

# **National Military Strategy**

## **Formulating Objectives**

# Presenter's Bias

- Strategy can be conceptualized and expressed as a theory.
- A proper theory of strategy can improve strategic thinking.
- Strategy and planning are two different mind sets and require different thinking.
- While all military professionals can not be strategists proper, a conceptual understanding of strategy also enhances the planning and execution processes.

*Strategy formulation is disciplined by understanding theory, but articulation often yields to the realities of sausage making.*

# What is strategy?

- “The art and science of developing and employing instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational **objectives**.” **Joint Pub 1-02**
- “... the comprehensive direction of power to control situations and areas in order to attain objectives.”  
**Henry Eccle**
- ... the employment of the elements of power to achieve political **objectives** of the state in cooperation or in competition with other actors pursuing their own objectives. **Jablonsky**
- A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational **objectives**. **DoD Dictionary**

# Strategy defined

Strategy is all about how (way or concept) leadership will use the power (instruments and resources) available to the state to exercise control over sets of circumstances and geographic locations to achieve objectives (ends) that support state interests. Strategy **provides direction for the coercive or persuasive use of this power to achieve specified objectives leading to favorable strategic effects that protect or advance national interests.**

**Interests = Desired End States =**

**Values/National Purpose expressed in context (time, place, factors, other values, etc.)**

# Military Strategy defined

Military Strategy is the art and science of developing and using the military element of power **in conjunction with the state's other elements of power** to create strategic effects that protect or advance national interests in the environment in accordance with policy guidance.

All strategy seeks a synergy and symmetry of objectives, concepts, and resources to increase the probabilities and favorable consequences of policy success and to lessen the chances of policy failure.

# Relationship Among Levels of Thinking

“...tactics teaches the use of armed forces in the engagement; strategy, the use of engagements for the object of war.”  
*On War, Howard & Paret, 128*

Action

Campaign Planning

Purpose Objectives Guidance

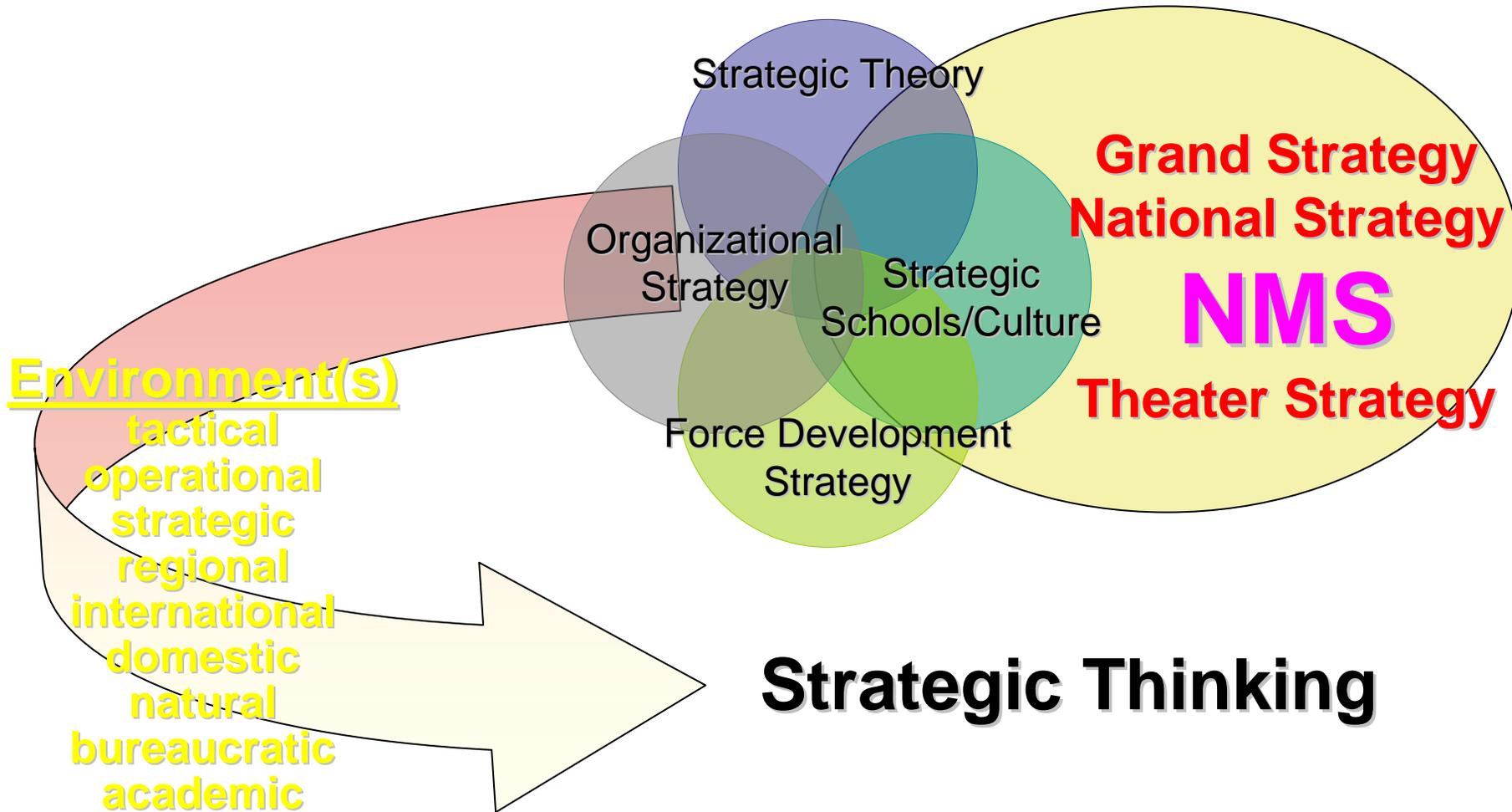
Tactical	Plans for and executes through direct action a single engagement or undertaking.
Operational	Plans synchronized multiple engagements or undertakings and bridges the “gap” between tactics and strategy in a more complex modern world.
<b>Strategic</b>	<b>Develops unifying objectives and the guidance for pursuing them that bounds both planning and action.</b>

  
**Policy**

Good policy, strategy, planning, and tactics share the paradigm of ends, ways, means.

**All strategy is “actioned” by tactics—someone doing something!**

# Realms of Strategy



**Strategic thinking occurs in all of these realms and there is a relationship among the realms and among the environments and between the realms and the environments.**

# Role of Objectives

In strategy formulation, getting the objectives right matters most! The identification and achievement of **the right objectives creates the desired strategic effect.**

**If not properly selected and articulated,** a proposed strategy is fundamentally flawed and **cannot be effective.**

If the wrong objectives are identified, the concepts and resources serve no strategic purpose. Objectives are primary even though concepts and resources are also crucial to success—action and costs are subordinate to purpose in strategy.

A lack of efficiency costs you more to gain success, but a lack of effectiveness precludes success.

**Ultimately strategy's success can be measured only in terms of its objectives.**

# What are Objectives?

- Objectives (ends) explain “**what**” is to be accomplished. They flow from a consideration of the interests and the factors in the strategic environment affecting the achievement of the desired end state.
- Objectives are bounded by policy guidance, higher strategy, the nature of the strategic environment, the capabilities and limitations of the instruments of powers of the state, and resources made available.
- If accomplished, **they create, or contribute to creation of strategic effects that lead to the achievement of the desired end state** at the level of strategy being analyzed and, ultimately, serve national interests.
- Objectives are expressed with explicit verbs (i.e., deter war, promote regional stability, destroy Iraqi armed forces).

**Explicit verbs force the strategist to consider and qualify what is to be accomplished and help establish the parameters for the use of power.**

# Relationship to Concepts...

- **Strategic concepts (ways) explain the big question of “how” the objectives are to be accomplished** by the employment of the instruments of power.
- **Ways link resources to the objectives** by addressing **who does “what”, where, when, how and why** to explain “how” an objective will be achieved. Since concepts convey action they often employ verbs in their construction, but are descriptions of “how” the objective of a strategy is to be accomplished.
- Strategic concepts provide direction and boundaries for subordinate strategies and planning. A strategic concept must be explicit enough to provide planning guidance to those identified to implement and resource it, but not so detailed as to eliminate creativity and initiative at subordinate strategy and planning levels. Logically, concepts become more specific at lower levels.

