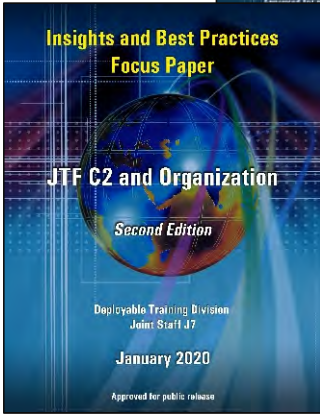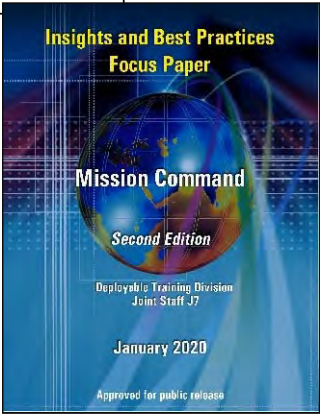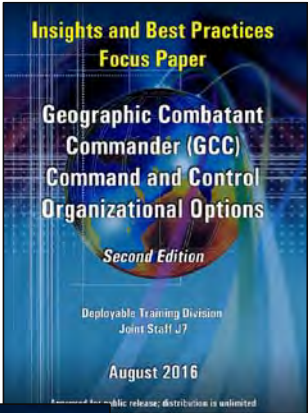# Contents of this file:

- **Setting Conditions**
- **Operations in the Information Environment**
  - **Secretary of Defense Memorandum: Information as a Joint Function, September 15, 2017**
  - **Cognitive Biases Poster**
- **Sustainment**
- **HQ Organization and Process Insights**

Setting Conditions

**Analyst / Trainer
Deployable Training Division
Joint Staff J7**

The overall classification is

**UNCLASSIFIED**

Challenges

- **Setting conditions for success**

- **Understanding roles in Globally Integrated Operations**

- **Incorporating risk in decision making**

- **Implementing Mission Command**

<u>Command and Control</u>: The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.

- Joint Pub 1

Setting Conditions for Success

Commanders

Focus

Tactical | **Operational** | **Theater Strategic**
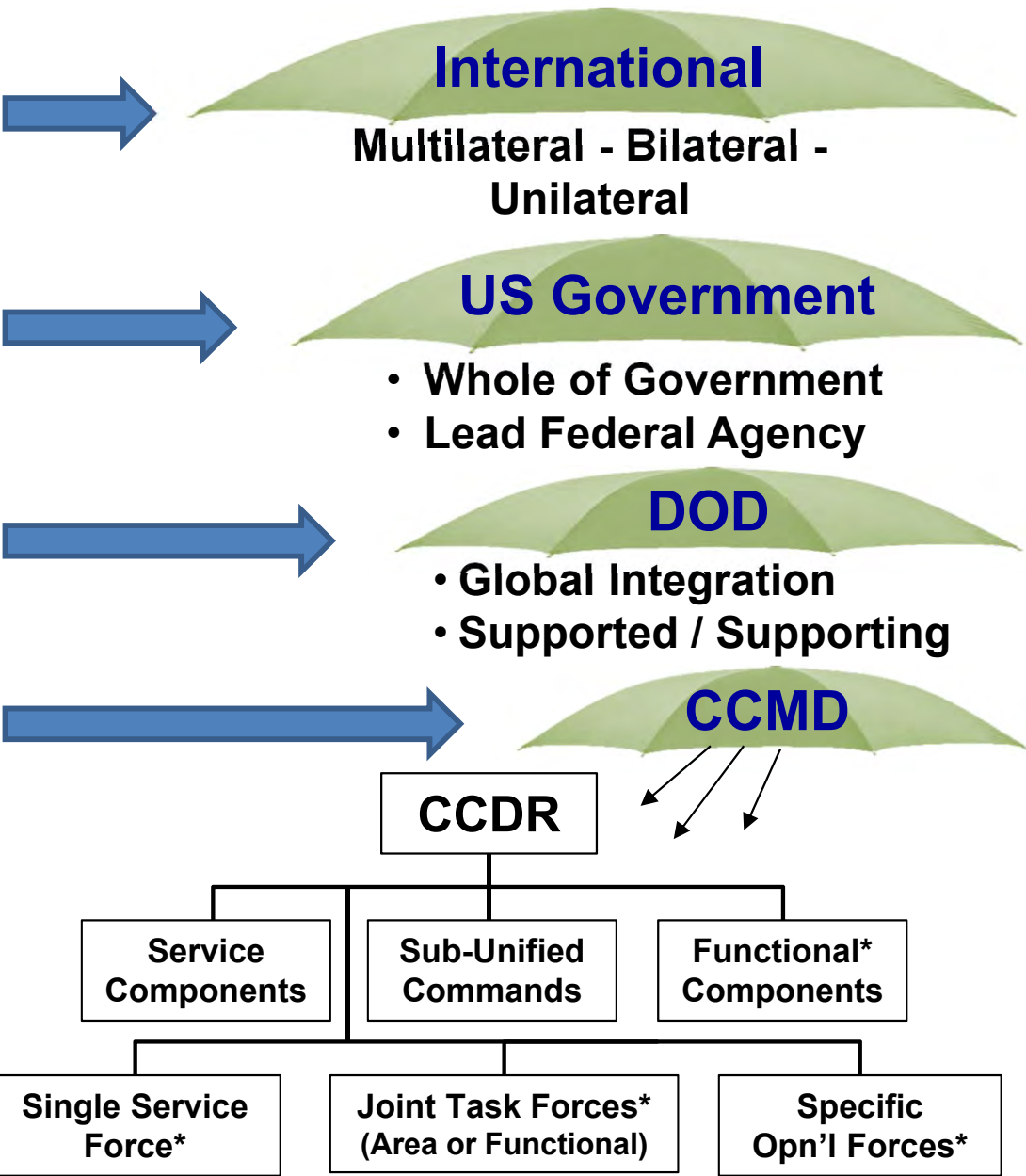
CCMD

