

Globally Integrated Operations: *The Big Idea*

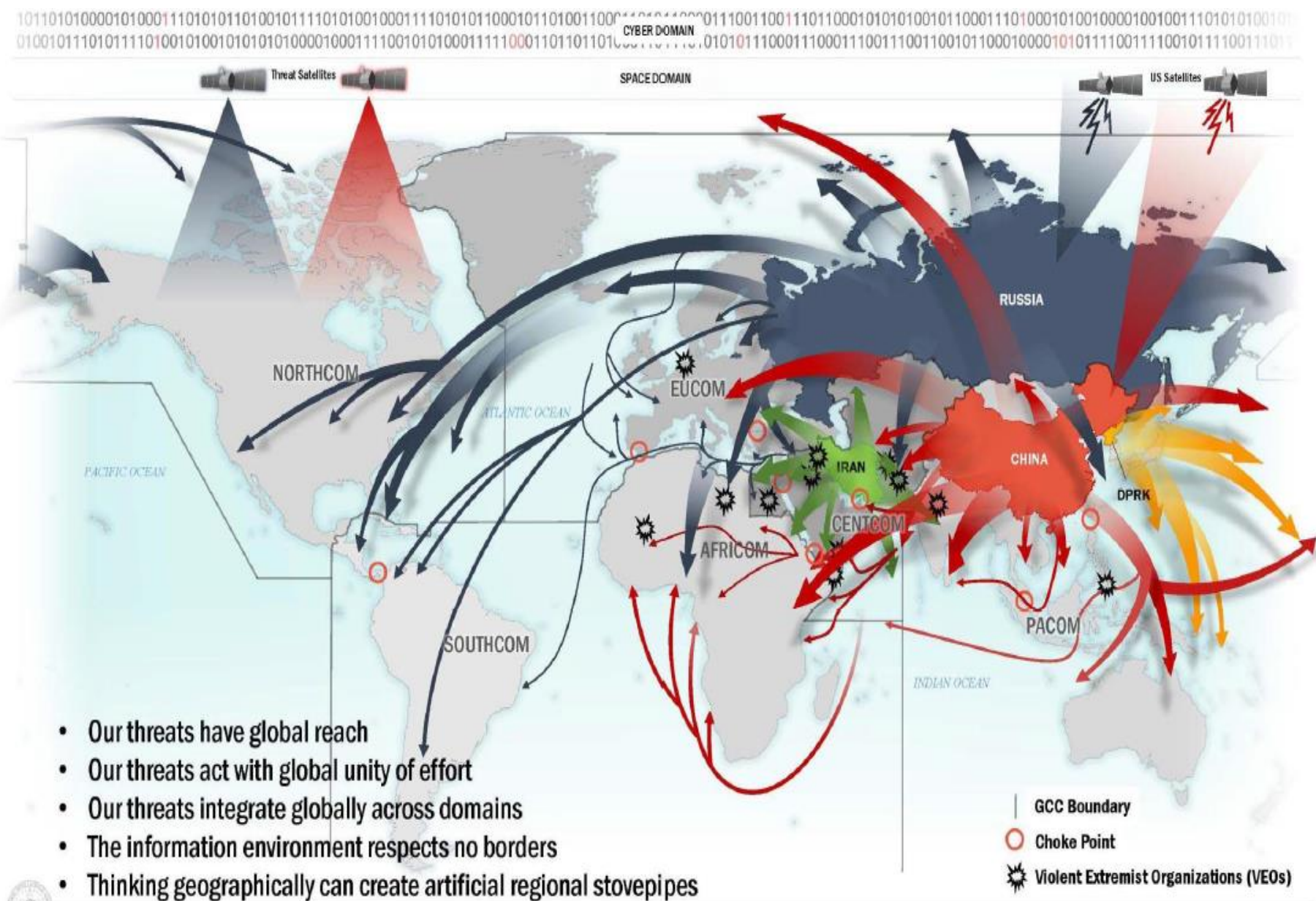


It would have only needed for Curzon that night to have discussed the tactical problems with some hard-bitten infantry subaltern for him to have become convinced that the invention of machine-guns and barbed wire, which Napoleon had never heard of, called for a departure from Napoleon's tactical methods, and if Curzon had once been convinced it would have been hard to unconvince him.