**Subordinate level objectives are often the little “what” in higher level concepts.**

# Relationship to Resources...

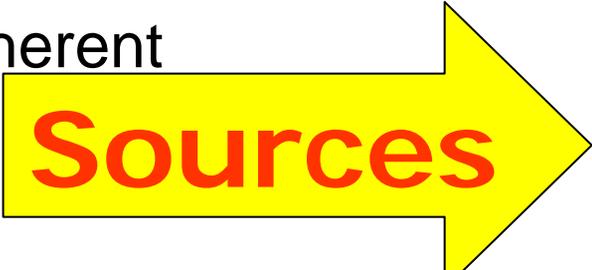
- Resources (means) in strategy formulation set the boundaries for the types and levels of **resources that will be made available to support concepts of the strategy leading to achievement of the objectives.**
- Resources can be tangible or intangible. Examples of tangible means include forces, people, equipment, money, and facilities. Intangible resources include things like “will,” courage, or intellect.
- Intangible resources are often problematic for the strategist in that they are often not measurable or are volatile. Hence, intangible resources or forces not in being should always be suspect and closely examined to determine if they are not actually improperly expressed concepts or objectives.

**Resources are defined by concepts but must be sufficient to assure achievement of the objective.**

# What defines objectives .....

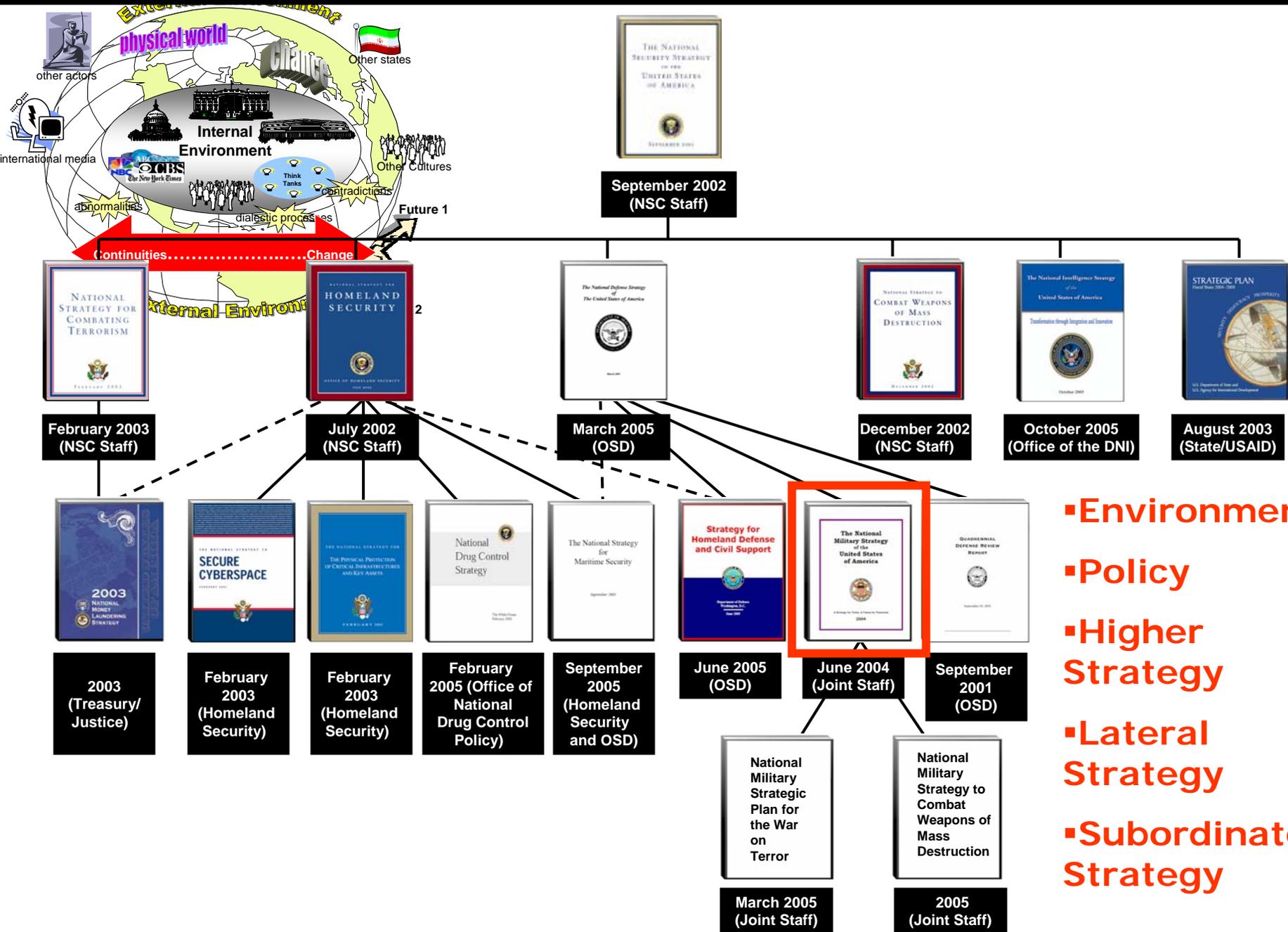
## 15 Premises of Strategy

- Proactive
- Subordinate to Policy
- Subordinate to Strategic Environment
- Holistic Perspective
- Creates Security Dilemma
- Founded in What and Why?
- Human Enterprise
- Friction is inherent
- Focus is on root purposes and causes
- Hierarchical
- Symbiotic relationship w/time
- Cumulative
- Effectiveness is paramount
- In concert qualitatively and quantitatively
- Risk is inherent



**Sources**

# National Strategy Documents



# 21st Century Security Environment

## Wide Range of Adversaries and Challenges



### State and Non-state

Rising competitors

Rogue States

Failed States

Islamic Extremists

Narco-Criminals

Humanitarian Disasters

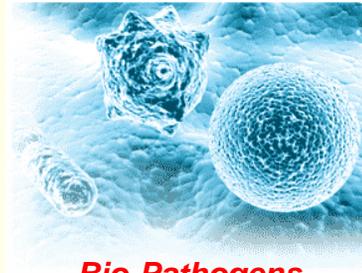
Disease



**WMD**



**Ballistic Missiles**



**Bio-Pathogens**

**Diffuse  
Technology**

## Complex & Distributed Battlespace

### High Intensity Combat



**Insurgency &  
Unconventional  
Warfare**



**Terrorism**



**Computer Network  
Attack**

**"The United States seek to extend freedom across the globe by leading an international effort to end tyranny and promote effective democracy"**

**2006 National Security Strategy**

# Strategic factors...

- strategy forecasts from a knowledge and understanding of the systems of the strategic **environment—what they are (facts and assumptions) and how they interact (observation, reason and assumptions) within the dimensions of strategy**. From this understanding the strategist derives key factors.
- Key factors are things that **contribute causally to the achievement of policy aims—assisting or precluding success**. Factors may be tangible or intangible, representing any aspect of the environment.
- Factors **constitute the key facts, continuities and emerging trends—they are at the point of interaction** within the system and among systems. ...using or influencing them is how policy goals are achieved. The strategist seeks to change, leverage, or overcome these, in effect modifying the equilibrium within the strategic environment ...in his selection of ends, ways, and means—the rational output of strategic thought.

# Elements of the NSS

## Ends

### National Security Goals

*Political and economic freedom; Peaceful relations with other states: and Respect for human dignity*

Desired Endstates  
Interagency Roles

- *Built on America's unique position in the world.*
- *Shaped by the threat of global terrorism.*
- *Focused on making the world not just safer but better – actively creating conditions for long-term peace and global prosperity.*
- *Guides the development of integrated approaches to complex security issues.*

## Ways

### Broad Approaches to Applying Power

- *Champion human dignity;*
- *Strengthen alliances to defeat global terrorism and prevent attacks;*
  - *Defuse regional conflicts;*
  - *Prevent the threat of WMD;*
- *Ignite global economic growth;*
- *Expand the circle of development;*
- *Develop agendas for cooperative action;*
- *Transform national security institutions.*

## Means

### Instruments of National Power and Influence

- *Diplomacy*
- *Information*
- *Military*
- *Economic*

# 2005 NDS/2004NMS

**NSS**  
**Strategic Aim**  
Help Make the world not just safer, but better

**Goals**  
Political and Economic Freedom  
Peaceful Relations with other States  
Respect for Human Dignity

**Defense Strategy**

<b><u>Strategic Objectives</u></b> <ul style="list-style-type: none"><li>• Secure the United States</li><li>• Secure Strategic Access</li><li>• Strengthen Alliances and Partnerships</li><li>• Establish Favorable Security Conditions</li></ul>	<b><u>Sizing Constraints</u></b> <ul style="list-style-type: none"><li>• 1- Defend the Homeland</li><li>• 4 – Operate in and from 4 Forward Regions</li><li>• 2 – Swiftly Defeat Adversaries in Overlapping Campaigns</li><li>• 1 – Win Decisive Campaign to Achieve Enduring Result</li><li>• Limited Lesser Contingencies</li></ul>
<b><u>Key Activities</u></b> <ul style="list-style-type: none"><li>Assure</li><li>Dissuade</li><li>Deter</li><li>Defeat</li></ul>	