HQs

Forces
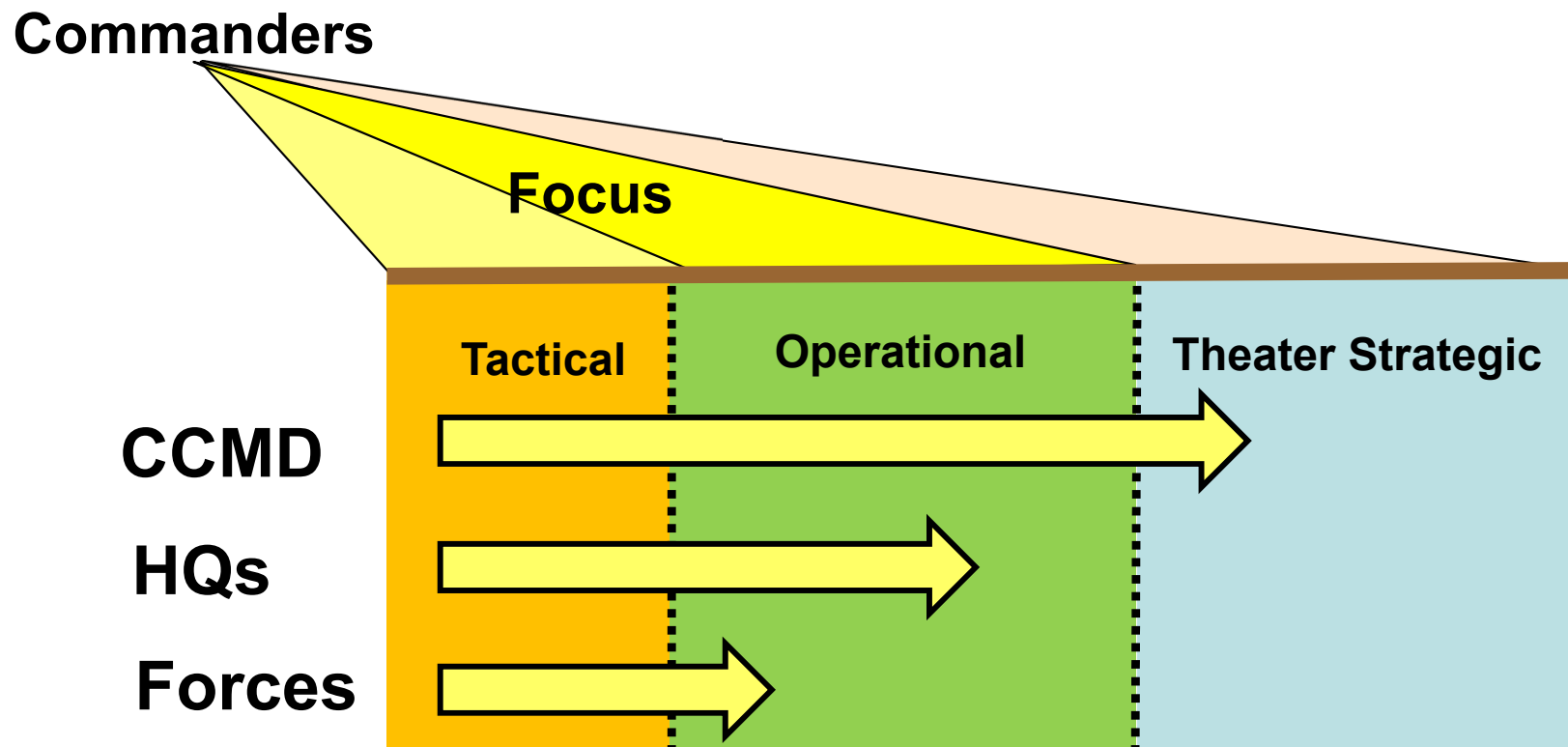
Insights

"Do those things that only you can do as the commander…"

