint force (means) will be used to accomplish strategic objectives (ends).
- “Ways” must consider the strategic environment of the future and focus on the significant military problems within that environment.

# Central Theme

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- **Previous NMS's have not provided the “plain speak” language that:**
  - Identifies problems, or elements of problems, to be solved by the military
  - Focuses the military on key missions and tasks
  - Establishes global priorities for the Military Services
  - Addresses areas and degree of risk the military is willing to accept
- **Symptoms**
  - Concepts that do not address key military problems in the future security environment
  - Doctrine that is focused on TTPs and is principally written to support conventional operations
  - Lack of prioritization and risk guidance

# **Future Security Environment**

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- **“The Joint Operational Environment – The World through 2020 and Beyond”**
- **“An Evolving Joint Perspective, Joint Warfare and Crisis Resolution in the 21<sup>st</sup> Century”**
- **“Mapping the Global Future: Report of the NIC’s 2020 Projects”**
  
- **QDR-06**
  - From a time of reasonable certainty to an era of surprise and uncertainty
  - From single focused-threats – to multiple complex challenges
  - From nation-state threats – to decentralized network threats from non-state enemies
  - From conducting war against nations – to conducting war in countries we are not at war with (safe havens)

# Likely Crisis and Conflict

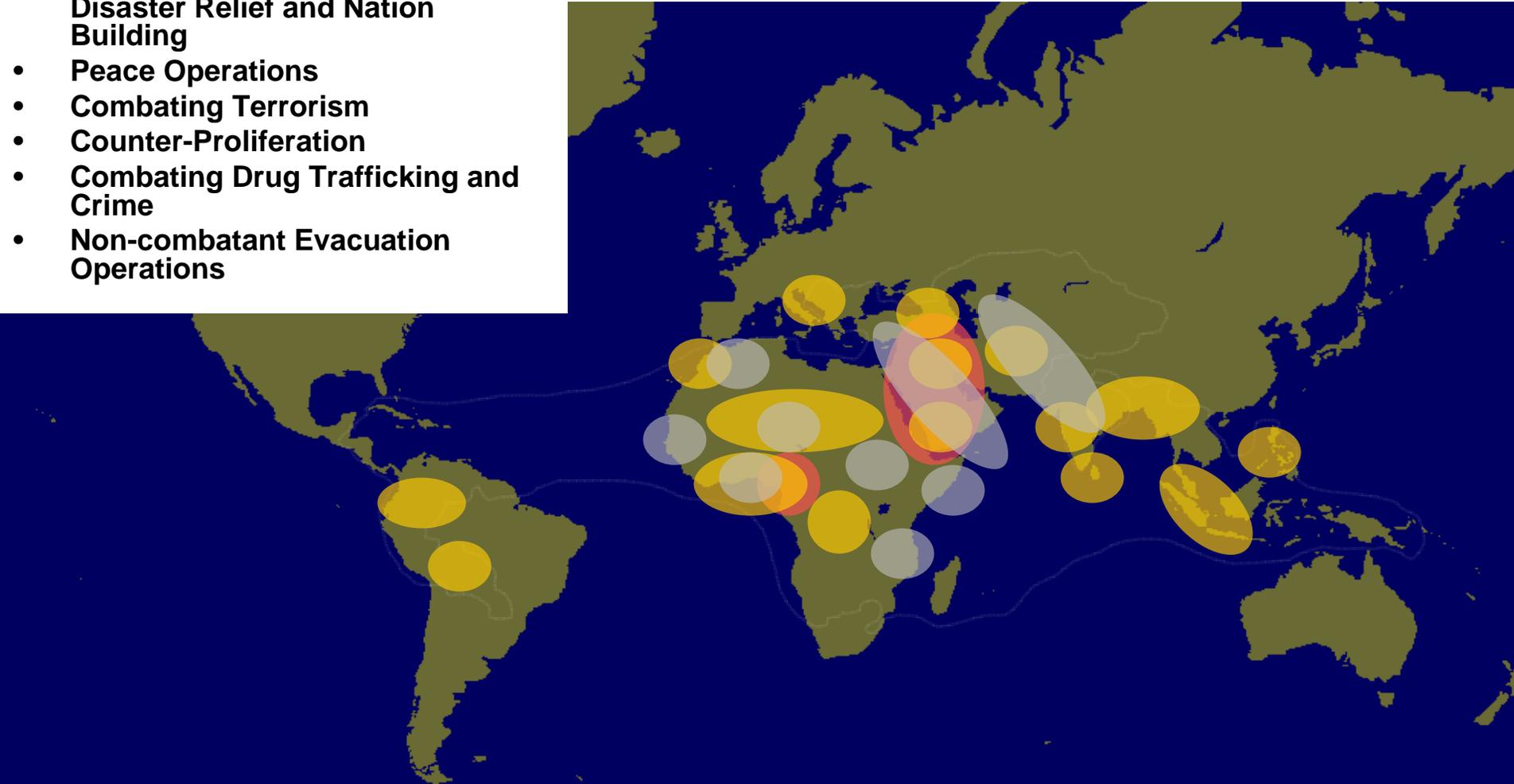
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- Stability and Support Operations
- Small Wars and Counterinsurgency
- Humanitarian Assistance, Disaster Relief and Nation Building
- Peace Operations
- Combating Terrorism
- Counter-Proliferation
- Combating Drug Trafficking and Crime
- Non-combatant Evacuation Operations