## Military Objectives

Protect the United States

JOCs

Prevent Conflict and Surprise Attack

JOCs

Prevail Against Adversaries

JOCs

Guided by Strategic Principles

Decisive Force  
Strategic Agility  
Integrated Operations

## Military Tasks

- Counter Threats Close to Their Source
- Protect Strategic Approaches
- Defensive Actions at Home
- Create a Global Anti-Terrorism Environment

- Adopt a Forward Posture and Presence
- Promote Security
- Deter Aggression
- Prevent Surprise Attack

- Swiftly Defeat Adversaries in Overlapping Campaigns
- Win Decisively to Achieve More Enduring Results
- Conduct Stability Operations

Joint Operating, Functional & Enabling Concepts

Desired Joint Force Attributes  
Joint Force Functions

# 2005 NDS/2006 NMS

## Relationship of Military Objectives to NSS and NMS

**NSS**  
**Strategic Aim**  
Help Make the world not just safer, but better

**Goals**  
Political and Economic Freedom  
Peaceful Relations with other States  
Respect for Human Dignity

**Defense Strategy**

<b><u>Strategic Objectives</u></b> <ul style="list-style-type: none"><li>• Secure the United States</li><li>• Secure Strategic Access</li><li>• Strengthen Alliances and Partnerships</li><li>• Establish Favorable Security Conditions</li></ul>	<b><u>Sizing Constraints</u></b> <ul style="list-style-type: none"><li>• 1- Defend the Homeland</li><li>• 4 – Operate in and from 4 Forward Regions</li><li>• 2 – Swiftly Defeat Adversaries in Overlapping Campaigns</li><li>• 1 – Win Decisive Campaign to Achieve Enduring Result</li><li>• Limited Lesser Contingencies</li></ul>
<b><u>Key Activities</u></b> <ul style="list-style-type: none"><li>Assure</li><li>Dissuade</li><li>Deter</li><li>Defeat</li></ul>	

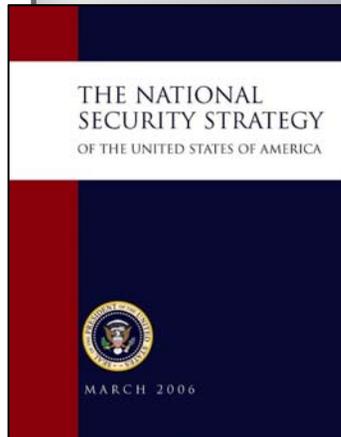
Objectives in the NMS are aligned with but not necessarily the same as those in the NSS or the NDS. They focus on the same interests and policy objectives but **are expressed in terms that are reflective of the military domain at the national level.** Both the NSS and NDS address responsibilities that are not delegated to or part of the uniformed military realm. (For example OSD has responsibilities associated with the industrial base.)

# Alignment Strategies

*Geo-Political/Geo-Economic*  
**U.S. Government**

## **National Security Strategy**

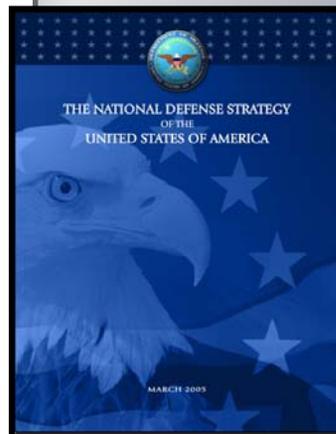
- National Interests, Goals & Priorities
- Integrating Instruments of National Power



*Political-Military*  
**Department of Defense**

## **National Defense Strategy**

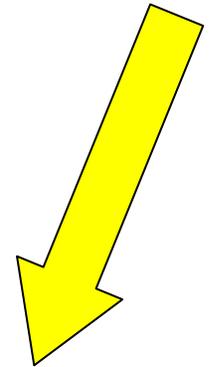
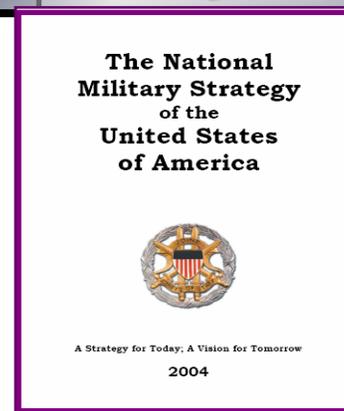
- Four Challenges
- Strategic Objectives
- Capabilities & Attributes
- Eight Transformation Goals



*Military-Operational*  
**Armed Forces**

## **National Military Strategy**

- Military Objectives
- Desired Attributes, Functions & Capabilities
- Joint Vision for Future Warfighting



# Criteria for NMS Objectives

- Must be founded in and consistent with the strategic environment.
- Should focus on the essence of the organization's contribution to the national effort. (military vs. DoD)
- Must address or be inclusive of appropriate NSS/NDS objectives or concepts (and aware of lateral and subordinate efforts).
- Must support and can not contradict NSS or NDS.
- Should be broad enough to provide flexibility and adaptability at lower levels, **BUT...**
- Should be precise enough to provide boundaries and direction to subordinate levels.
- Cannot ask subordinate level strategy and planning to accomplish the impossible.
- Must justify subordinate objectives in the concepts (avoids contradictions).
- Must be supportable (resources).

# Past NMS Objectives

## NMS 1992

- Deter Aggression
- Defend Nation's Vital Interests

## NMS 1995

- Thwart Aggression
- Promote Stability.

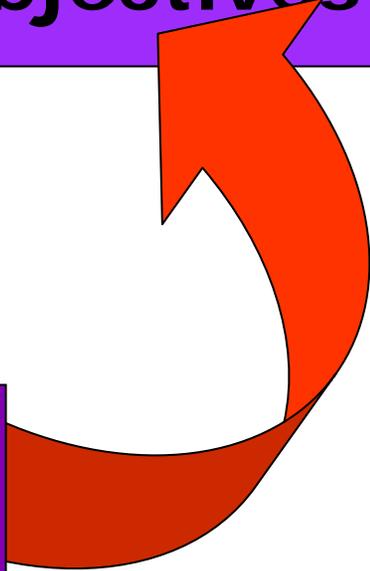
## NMS 1997

- Promote Peace and Stability
- Defeat Adversaries

## NMS 2004 Objectives

- *Protect the United States;*
- *Prevent conflict and surprise attack;*
- *Prevail against adversaries*

**2006  
NMS  
Objectives?**



# Words matter...

The NDS (pg.13) identifies Operating from the Global Commons—space, international waters and airspace, and cyberspace—as a key capability. Yet a number of strategic factors suggest freedom of the global commons itself is at risk—pirates, killer satellites, internet espionage, terrorist's use. If important enough it could be elevated to NMS objective—as “operational” or a force developmental objective. The choice of the words implies different things to be accomplished and different parameters for the use of military power...

**Interest: a global commons open to legitimate enterprise.**

**Develop capacity to operate in all of global commons.**

**Develop operational dominance of global commons.**

**Police the global commons**

**Defend the global commons**

**Ensure neutrality of global commons**

**Deny adversaries free use of global commons**

# Types of Objectives

## Key Strategic Factors

## Type Objective

a world without WMD proliferation

New proliferation of WMD

Deter the development or transfer of WMD and WMD technology.

a stable world order

Growth of global terrorism

Thwart or defeat terrorist attacks and organizations.

safeguarded U.S. freedoms and interests

Embolden state adversaries

Defend the United States and its interests from direct attack.

Increased technological leapfrogging

Sustain a high quality modern joint force.

I  
N  
T  
E  
R  
E  
S  
T  
S

# The 70% Test

Ultimately objectives are a matter of choice...the quality of your choice in conjunction with your articulated concepts and resources directs the efforts of others and affects the probabilities of success. There is no sure fired test, but ask the question....