- *Build and maintain trust and inclusive relationships with partners*
- *Share visualization and intent, gain authorities and resources, assess, and plan / manage transitions*
- *Design C2 to accomplish the mission – and evolve as necessary*

Understanding Your HQ's Role

- **USG role** *relative to the international (and host nation) response*

- **US military role** *relative to the broader USG whole of government approach*

- **CCMD role** *relative to other DOD organizations (e.g., other CCMDs and Combat Support Agencies)*

- **Internal CCMD C2** *options*

International

Multilateral - Bilateral - Unilateral

US Government

- **Whole of Government**
- **Lead Federal Agency**

DOD

- **Global Integration**
- **Supported / Supporting**

CCMD

CCDR

| Service Components | Sub-Unified Commands | Functional* Components |

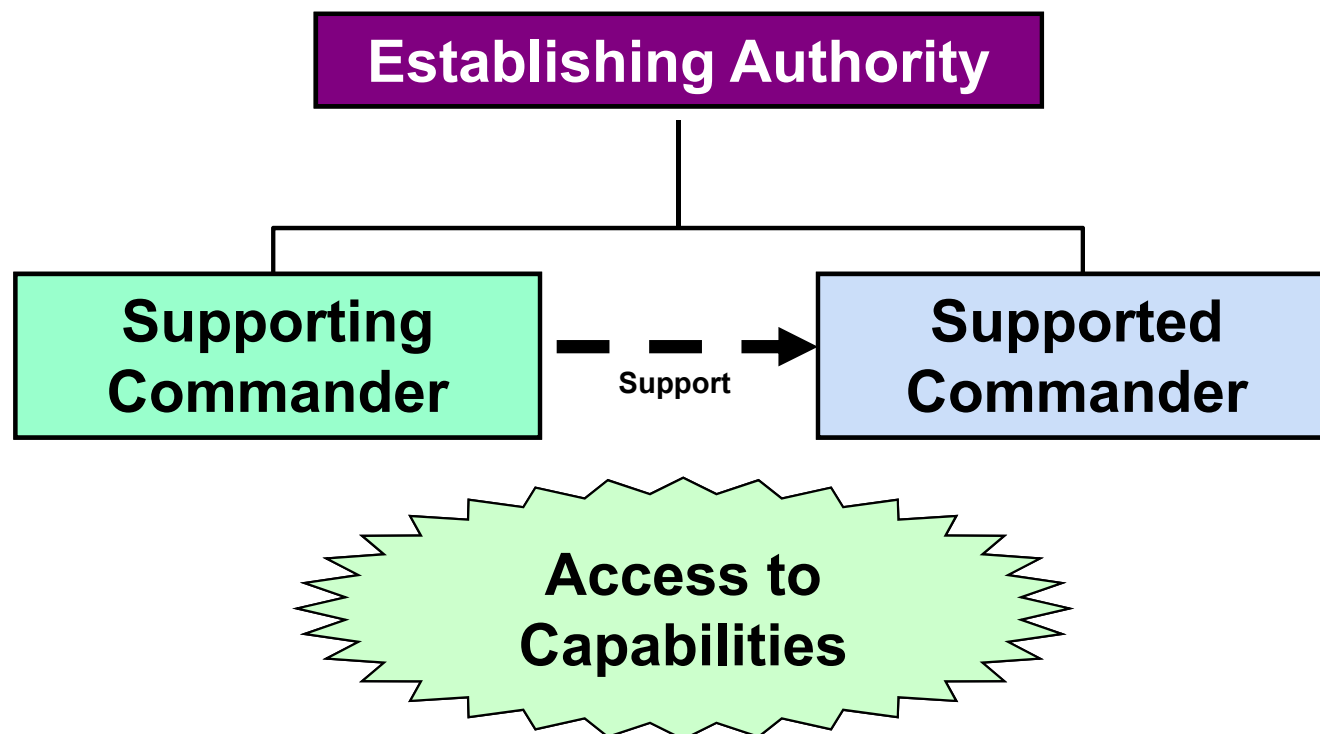| Single Service Force* | Joint Task Forces* (Area or Functional) | Specific Opn'l Forces* |

* Optional

Considerations
- *Where do you fit?*
- *Who do you work with?*
- *How to organize?*