The General, C.S. Forester

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Joint Force Development and Design



Joint Force Development & Design: *Increasing Pace of Change*



THE IMPERATIVE: Pacing Threats & Disruptive Technology

“In just a few years, if we do not change our trajectory, we will erode our qualitative and quantitative competitive advantage.”

THE APPROACH: Globally Integrated Ops, “A New American Way of War”

“The primary purpose of any theory is to clarify concepts and ideas that have become, as it were, confused and entangled. Not until terms and concepts have been defined can one hope to make any progress.”

THE DISCIPLINE: Adaptation, Innovation, and Validation

“Reliance upon words which are not backed by the practical ability of implementation is extremely dangerous.”

“Can’t trust that the attacker will employ tactics obviously unfavorable to himself because he has used them in the past.”

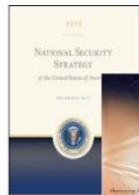
“Difficult practical problems can’t be met with verbal solutions or theoretical flexibility becomes tactical rigidity.”

The “New American Way of War”: Global Integration

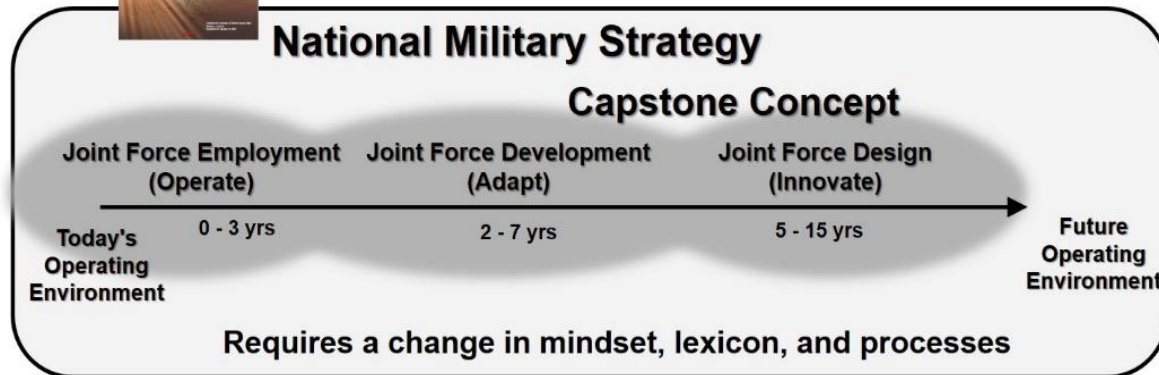


Capstone Concept for Joint Operations(CCJO)

- **National Military Strategy** and **CCJO** are the Joint Chiefs' approach to the **NDS**.
- **Globally Integrated Operations.** *A New American Way of War and Theory of Victory.*
- **Joint Concept, Threat Informed, Capability Development.** Joint Concepts align Service and COCOM creativity. **Joint Campaign Outcomes** are the MOE. **Intel Community** is a driver with systems approach (COG / Kill "Web" analysis).