**[State the objective] in order to do what?**

**“Sustain a high quality modern joint force  
in order to do what?”**

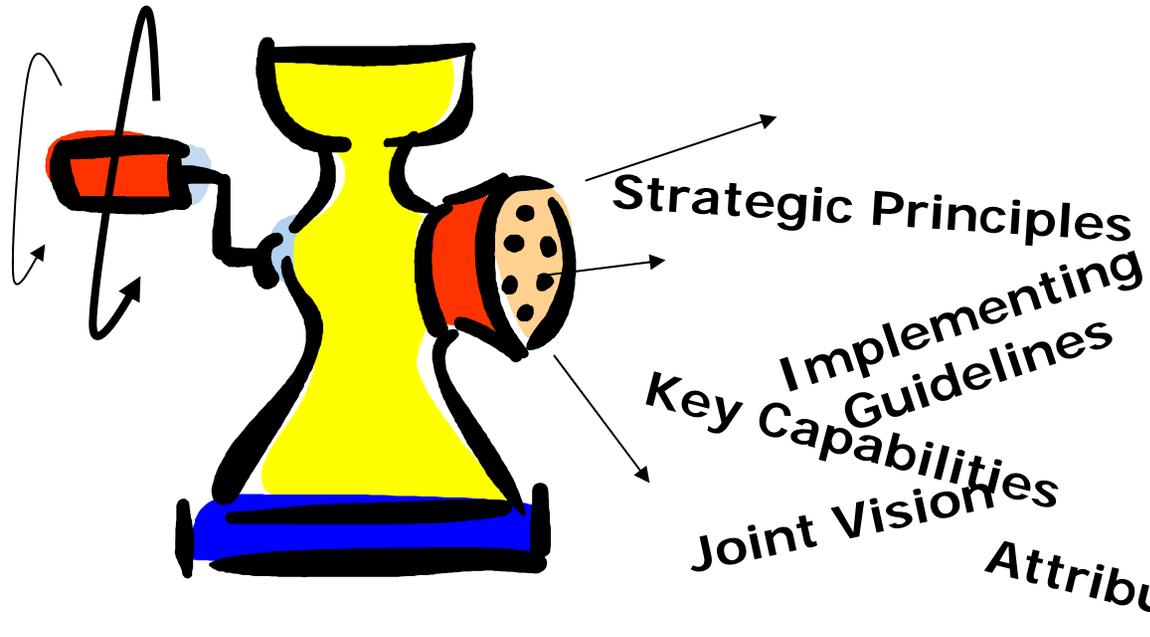
**Should lead back to a higher level objective (stated, concept, implied) or an interest! If it doesn't the answer it gives you is probably the right objective—or at least you should think carefully about the objective.**

Secure the U.S. from direct attack. Obj (NDS 2005, iv)/ Means (Desired Capabilities, NDS 2005, 12, 13,14)

“Transform America’s National Security institutions...” (NSS 2006, 43)

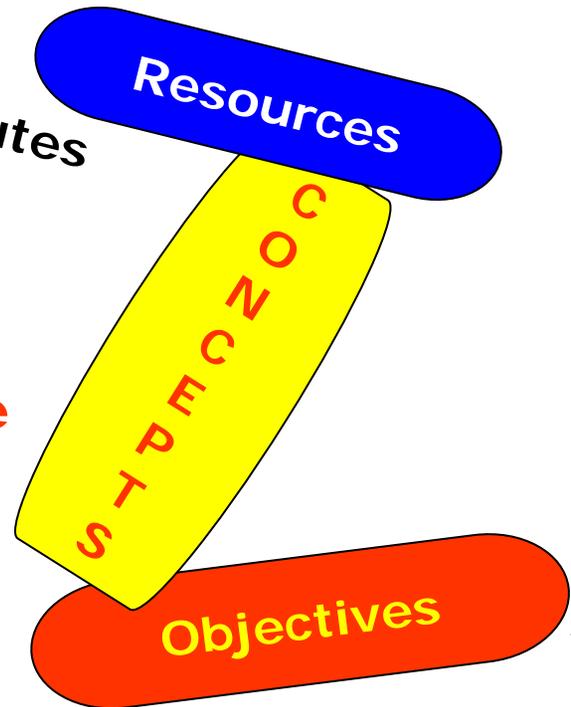
“safeguarded U.S. freedoms and interests” interest/endstate (NDS 2005, 2)

# Last Advice



interests

Strategic factors



Get the objectives, concepts, and resources right and label them clearly. They should stand out in the sausage of strategy and guide and bound subordinate strategy and planning.

S  
T  
R  
A  
T  
E  
G  
Y

# Backup Slides



# 2004 National Military Strategy Elements

## Ends

### National Military Objectives

- *Protect the United States;*
  - *Prevent conflict and surprise attack;*
  - *Prevail against adversaries*

- *Military implications of the security environment that shape objectives.*
- *Military objectives that contribute to national and Department goals and objectives.*
- *Strategic principles that guide the application of military force.*
- *Joint Force concepts, attributes and functions that support a capabilities-based approach to force planning.*
- *Implications from recent operations that inform force design and force planning and sizing.*
- *A vision for future joint warfighting that guides continuous “in-stride” transformation.*

### Desired Endstates Military Tasks

## Ways

### Integrated Force Employment Concepts

*Joint Operating, Functional & Enabling Concepts*

## Means

### Force Design Force Size

- *Implications of 1-4-2-1 Force Planning Construct*
- *Capabilities to Achieve Full Spectrum Dominance... Today and Tomorrow*

**Guided by Strategic Principles**

*Decisive Force  
Strategic Agility  
Integrated Operations*

Desired  
Joint Force Attributes  
Joint Force Functions

***Executable strategy—many challenges and competing demands***

**Global Environment (Forces & Trends)**

---

**Competing Values**

**Economic Conditions**

**Globalization**

**Information Revolution**

**International Law**

**International Organizations**

**Non-State Actors**

**Threats: Conventional and Transnational**

**WMD**

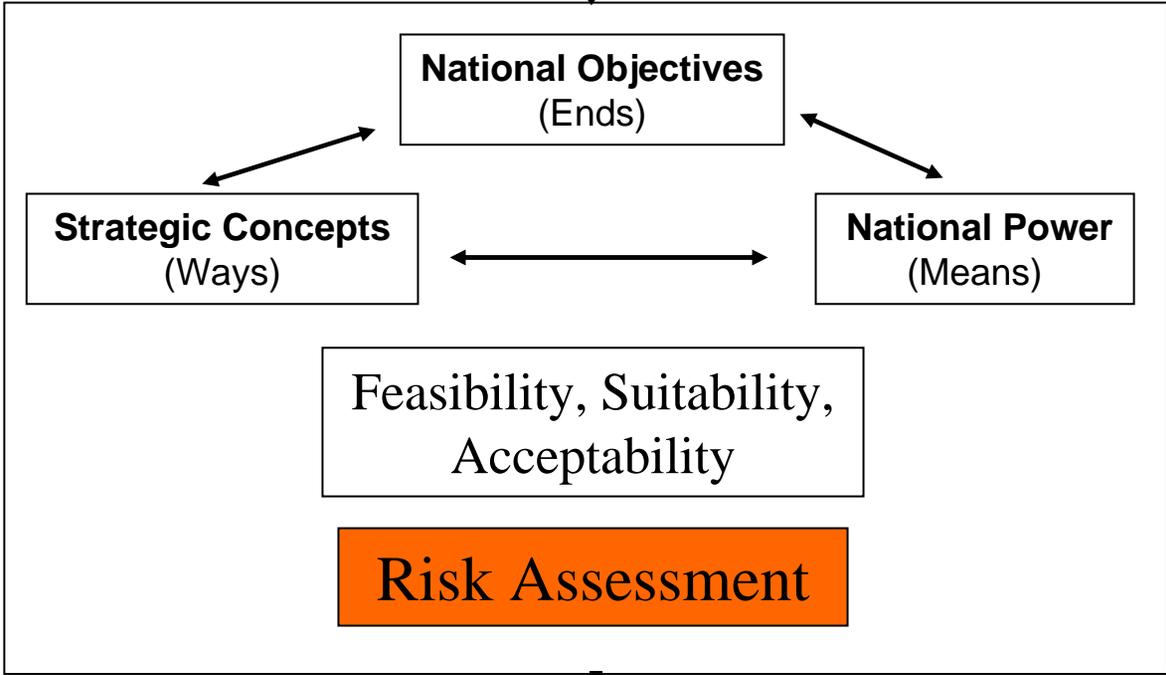
**National Purpose**  
(Enduring Beliefs, Ethics and Values)