4

Support Command Relationship
- Authorities and Responsibilities -

Establishing Authority

Supporting Commander - - Support → **Supported Commander**

Access to Capabilities

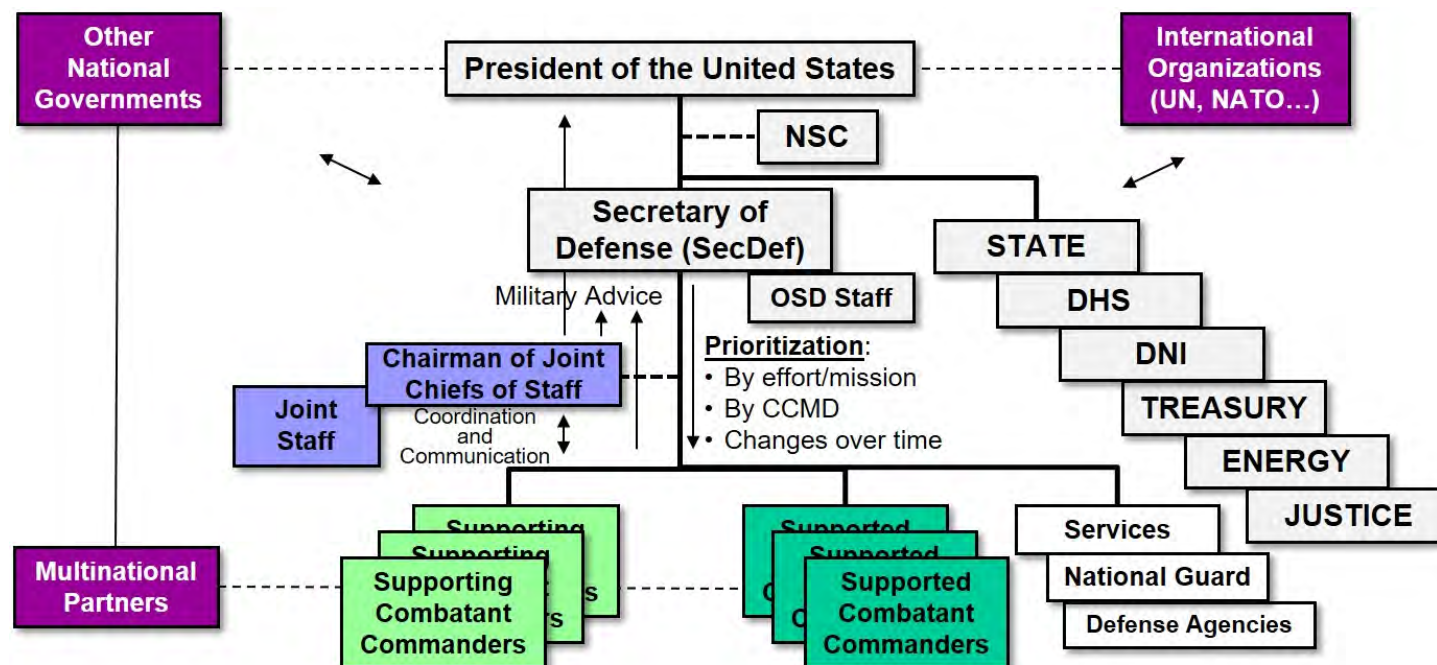## Insights

- *Emphasis on "access to" vs "ownership of" capabilities*
- *Establishing authority states desired effects, and clarifies authorities and priorities*
- *Empower and promote crosstalk. Will increase resilience, flexibility, and agility*
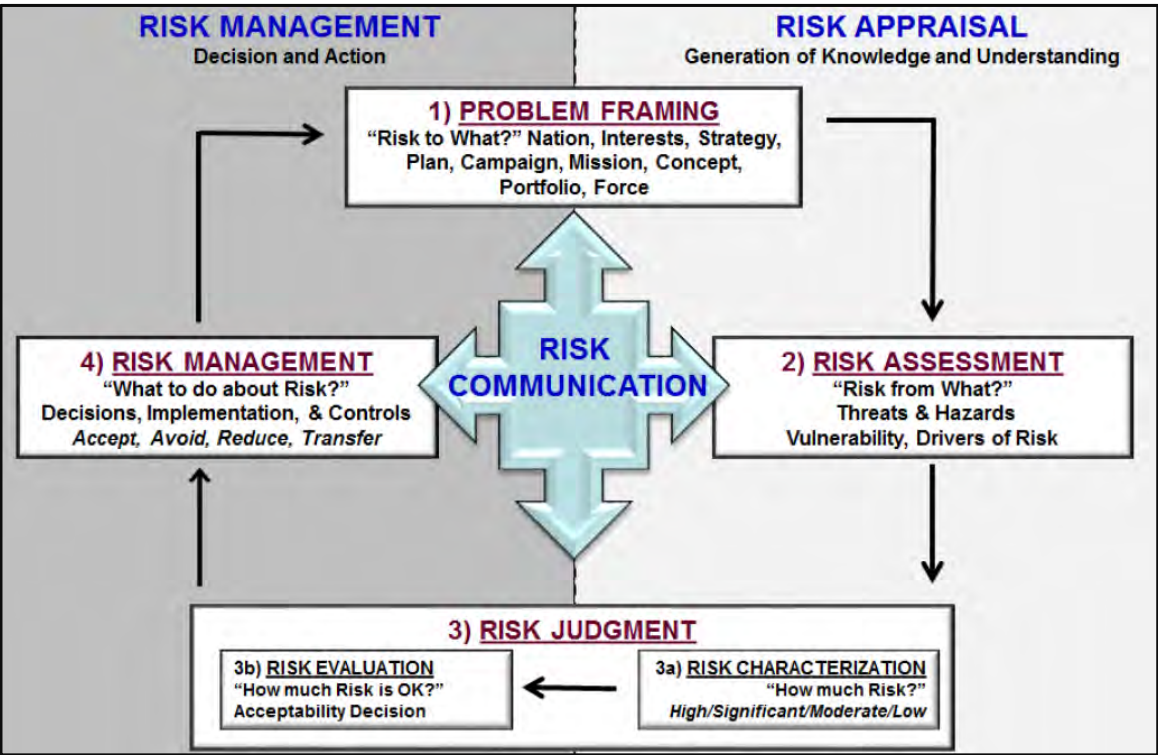
Globally Integrated Operations
- Supported / Supporting CCMDs

