

UNCLASSIFIED



# Globally Integrated Operations

**MG Lew Irwin**

**Commandant, Joint Forces Staff College**

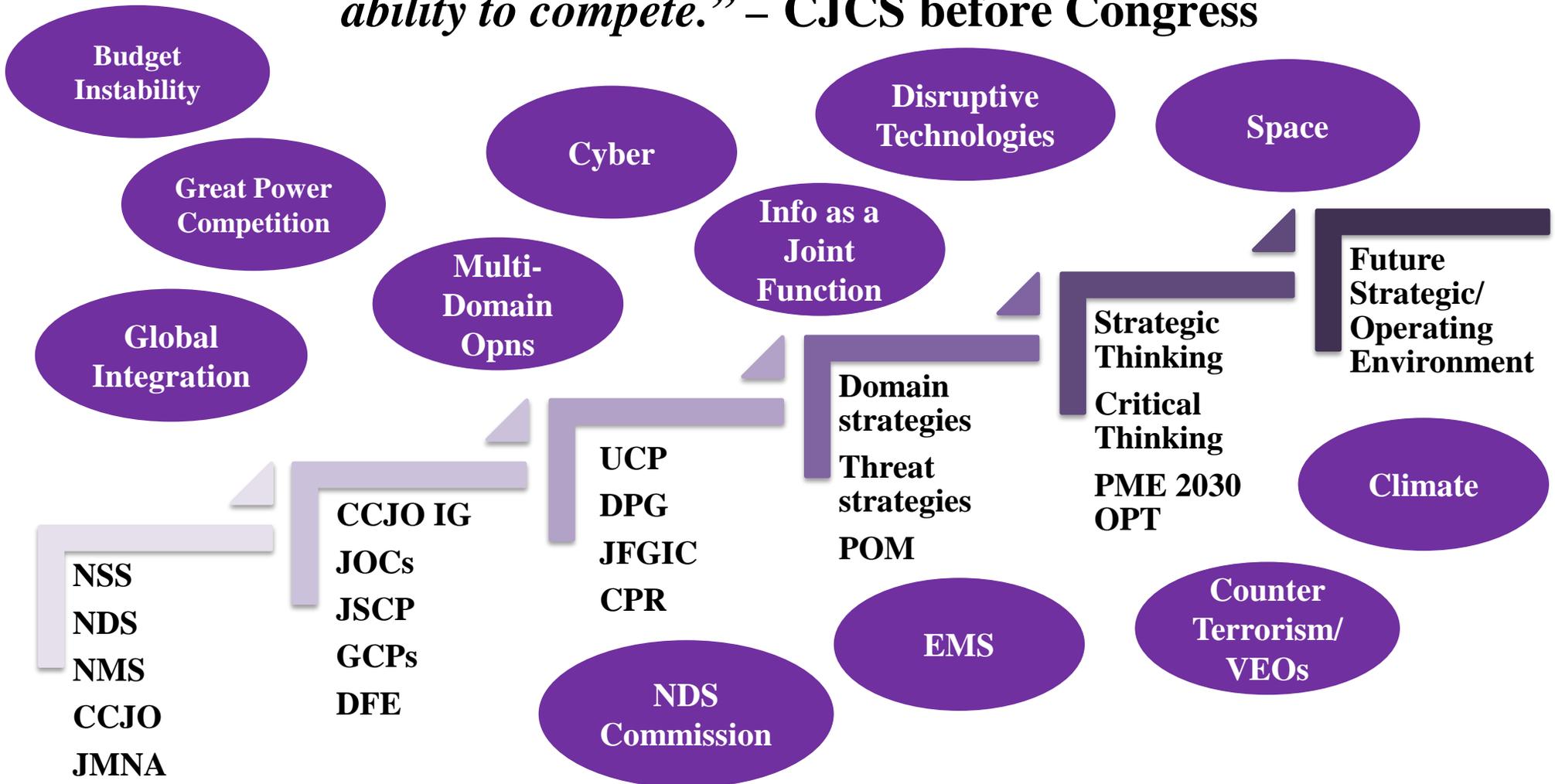