**National Interests**



**Strategic Vision/Grand Strategy**



**Strategy**

**Domestic Environment (Forces & Trends)**

---

**Federal system of government**

**Bureaucracy**

**Economic conditions**

**Societal needs**

**Electoral politics**

**The media**

**Public opinion**

**National style, self-image**

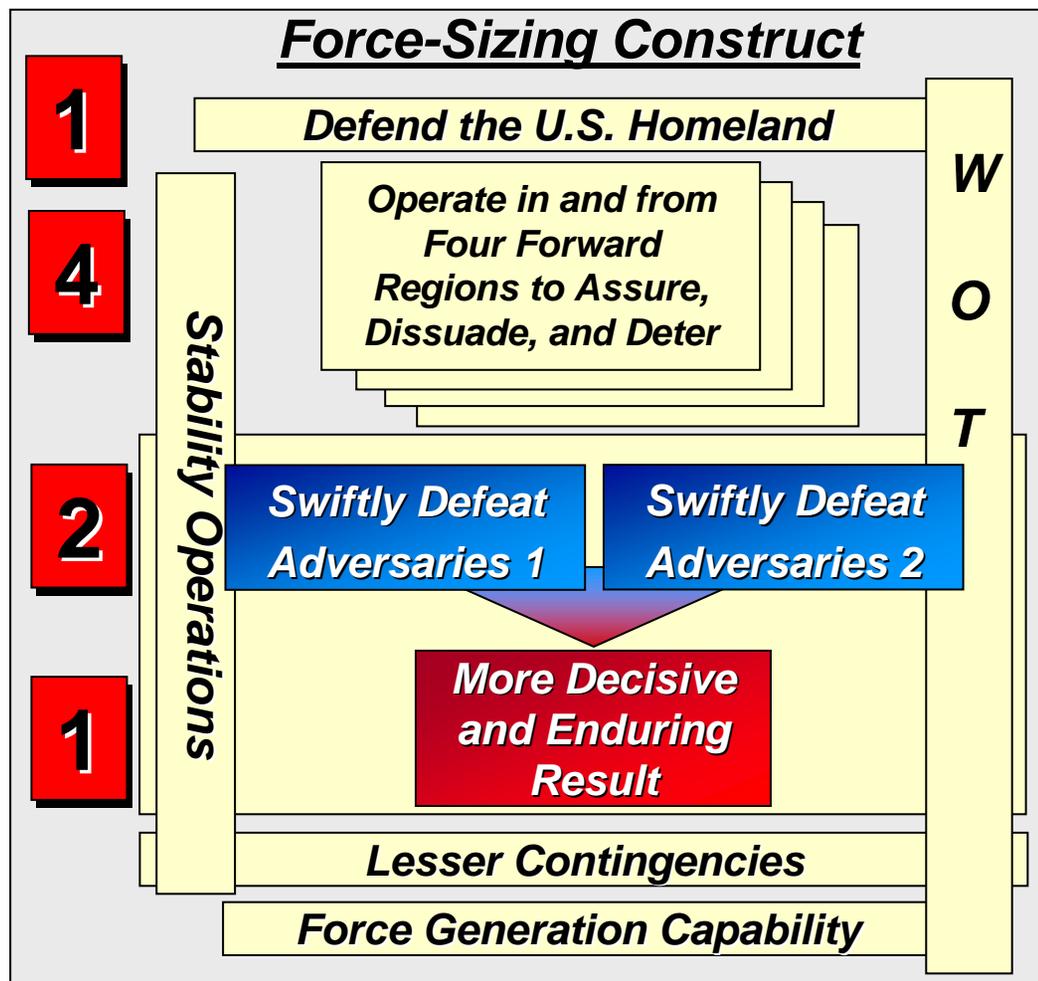
**Presidential style**



# 2004 National Defense Strategy

## Defense Objectives

- Secure the United States from direct attack.
- Secure strategic access and retain global freedom of action.
- Strengthen alliances and partnerships to contend with common challenges.
- Establish security conditions conducive to a favorable international order.

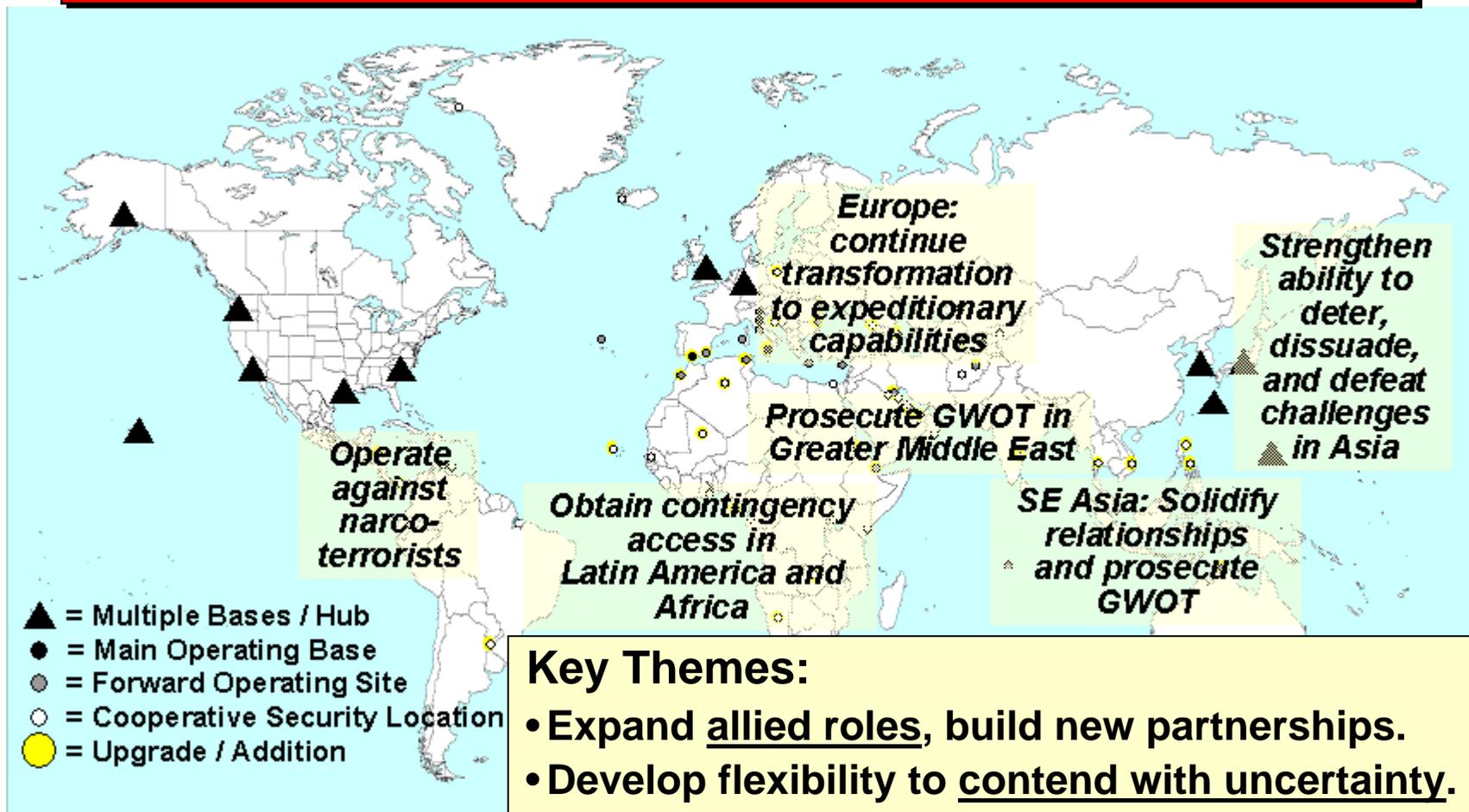


***The new Defense Strategy updates the 1-4-2-1 Force-Sizing Construct from the 2001 Quadrennial Defense Review.***



# Transformation of Global Posture

**Balanced, rationalized, and strategy-based global posture**



## Key Themes:

- Expand allied roles, build new partnerships.
- Develop flexibility to contend with uncertainty.
- Focus within and across regions.
- Develop rapidly deployable capabilities.
- Focus on capabilities, not numbers.



# *2004 CJCS Priorities*

- **Win the War on Terrorism.**
  - Achieve enduring victory in Iraq and Afghanistan.
  - Globally disrupt and defeat terrorist networks.
  - Prevent terrorist acquisition and use of WMD/E.
  - Create and sustain a global anti-terrorism environment.
  
- **Enhance Joint Warfighting.**
  - Further develop trust and confidence between Services through training, education and exercises.
  - Improve integration between interagency and multinational partners.
  - Eliminate gaps and seams among combatant commands and coalition partners.
  
- **Transform the Force.**
  - Develop new force employment concepts – new ways to use the force.
  - Integrate new warfighting capabilities – rapid prototyping and fielding.
  - Leverage research and development efforts – anticipate emerging challenges.



# 2004 Strategic Principles

- **Agility**
  - Contend with uncertainty and counter surprise.
  - Retain the initiative.
  - Simultaneous, non-linear operations.
- **Decisiveness**
  - Generate specific effects to accomplish objectives.
  - Control any situation or defeat any adversary.
  - Achieve overmatch in capabilities.
- **Integration**
  - Focus and unity of effort and enhance collaboration.
  - Fuse and synchronize military with other instruments of national and international power.
  - Conduct seamless operations.

