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### **Globally Integrated Operations**

**MG** Lew Irwin

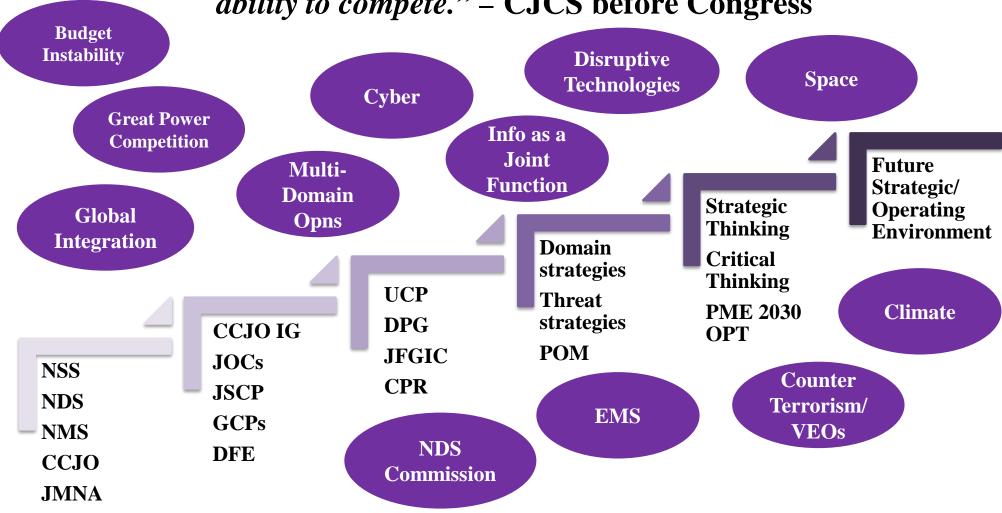
**Commandant, Joint Forces Staff College** 

6 Dec 18

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## A Dynamic Environment... and an Imperative for Change

"If we fail to adapt, the Joint Force will lose the ability to compete." – CJCS before Congress



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#### How is Global Integration Achieved?

#### **Decision Making**

Senior leaders are able to make decisions at the speed of relevance in a complex environment through a shared understanding and routine dialogue

End State: Operations and resources are aligned with strategic priorities and integrated globally

End State: A lethal, agile Joint Force possesses a competitive advantage over any adversary

#### Planning:

Ensure plans address all-domain, transregional challenges and develop strategies to manage risk globally

#### <u>Force</u> <u>Management:</u>

Meet day-to-day requirements while maintaining readiness/flexibility to respond to the unexpected

## Force Development & Design:

Integrate concepts and capabilities to deliver a lethal force, capable of competing and winning against any adversary

Assessments: Provide the analytic foundation for all we do

Source: Joint Staff, DJ-5

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#### 2018 National Military Strategy Framework

#### Central Idea of the National Military Strategy: The Boxer's Stance

Because we cannot be certain when, where, or under what conditions the next fight will occur, the Joint Force must maintain a boxer's stance—with the strength, agility, endurance, resilience, flexibility, and awareness to fight and win against any potential adversary.

**Strength** to win against any adversary

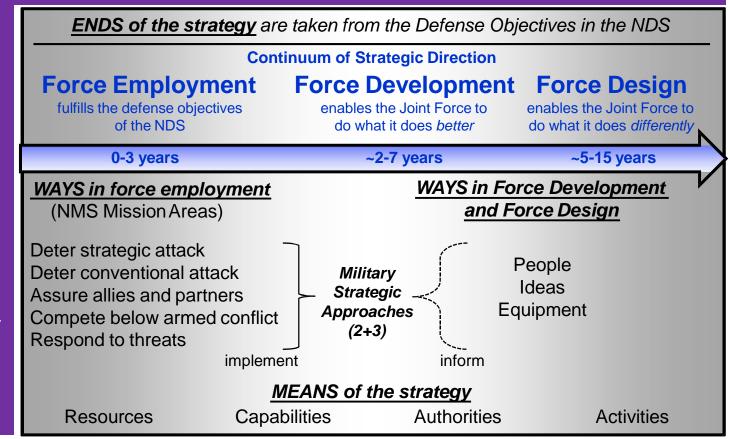
**Agility** to adapt to any challenge

**Endurance** to sustain any campaign

**Resilience** to recover readiness quickly

**Flexibility** to address multiple challenges under different conditions

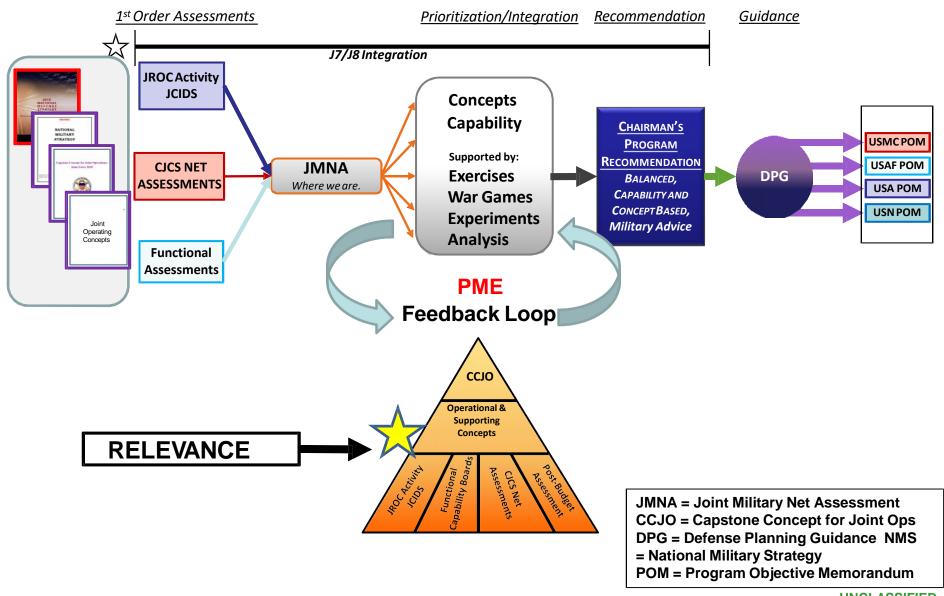
**Awareness** of the strategic environment



As the central strategy for the Joint Force, the NMS supports CJCS role as Global Integrator

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#### Resource Decisions Driven by Campaign Outcomes



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# Questions or comments?