- **Secretary of Defense:** Authority, direction, and control over the Department of Defense
- **Chairman:** Synthesizes regional and functional perspectives on risk, options, and priorities. Principal military advisor to the SecDef and President
- **Combatant Commanders:**
  - ✓ **Supported/ing Commanders:** A Command authority. Multiple supported CCDRs for the respective mission sets
  - ✓ **Coordinating Authority:** For planning - a delegated <u>consultative</u> authority for a problem set. In execution - assesses global campaign and recommends changes
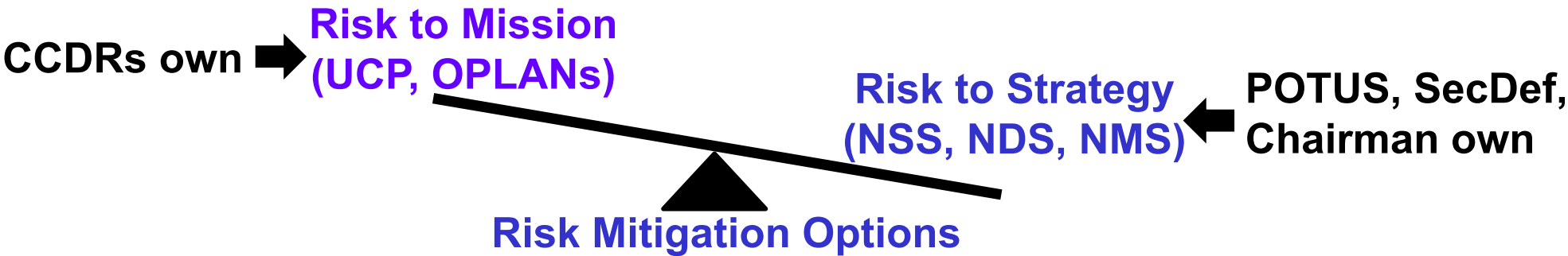- **Services:** Force Readiness and Generation

Risk

RISK MANAGEMENT
Decision and Action

RISK APPRAISAL
Generation of Knowledge and Understanding

CJCSM 3105.01

1) PROBLEM FRAMING
"Risk to What?" Nation, Interests, Strategy, Plan, Campaign, Mission, Concept, Portfolio, Force

RISK COMMUNICATION

4) RISK MANAGEMENT
"What to do about Risk?"
Decisions, Implementation, & Controls
Accept, Avoid, Reduce, Transfer

2) RISK ASSESSMENT
"Risk from What?"
Threats & Hazards
Vulnerability, Drivers of Risk

3) RISK JUDGMENT

3b) RISK EVALUATION
"How much Risk is OK?"
Acceptability Decision

3a) RISK CHARACTERIZATION
"How much Risk?"
High/Significant/Moderate/Low

Risk Considerations
- **To what?**
- **From what?**
- **How long?**
- **Who owns it?**

"Commanders own risk to force"

CCDRs own ➡ **Risk to Mission**
(UCP, OPLANs)

Risk to Strategy
(NSS, NDS, NMS) ← **POTUS, SecDef, Chairman own**

Risk Mitigation Options

Insights for Globally Integrated Operations
- *Understand the different perspectives on risk*
- *Risk informs mitigation options and priorities*

Mission Command

"Operating on intent through trust, empowerment, and understanding"

- CJCS

Definition

The conduct of military operations through decentralized execution based on mission-type orders.
- Joint Pub 3-0

Attributes
- ✓ **Intent**
- ✓ **Understanding**
- ✓ **Trust**

"Mission Command is essential at the operational and strategic level."

"Enables speed, agility, and decisiveness at the tactical level while providing the necessary decision space at the higher level for the up and out engagement to anticipate and set conditions."