**6 Dec 18**

UNCLASSIFIED

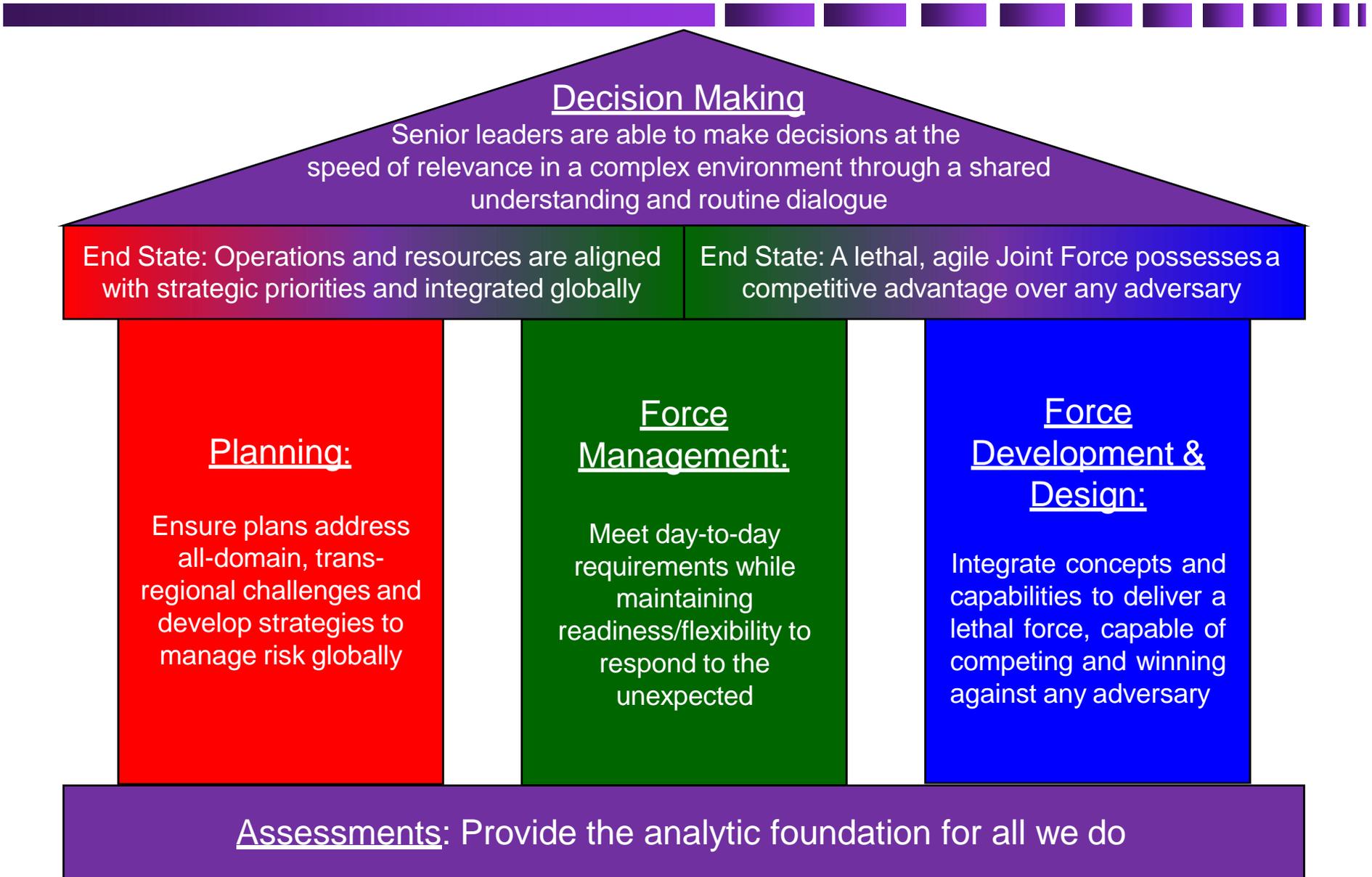
# A Dynamic Environment... and an Imperative for Change