Continuum of Strategic Direction

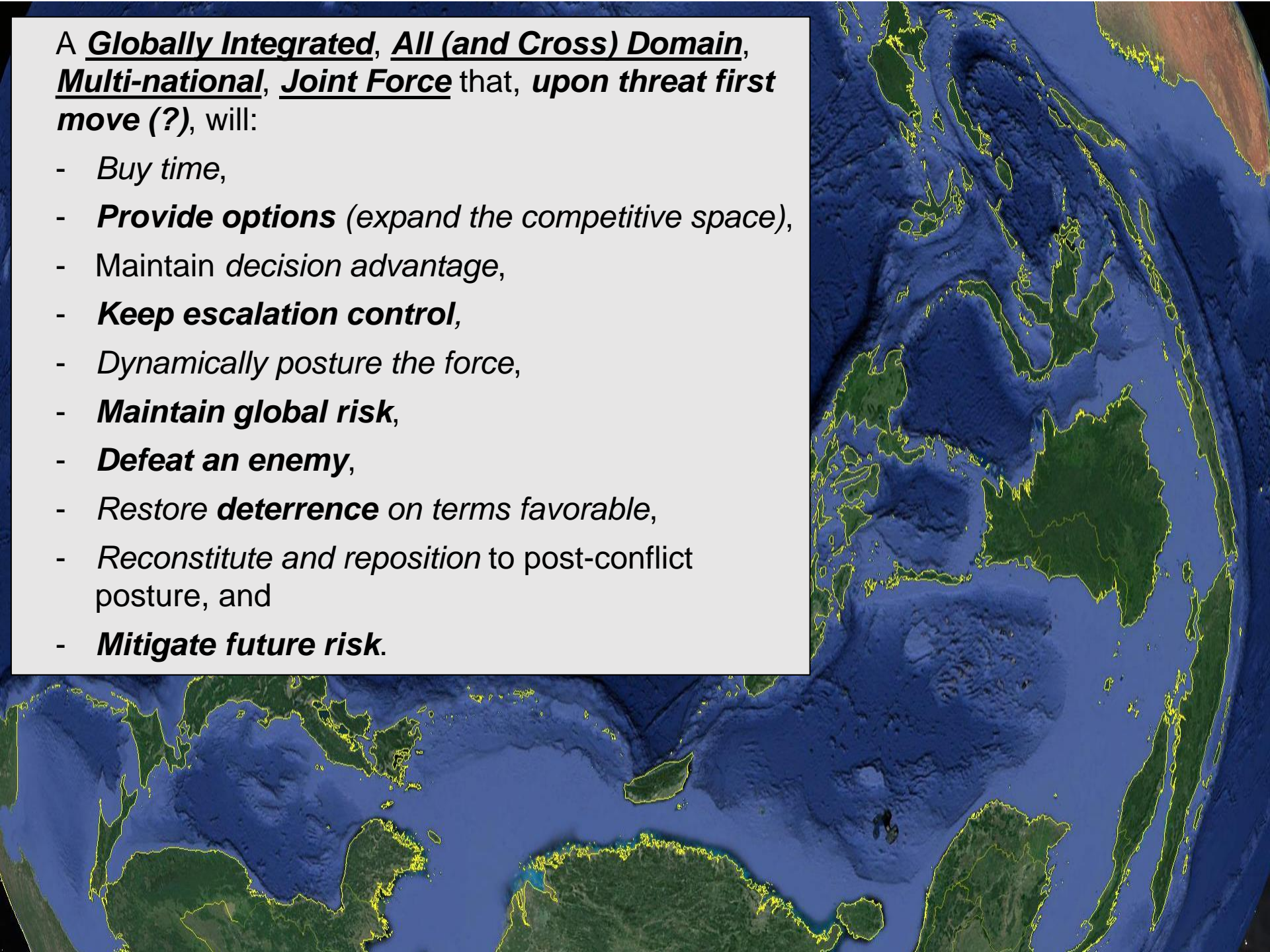


"We require a new approach to adaptation and innovation based on joint (and coalition) campaign outcomes."