- Senior Flag Officer

Mission Command
- Challenges and Opportunities -

– In the broader Joint, Interagency, Multinational Environment –

Intent

- *Clarity in visualization / intent to subordinates*
- *Decentralization often decreases risk*

Understanding

- *Sharing with a diverse group of partners*
- *Sharing with higher headquarters*
- *Sharing with subordinates*

Trust

- *Gaining trust up, down, and across*
- *Maintaining trust through transitions and change*

Key Takeaways

- <u>Senior leaders set conditions</u> by building trust and sharing understanding

- <u>Gain clarity and share understanding</u> of your HQ's role and that of your partners

- Understand the aspects of <u>risk</u> in decisions

- <u>Relationships</u> between commanders are often more important than command relationships

- Set <u>command relationships</u> up front … then flex

References

- CJCSM 3105.01, "Joint Risk Analysis," 14 Oct 2016

- DOD Dictionary of Military and Associated Terms

- Joint Pub 1, "Doctrine for the Armed Forces of the United States," 25 Mar 2013

- Joint Pub 3-0, "Joint Operations," 17 Jan 2017, Incorporating Change 1, 22 Oct 2018

- Joint Staff J7 Insights and Best Practices, Mission Command, 2nd Edition, Jan 2020

References
- Continued -

- **Joint Staff J7 Insights and Best Practices, JTF C2 and Organization Focus Paper, 2nd Edition, Jan 2020**

- **Joint Staff J7 Insights and Best Practices, Geographic Combatant Commander (GCC) Command and Control Organizational Options Focus Paper, 2nd Edition, Aug 2016**
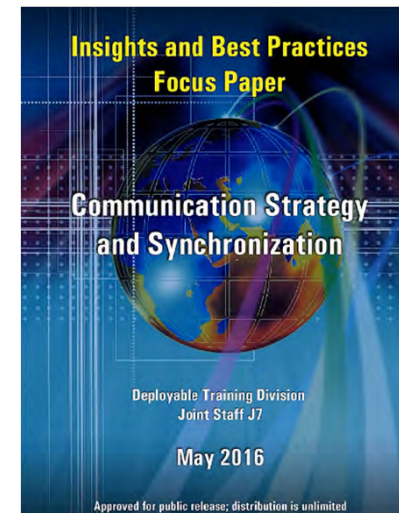
Operations in the Information Environment

**Observer / Trainer
Deployable Training Division
Joint Staff J7**

The overall classification is

UNCLASSIFIED

Challenges

- **Accurate characterization of the Information Environment**

- **Understanding and affecting relevant actor behavior to benefit command objectives**

- **Developing organizations and processes that integrate whole-of-government capabilities and authorities**

- **Assessing lethal and nonlethal effects that achieve desired conditions**

Information Joint Function

The Information Joint Function is the intellectual organization of capabilities required to use information and apply "informational" power

- JP 3-0

- **Understand how information impacts the OE**

- **Support human and automated decision making**

- ***Leverage information to affect behavior***

DOD must evolve from a primary focus on executing its preferred method of warfare to one that incorporates information as a fundamental element of plans and operations.

- Secretary of Defense Mark T. Esper
Senate Confirmation Hearing
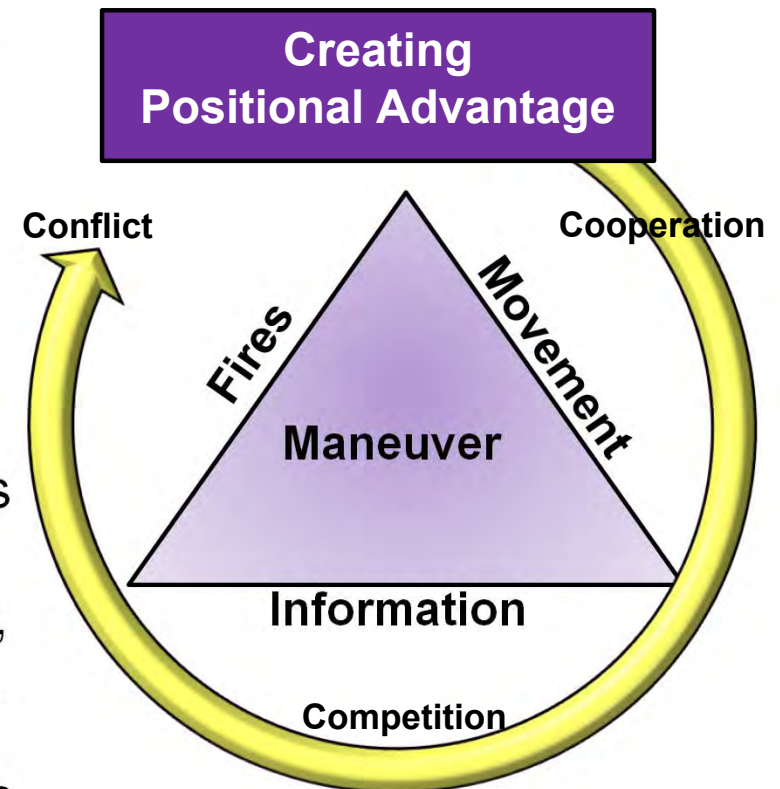
Operational Environment

Operational Environment (OE)
A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander

Information Environment (IE)
Comprises and aggregates numerous social, cultural, cognitive, technical, and physical attributes that act upon and impact knowledge, understanding, beliefs, world views, and, ultimately, actions of an individual, group, system, community, or organization

- JP 3-0

Creating Positional Advantage

Conflict   Cooperation

Fires   Movement

Maneuver

Information

Competition

Maneuver: The employment of forces in the OE through movement in combination with fires and information to gain a position of advantage in respect to the enemy.