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



# How is Global Integration Achieved?



# 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

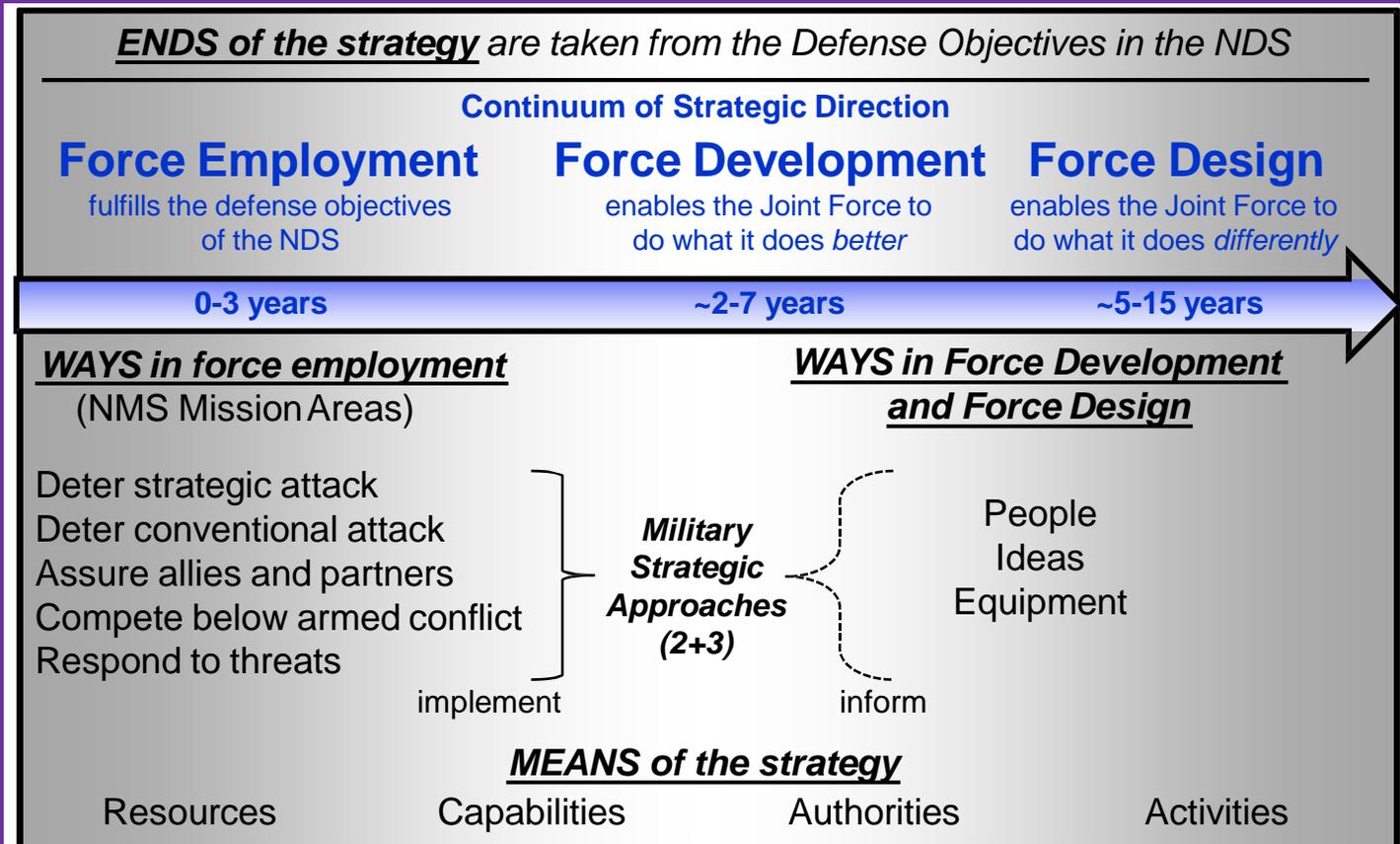
**Agility** to adapt to any challenge

**Endurance** to sustain any campaign

**Resilience** to recover readiness quickly

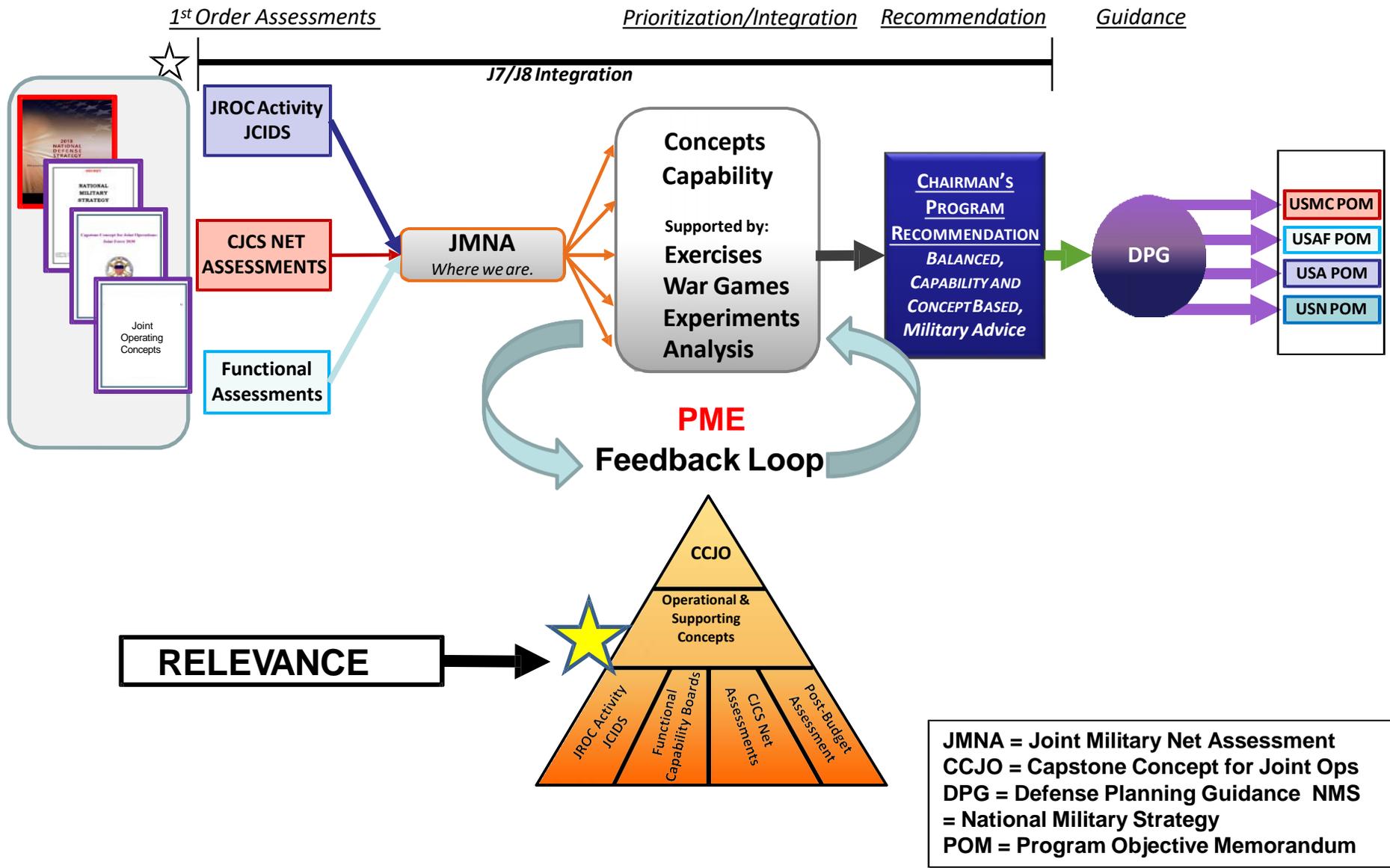
**Flexibility** to address multiple challenges under different conditions

**Awareness** of the strategic environment



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

# Resource Decisions Driven by Campaign Outcomes



UNCLASSIFIED



**Questions  
or  
comments?**

UNCLASSIFIED