Sunni  
Insurgency

Shia  
Insurgency

Micro-nationalist  
Insurgencies



# Grand Strategic Alternatives

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- **Neo-Isolation**

- Major Problem - Avoid entanglements in others affairs
- Preferred World Order – Distant balance of power
- Regional Priorities – North America
- Force Posture – Minimal self defense

- **Selective Engagement**

- Major Problem – Peace among the
- Preferred World Order – Balance
- Regional Priorities – Indu
- Force Posture – Two

- **Cooperative Security**

- Major Problem – Visibility of peace
- Preferred World Order – Interdependence
- Regional Priorities – Global
- Force Posture – Reconnaissance strike complex for multilateral action

- **Primacy**

- Major Problem – The rise of a peer competitor
- Preferred World Order – Hegemonic
- Regional Priorities – Industrial Eurasia and home of any potential peer competitor
- Force Posture – A two-power standard force

**What is our national strategic approach?**

# NMS - Review

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- **1995 – A Strategy for Flexible and Selective Engagement**
  - National Military Objectives – Promote Stability and Thwart Aggression
  - Strategic Concepts – Overseas Presence, Power Projection
- **1997 – Shape, Respond, Prepare Now – A Military Strategy for a New Era**
  - National Military Objectives – Promote Peace and Stability, and Defeat Adversaries
  - Strategic Concepts – Strategic Agility, Overseas Presence, Power Projection, Decisive Force
- **2004 – A Strategy for Today, a Vision for Tomorrow**
  - National Military Objectives – Protect the United States Against External Attacks and Aggression, Prevent Conflict and Surprise Attack, Prevail Against Adversaries
  - Strategic Concepts – Homeland Security, Stability Operations, Strategic Deterrence, and Major Combat Operations

# Concepts

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**Strategic and Operational Concepts are the “Ways” of the strategy and describe how something will be done in the future**

- **Strategic concepts** constitute “the fundamental element of military service,...the statement of its role...or purpose in implementing national policy.” Samuel Huntington
- **Approaches**
  - Here is the military problem and how I am going to solve it.
  - Here is what I want to do and how I am going to do it.
- **Joint Concepts**
  - CCJO, JOCs, JICs, JFCs
  - Some two dozen concepts
  - Over 1600 pages

**Current approach to concept development is focused on developing capabilities lists that can be used in the CBA process vice solving future problems in future security environment**

# Doctrine

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**Doctrine is high order and should describe your fundamental beliefs**

**vs.**

**Tactics, techniques, and procedures provide ever-increasing levels of detail**

- **Joint Doctrine**
  - 100+ manuals
  - 20,000 pages
  - TTP oriented
  - Reviewed every two years
  - No philosophy of command and control
  - Principally focused on the legacy security environment

***Joint doctrine needs an overarching philosophy of command and control***

# Prioritization and Risk Guidance

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**NMS should provide guidance to link the “ends” to the “means” by addressing strategic and operational concepts that solve future security problems. Additionally, the NMS should identify areas in which risk can be accepted**

- **NMS**
  - Adds mission/tasks without prioritization or deletions
  - Does not address risk
  - Results in bottom-up vs. top down

**Lack of top-down guidance results in priorities and guidance being developed from the bottom-up**

# NMS Recommendations

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- **Strategic and Operational Concept**
  - NMS must identify an overarching strategic concept for the military that identifies the strategic requirements that must be fulfilled to implement the national strategy
  - needs to specify the significant military problems that must be addressed by operational concepts that must solve future security challenges and identify the required military capabilities
    - Global Radical Islamic Movements
    - Achieving Global Influence
    - Insurgencies
    - Information Operations
    - Crisis Response
    - Counter-Precision Operations
    - Counter-Nuclear Operations
- **Doctrine**
  - Focus on high-level manuals fewer in number
  - Develop a philosophy of Command and Control
- **Focus, Priorities, and Risk**
  - Identify and prioritize key mission/task areas
  - Identify areas in which to accept and avoid risk
    - Missions/tasks
    - Geographical
    - Programs