- JP 3-0

Complexity of the Information Environment

World View Drives Relevant Actor Behavior

Self Interest

Selection Bias

Societal Voice and Participation

Social Influence

Power Dynamics

Values

Insights

- *Relevant actors are driven by self interests – often competing with each other*
- *Technology advances have increased the speed and range to acquire, develop, and transfer information to generate influence*
- *Diffusion of information enables individuals and groups to enter into and affect the global forum*

Assessing Lethal and Nonlethal Effects

Battle Damage Assessment

IE Assessment

Placeholder
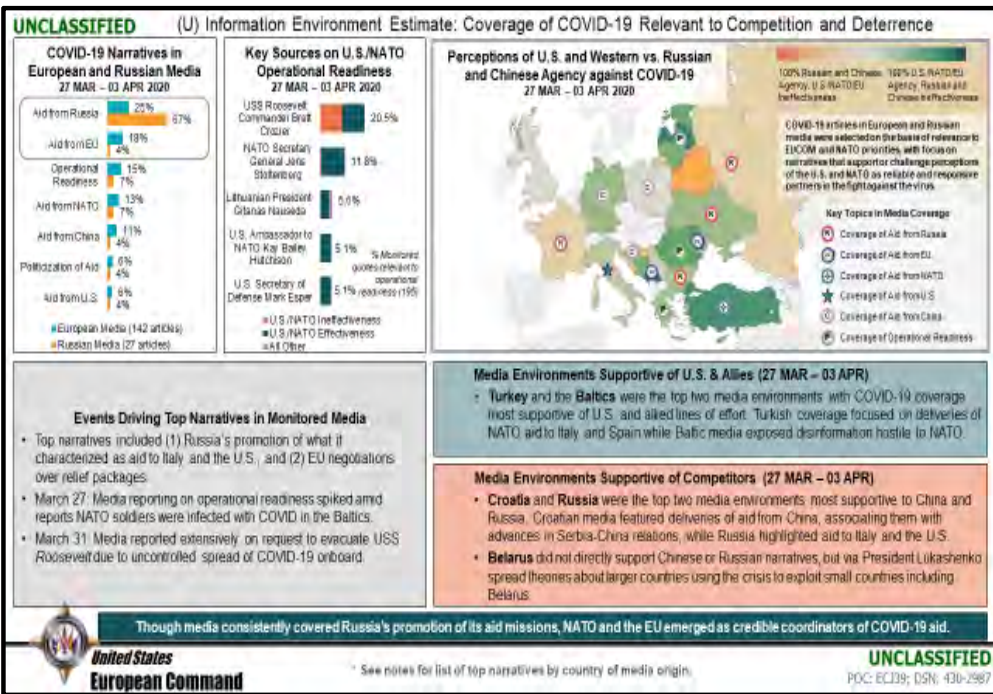
Insights

- *Communicate guidance on desired behavioral change and enduring conditions*
- *Targeting requires continuous assessment process to identify, develop, and affect targets to achieve desired enduring conditions*
- *Accurate assessment of behavioral change is a lengthy process*
- *Utilize whole-of-staff / government / coalition approach to gather metrics*

Information is Commander's Business

- **Communicating will, capability, and action is vital to deterrence**

- **Every military action reflects in the IE**

- **Provide guidance on how you want to operate in the IE**

- **Understand how to deliberately affect the IE to gain-maintain positional advantage**

- **Build, exercise, train relationships with your interagency partners and allies**

7

Key Takeaways

- Consider how information is an essential element of maneuver to achieve positional advantages

- Anticipate what actions drive relevant actor behavior in the Information Environment

- Develop organizations that integrate all available means to achieve desired conditions

- Understand how Commander's guidance drives the assessment of lethal and nonlethal effects

- Operating in the Information Environment is the Commander's Business!

References

- **DOD Dictionary of Military and Associated Terms**

- **Joint Pub 1, Doctrine for the Armed Forces of the United States, 25 Mar 13**

- **Joint Staff J7 Insights and Best Practices, Integration and Synchronization of Joint Fires Focus Paper, 4th Edition, Jul 2018**

- **Joint Staff J7 Insights and Best Practices, Communication Strategy and Synchronization Focus Paper, 1st Edition, May 2016**

SEP 1 5 2017

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Information as a Joint Function

Information is such a powerful tool that it is recognized as an instrument of national power. The advent of the internet, the expansion of information technology, the widespread availability of wireless communications, and the far-reaching impact of social media have dramatically impacted operations and changed the character of modern warfare.