A **Globally Integrated, All (and Cross) Domain, Multi-national, Joint Force** that, *upon threat first move (?)*, will:

- *Buy time,*
- ***Provide options*** (expand the competitive space),
- *Maintain decision advantage,*
- ***Keep escalation control,***
- *Dynamically posture the force,*
- ***Maintain global risk,***
- ***Defeat an enemy,***
- *Restore **deterrence** on terms favorable,*
- *Reconstitute and reposition to post-conflict posture, and*
- ***Mitigate future risk.***



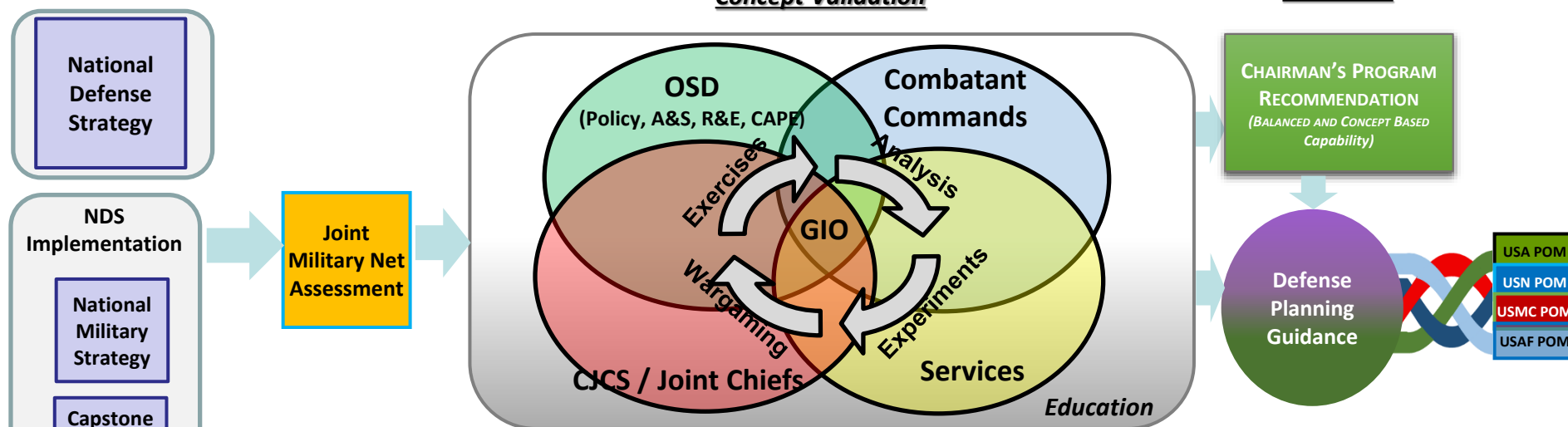
Joint Concept, Threat Informed, Capability Development