*These principles stress speed and support the concept of surging capabilities from widely dispersed locations*



# 2004 National Military Objectives

- **Protect** the United States – Active defense-in-depth.
  - *Counter threats close to their source.*
  - *Protecting strategic approaches.*
  - *Defensive actions at home.*
  - *Creating a global anti-terrorism environment.*
- **Prevent** Conflict and Surprise Attack.
  - *Forward posture and presence.*
  - *Promote security.*
  - *Deterring aggression.*
  - *Prevent surprise attacks.*
- **Prevail** Against Adversaries.
  - *Swiftly defeat adversaries.*
  - *Win decisively.*

*Campaigns must integrate major combat and stability operations*



# 2004 The NMS: Executing the Strategy

**NSS**  
**Strategic Aim**  
Help Make the world not just safer, but better

**Goals**  
Political and Economic Freedom  
Peaceful Relations with other States  
Respect for Human Dignity

**Defense Strategy**

<p style="text-align: center;"><b><u>Strategic Objectives</u></b></p> <ul style="list-style-type: none"> <li>• Secure the United States</li> <li>• Secure Strategic Access</li> <li>• Strengthen Alliances and Partnerships</li> <li>• Establish Favorable Security Conditions</li> </ul>	<p style="text-align: center;"><b><u>Sizing Constraints</u></b></p> <ul style="list-style-type: none"> <li>• 1- Defend the Homeland</li> <li>• 4 – Operate in and from 4 Forward Regions</li> <li>• 2 – Swiftly Defeat Adversaries in Overlapping Campaigns</li> <li>• 1 – Win Decisive Campaign to Achieve Enduring Result</li> <li>• Limited Lesser Contingencies</li> </ul>
<p style="text-align: center;"><b><u>Key Activities</u></b></p> <p style="text-align: center;">Assure Dissuade Deter Defeat</p>	

## Military Objectives

**Protect the United States**

JOCs

- Counter Threats Close to Their Source
- Protect Strategic Approaches
- Defensive Actions at Home
- Create a Global Anti-Terrorism Environment

**Prevent Conflict and Surprise Attack**

JOCs

- Adopt a Forward Posture and Presence
- Promote Security
- Deter Aggression
- Prevent Surprise Attack

**Prevail Against Adversaries**

JOCs

- Swiftly Defeat Adversaries in Overlapping Campaigns
- Win Decisively to Achieve More Enduring Results
- Conduct Stability Operations

## Military Tasks



# 2004 Secure Strategic Access

**NSS**  
**Strategic Aim**  
 Help Make the world not just safer, but better

**Goals**  
 Political and Economic Freedom  
 Peaceful Relations with other States  
 Respect for Human Dignity

**Defense Strategy**

**Strategic Objective**

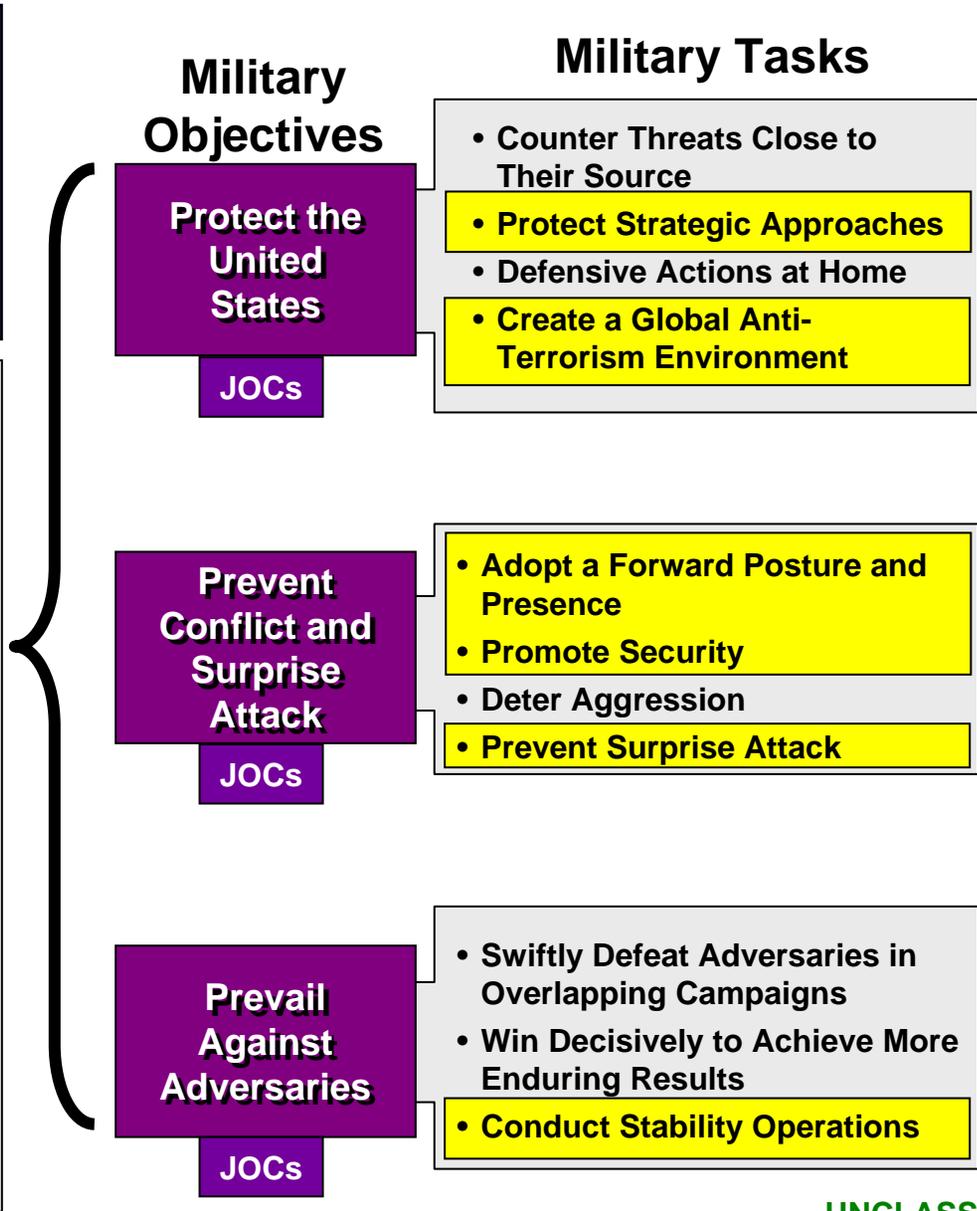
**Secure Strategic Access**

**Key Activities**

Assure  
 Dissuade  
 Deter  
 Defeat

**Sizing Constraints**

- 1- Defend the Homeland
- 4 – Deter Forward in and from Four Regions
- 2 – Swiftly Defeat Adversaries in Overlapping Campaigns
- 1 – Win Decisive Campaign to Achieve Enduring Result
- Limited Lesser Contingencies





# 2004 Establish Favorable Security Conditions

**NSS**  
**Strategic Aim**  
 Help Make the world not just safer, but better

**Goals**  
 Political and Economic Freedom  
 Peaceful Relations with other States  
 Respect for Human Dignity

**Defense Strategy**

**Strategic Objective**

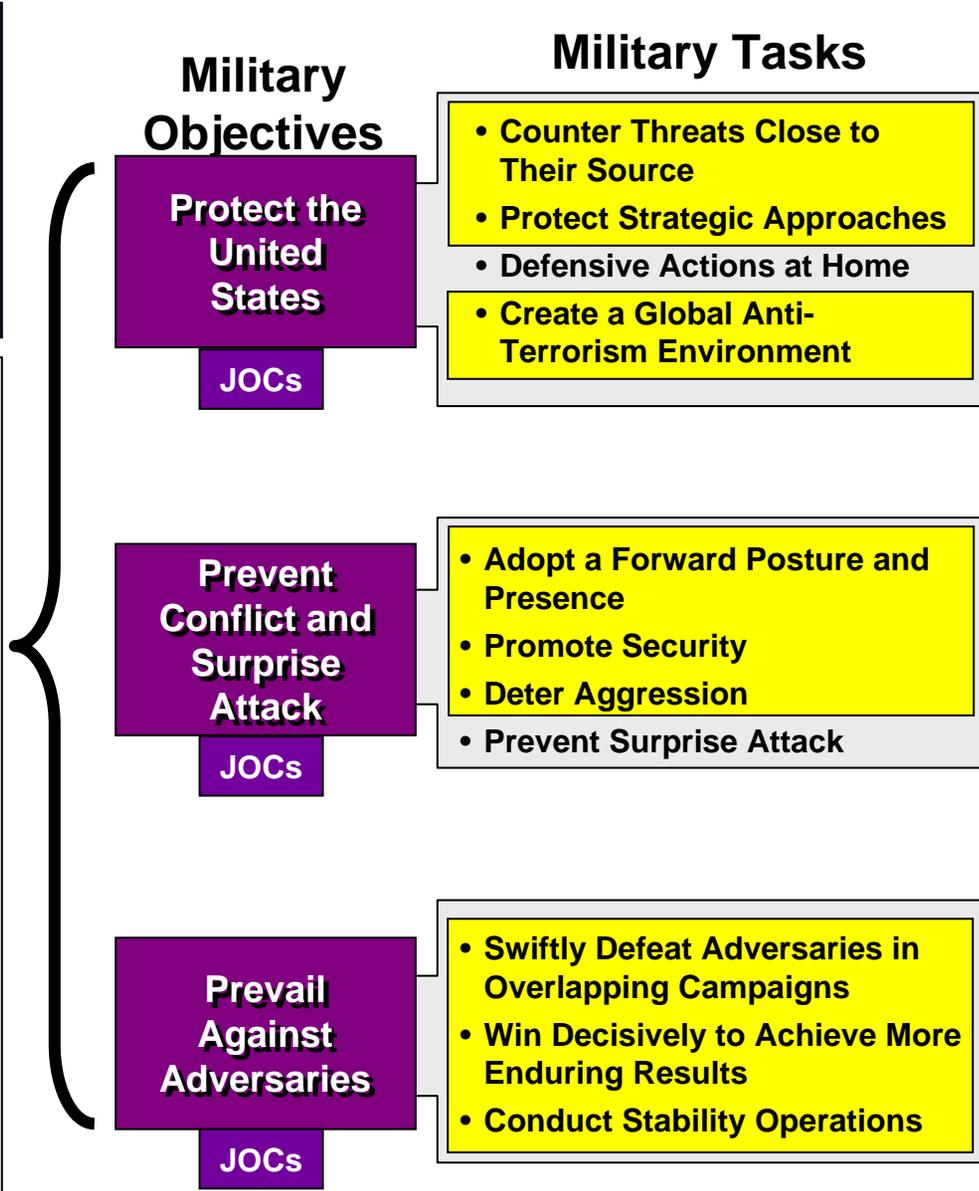
**Establish Favorable Security Conditions**

