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
Joint Force Development and Design

- Our threats have global reach
- Our threats act with global unity of effort
- Our threats integrate globally across domains
- The information environment respects no borders
- Thinking geographically can create artificial regional stovepipes
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**.
- **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).

"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**
- National Defense Strategy
- NDS Implementation
- Capstone Concept for Joint Operations
- Joint Operating Concepts

**Shared Assessment**
- Joint Military Net Assessment

**Continuous Joint Adaptation and Concept Validation**
- OSD (Policy, A&S, R&E, CAPE)
- Combatant Commands
- Exercises
- Analysis
- Wargaming
- Experiments
- Services

**Joint, Global Campaign Outcomes**
- CHAIRMAN’S PROGRAM RECOMMENDATION (BALANCED AND CONCEPT BASED Capability)

- Defense Planning Guidance
- USA POM
- USN POM
- USMC POM
- USAF POM

- **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**
• Global Risk
• Capacity Shortfalls
• Whole of Government
• Information Environment

What do you think is the imperative for Globally Integrated Operations?
• How do we get asymmetric advantage?
• What is your pre-mortem?

Critical questions:
• How can we act at speed of relevance?
• Where is nexus of WOG planning?
• Where is there need for centralized C2?
• How do we retain regional relationships?
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
Questions

• 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?