Strategic Alignment

Shared Assessment

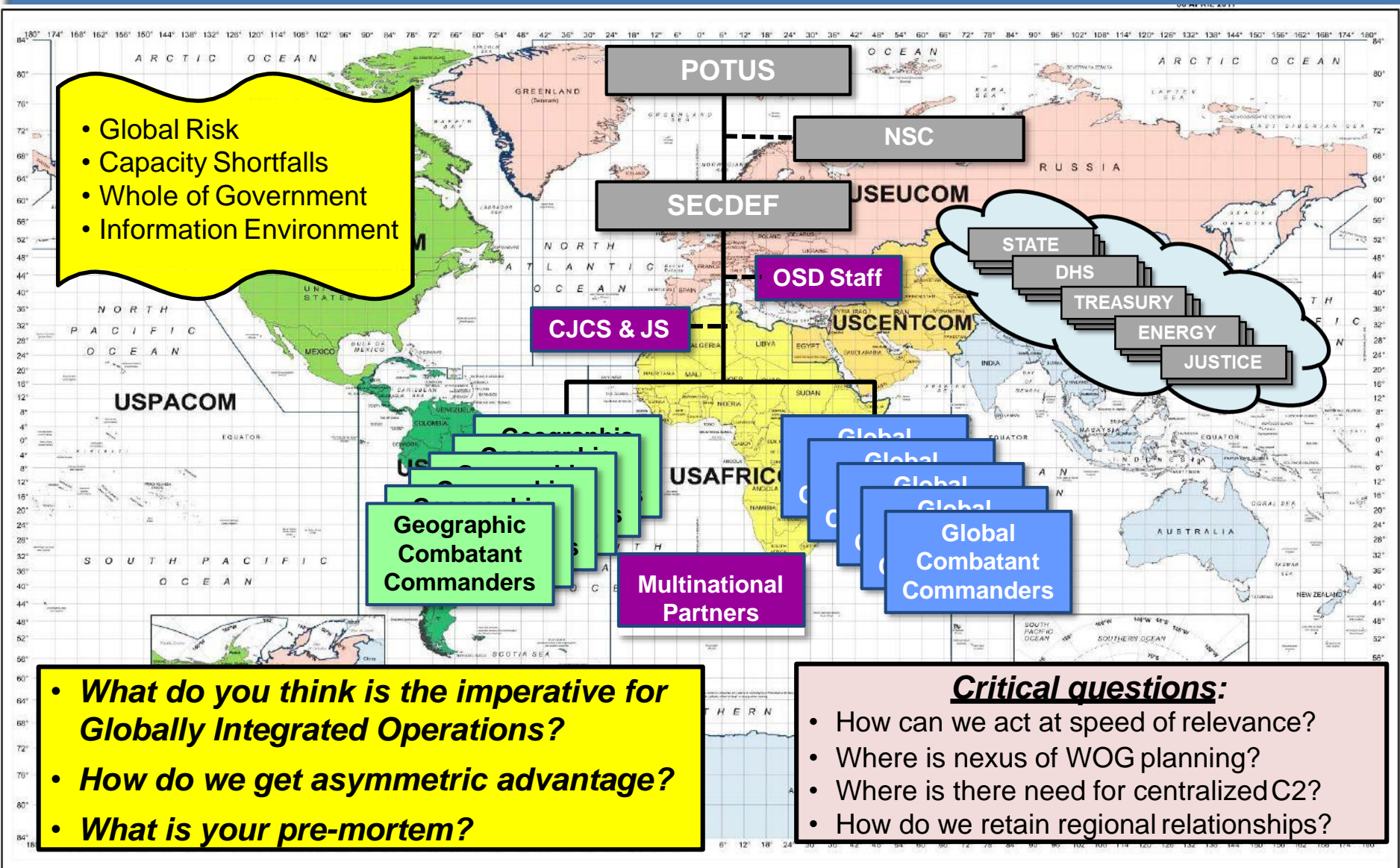
Continuous Joint Adaptation and Concept Validation

Joint, Global Campaign Outcomes



- **Aligned** (*Joint, Multi-national*)
- **Federated** (*Services, COCOMs, OSD, Defense Industrial Base*)
- **Concept Driven**
 - *China*
 - *Global Joint C2*
 - *Contested Log*
 - *Assured Joint Power Projection*
- **Threat Informed**
- **Technology is Anticipated** (*as Military Capability*)
- **Tempo of Continuous Adaptation**

Globally Focused – Regionally Organized



Two weeks' growth of beard bristled on their faces. Deep lines showed, even beneath beard and dirt.

Their eyes were red around the rims, bloodshot, burnt out. They were grimed with earth. Their cartridge belts were almost empty.

They were damned near exhausted.

Past physical limits. Traveling on their naked nerve.

But every one of them cocky—full of fight.

“Our aim is the education of joint warfighters in critical thinking and the creative application of military power to inform national strategy and globally integrated operations under the condition of disruptive change in order to conduct war.”

Secretary of Defense Mattis



- Who owns the Risk?
- What functions must be coordinated between “Global” COCOMs, Geographic COCOMs and the Global Integrator? (“GOCOMS”?)
- Will “horizontal coordination” work?
- What are our *Centers of Gravity*?
- How do we think and adapt *military capability at the speed of relevance*?
- Are current program and process sufficient? (*How do we weight capacity vs. capability*?)
- How do we balance *current* and *future* risk?
- What are the roles of *exercises*?
- How does *PME* change?
- How radically is the *character of war* changing? Is the *nature of war* changing?



How do you weight the imperative for globally integrated ops?

What is the *pre-mortem*?