**Key Activities**

Assure  
 Dissuade  
 Deter  
**Defeat**

**Sizing Constraints**

- 1- Defend the Homeland
- 4 – Deter Forward in and from Four Regions
- 2 – Swiftly Defeat Adversaries in Overlapping Campaigns
- 1 – Win Decisive Campaign to Achieve Enduring Result
- Limited Lesser Contingencies





# 2004 Strengthen Alliances and Partnerships

## NSS

### Strategic Aim

Help Make the world not just safer, but better

### Goals

Political and Economic Freedom  
Peaceful Relations with other States  
Respect for Human Dignity

## Defense Strategy

### Strategic Objective

**Strengthen Alliances and Partnerships**

### Key Activities

**Assure**  
**Dissuade**  
**Deter**  
**Defeat**

### Sizing Constraints

- 1- Defend the Homeland
- 4 – Operate in and from 4 Forward Regions
- 2 – Swiftly Defeat Adversaries in Overlapping Campaigns
- 1 – Win Decisive Campaign to Achieve Enduring Result
- Limited Lesser Contingencies

## Military Objectives

**Protect the United States**

JOCs

## Military Tasks

- Counter Threats Close to Their Source
- Protect Strategic Approaches
- Defensive Actions at Home
- **Create a Global Anti-Terrorism Environment**

**Prevent Conflict and Surprise Attack**

JOCs

- **Adopt a Forward Posture and Presence**
- **Promote Security**
- Deter Aggression
- **Prevent Surprise Attack**

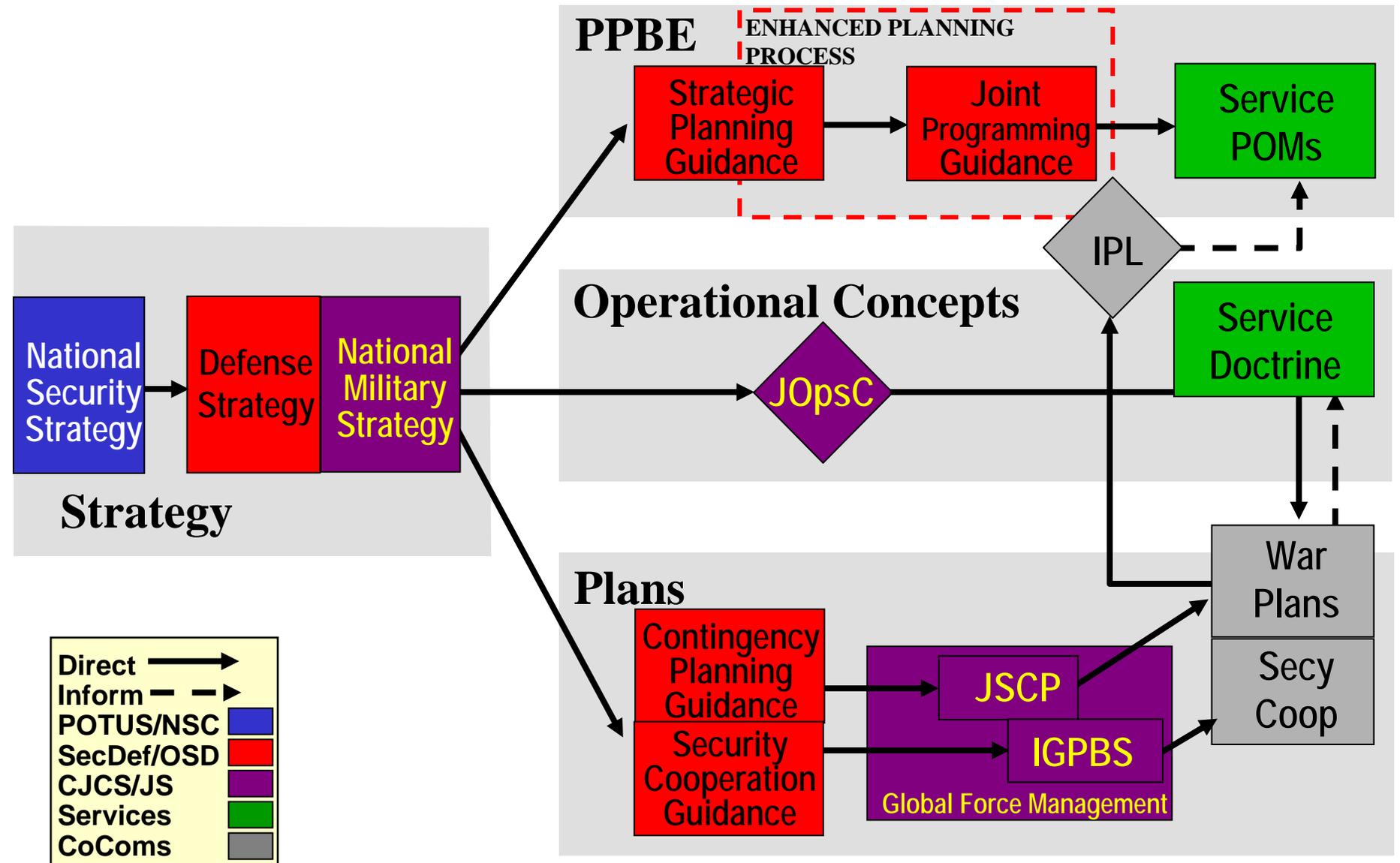
**Prevail Against Adversaries**

JOCs

- Swiftly Defeat Adversaries in Overlapping Campaigns
- Win Decisively to Achieve More Enduring Results
- Conduct Stability Operations



