Globally Integrated Operations

MG Lew Irwin

Commandant, Joint Forces Staff College

6 Dec 18
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

Budget Instability
Great Power Competition
Global Integration

Cyber
Info as a Joint Function
Multi-Domain Ops

Disruptive Technologies
Domain strategies
Threat strategies
POM

Cyber

Info as a Joint Function

Great Power Competition

Global Integration

Multi-Domain Ops

Disruptive Technologies

Future Strategic/Operating Environment

Strategy Thinking
Critical Thinking
PME 2030 OPT

Climate

Counter Terrorism/VEOs

EMS

NDS Commission

NSS
NDS
NMS
CCJO
JMNA

CCJO IG
JO-Cs
JSCP
GCPs
DFE

UCP
DPG
JFGIC
CPR

UNCLASSIFIED

UNCLASSIFIED
How is Global Integration Achieved?

Assessments: Provide the analytic foundation for all we do

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, trans-regional challenges and develop strategies to manage risk globally

Force Management:
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

Source: Joint Staff, DJ-5
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.

<table>
<thead>
<tr>
<th>Strength</th>
<th>to win against any adversary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility</td>
<td>to adapt to any challenge</td>
</tr>
<tr>
<td>Endurance</td>
<td>to sustain any campaign</td>
</tr>
<tr>
<td>Resilience</td>
<td>to recover readiness quickly</td>
</tr>
<tr>
<td>Flexibility</td>
<td>to address multiple challenges under different conditions</td>
</tr>
<tr>
<td>Awareness</td>
<td>of the strategic environment</td>
</tr>
</tbody>
</table>

**2018 National Military Strategy Framework**

<table>
<thead>
<tr>
<th>ENDS of the strategy</th>
<th>are taken from the Defense Objectives in the NDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Force Employment</td>
<td>fulfills the defense objectives of the NDS</td>
</tr>
<tr>
<td>Force Development</td>
<td>enables the Joint Force to do what it does better</td>
</tr>
<tr>
<td>Force Design</td>
<td>enables the Joint Force to do what it does differently</td>
</tr>
</tbody>
</table>

**WAYS in force employment** (NMS Mission Areas)
- Deter strategic attack
- Deter conventional attack
- Assure allies and partners
- Compete below armed conflict
- Respond to threats

**WAYS in Force Development and Force Design**

- Military Strategic Approaches (2+3)
- People
- Ideas
- Equipment
- MEANS of the strategy
  - Resources
  - Capabilities
  - Authorities
  - Activities

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

Source: Joint Staff, DJ-5
Resource Decisions Driven by Campaign Outcomes

1st Order Assessments

JROC Activity JCIDS

CJCS NET ASSESSMENTS

Functional Assessments

JMNA = Joint Military Net Assessment

Where we are.

Concepts Capability Supported by:
Exercises War Games Experiments Analysis

Chairman’s Program Recommendation
Balanced, Capability and Concept Based, Military Advice

CCJO = Capstone Concept for Joint Ops

Operational & Supporting Concepts

Resource Decisions Driven by Campaign Outcomes

Guidance

USMC POM
USAF POM
USA POM
USN POM

Feedback Loop

PME

Source: Joint Staff, DJ-7
Questions or comments?