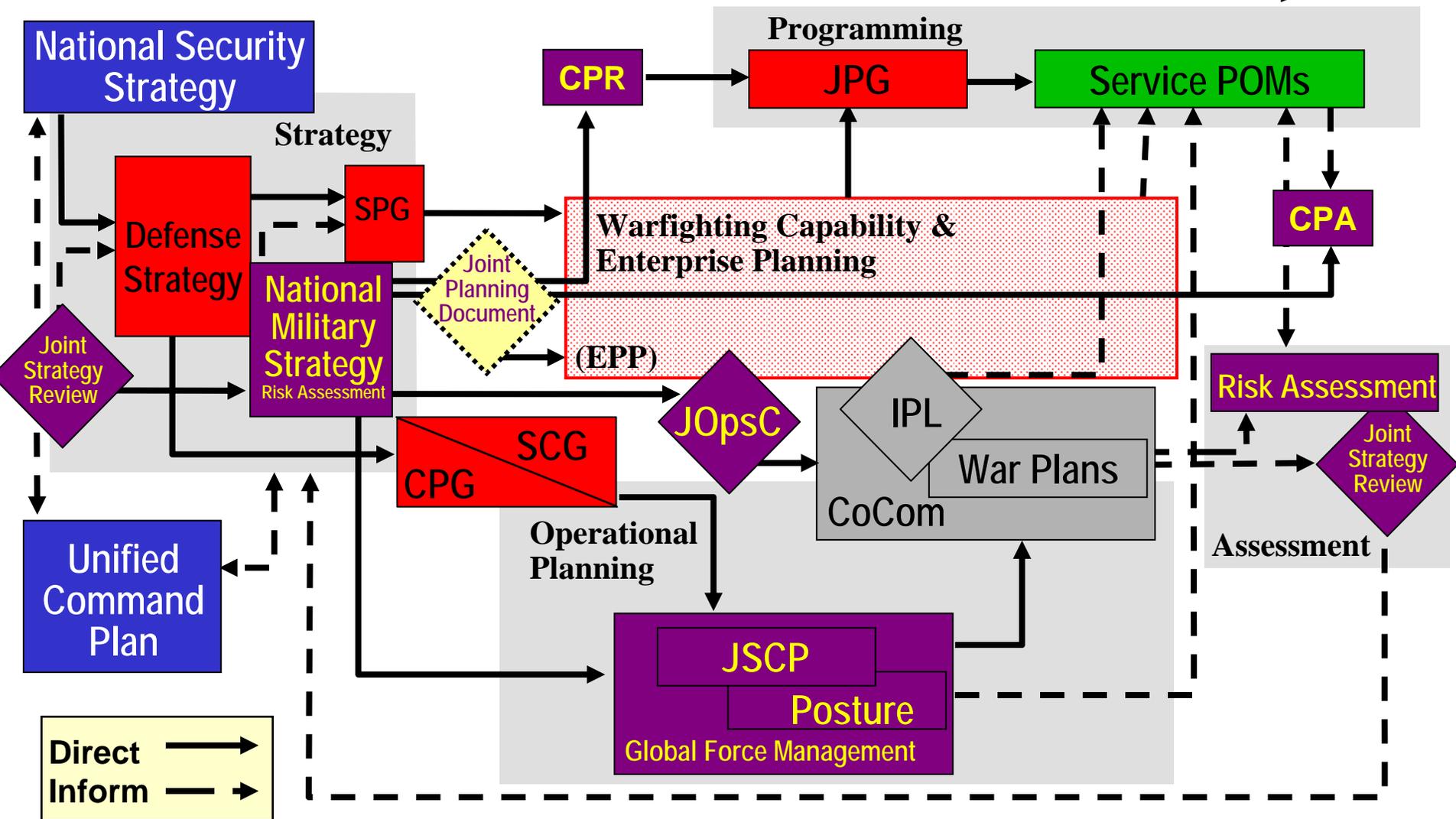
# 2006 Strategy: Foundation for all Major Processes



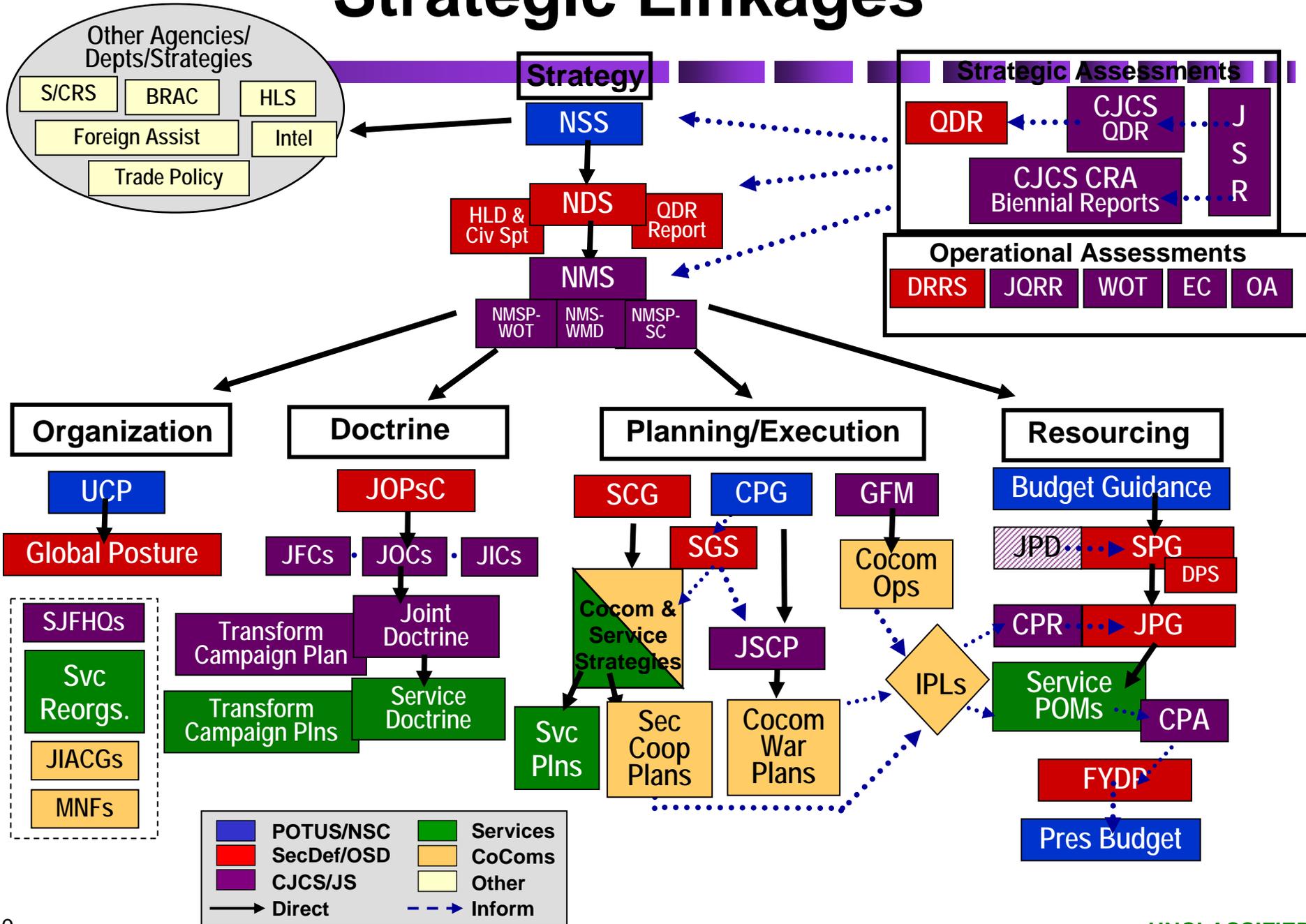


# Strategic Documents Relationship

Development Precedence / Flow



# Strategic Linkages



# Elements of National Power

## TOOLS OF NATIONAL SECURITY POLICY

DIPLOMATIC	INFORMATION	MILITARY	ECONOMIC	FINANCE	INTELLIGENCE	LAW ENFORCEMENT
Diplomatic Recognition	<b>Public Diplomacy</b>	<b>War</b>	<b>Trade Policy</b>	<b>Fiscal Policy</b>	<b>Knowledge</b>	Review Decisions of National/Multinational Legal Organizations
Representation	Public Policy Statements	Nuclear Warfare	Trade Promotion	International Monetary Fund / World Bank	Analyzed Information	
Negotiation	Public Affairs/ Press Releases	Conventional Warfare	Trade Sanctions	Debt Forgiveness	<b>Activity</b>	Treaty Compliance
Advocacy	Diplomatic Demarches	Forcible Entry	Trade Alliances	Taxes in Support of Elements of Power	Collection of Information	UN Security Council Resolutions
Signaling	Print, Electronic and Film	Strikes/Raids	Economic Development	Borrowing for Expenditures	Exchange of Intelligence Information with Other States/ Multinational Orgns	Customary International Law
Intimidation	<b>Information Operations</b>	Unconventional Warfare	<b>Embargoes</b>	Subsidy in Support of National Policy	External Training	Extradition
Coalition Building	Psychological Ops	<b>Coercion/ Compellence/ Deterrence</b>	<b>Foreign Aid</b>	Freeze/Seize Monetary Assets	Covert/Paramilitary Activity	Stationing and Overflight Rights
Consensus Building	Military Deception	Show of Force/ Freedom of Navigation Operations	<b>Technology Controls</b>	<b>Monetary Policy</b>		International Law Enforcement
Restrict Diplomatic Activities	Computer Network Operations	Deploy Carrier Battle Group	<b>Regulation</b>	Exchange Rates		
Recall Ambassador	Electronic Warfare	Blockade	Environmental			
Break Diplomatic Relations	Public Affairs	Upgrade Alert Status				
Embassy Draw Down/NEO/Total Evacuation	Operations Security	Overseas Presence				
Coordination with International Organizations and NGOs		<b>Military Operations Other Than War/ Peace Support Operations</b>				
		Arms Control				
		Peace Enforcement/ Peacekeeping				
		Non-Combatant Evacuation Ops (NEO)				
		Humanitarian Assistance				
		Sct'y Assistance/ Mil-Mil Contacts				
		Nation Building				
		<b>Homeland Security</b>				
		Military Assistance to Civil Authorities				