The Chairman of the Joint Chiefs of Staff (CJCS) has issued an out-of-cycle change to Joint Publication 1, _Doctrine of the Armed Forces of the United States_, introducing _Information_ as a new, seventh joint function. This change is consistent with the 2016 DoD Strategy for Operations in the Information Environment (SOIE) and the 2016 National Military Strategy. It signals a fundamental appreciation for the military role of information at the strategic, operational and tactical levels within today's complex operating environment.

The elevation of _Information_ to a joint function impacts all operations and has implications across doctrine, organization, training, material, leadership and education, personnel, facilities, and policy that must be identified in the months ahead. These include the relationship with other joint functions, as well as the effects on planning and operations. The Under Secretary of Defense for Policy and the CJCS, as co-chairs of the SOIE Executive Steering Group, will lead efforts to examine implications and implement appropriate changes. I fully endorse this effort and expect support from across the Department.

OSD011047-17/CMD014788-17

anchoring

The first thing you judge influences your judgment of all that follows.

Human minds are associative in nature, so the order in which we receive information helps determine the course of our judgments and perceptions. Be especially mindful of this bias during negotiations.

sunk cost fallacy

You irrationally cling to things that have already cost you something.

When we've invested our time, money, or emotion into something, it hurts to let it go. Ask yourself: had I not already invested something, would I still do so now?

KNOW THYSELF

availability heuristic

Your judgments are influenced by what springs most easily to mind.

How recent, emotionally powerful, or unusual your memories are can make them seem more relevant. This, in turn, can cause you to apply them too readily. Try to gain different perspectives and source statistical information.

curse of knowledge

Once you understand something you presume it to be obvious to everyone.

When teaching someone something new, go slow and explain like they're ten years old (without being patronizing). Repeat key points and facilitate active practice to help embed knowledge.

confirmation bias

You favor things that confirm your existing beliefs.

We are primed to see and agree with ideas that fit our preconceptions, and to ignore and dismiss information that conflicts with them.

"The first principle is that you must not fool yourself – and you are the easiest person to fool."
- Richard Feynman

dunning-kruger effect

The more you know, the less confident you're likely to be.

Because experts know just how much they don't know, they tend to underestimate their ability; but it's easy to be over-confident when you have only a simple idea of how things are.

belief bias

If a conclusion supports your existing beliefs, you'll rationalize anything that supports it.

It's difficult for us to set aside our existing beliefs to consider the true merits of an argument. In practice this means that our ideas become impervious to criticism, and are perpetually reinforced.

self-serving bias

You believe your failures are due to external factors, yet you're personally responsible for your successes.

Many of us enjoy unearned privileges, luck and advantages that others do not. It's easy to tell ourselves that we deserve these things, whilst blaming circumstance when things don't go our way.

backfire effect

When your core beliefs are challenged, it can cause you to believe even more strongly.

We can experience being wrong about some ideas as an attack upon our very selves, or our tribal identity. This can lead to motivated reasoning which causes us to double-down, despite disconfirming evidence.

barnum effect

You see personal specifics in vague statements by filling in the gaps.

Psychics, astrologers and others use this bias to make it seem like they're telling you something relevant. Consider how things might be interpreted to apply to anyone, not just you.

groupthink

You let the social dynamics of a group situation override the best outcomes.

Dissent can be uncomfortable and dangerous to one's social standing, and so often the most confident or first voice will determine group decisions.

negativity bias

You allow negative things to disproportionately influence your thinking.

The pain of loss and hurt are felt more keenly and persistently than the fleeting gratification of pleasant things. We are primed for survival, and our aversion to pain can distort our judgment for a modern world.

declinism

You remember the past as better than it was, and expect the future to be worse than it will likely be.

Despite living in the most peaceful and prosperous time in history, many people believe things are getting worse. Use metrics such as life expectancy, levels of crime and violence, and prosperity statistics.

framing effect

You allow yourself to be unduly influenced by context and delivery.

Only when we have the intellectual humility to accept the fact that we can be manipulated, can we hope to limit how much we are. Try to be mindful of how things are being put to you.

fundamental attribution error

You judge others on their character, but yourself on the situation.

It's not only kind to view others' situations with charity, it's more objective too. Be mindful to also err on the side of taking personal responsibility rather than justifying and blaming.

halo effect

How much you like someone, or how attractive they are, influences your other judgments of them.

If you notice that you're giving consistently high or low marks across the board, it's worth considering that your judgment may be suffering from the halo effect.

optimism bias

You overestimate the likelihood of positive outcomes.

There can be benefits to a positive attitude, but it's unwise to allow this to affect our ability to be realistic. If you make rational judgments you'll have a lot more to feel positive about.

pessimism bias

You overestimate the likelihood of negative outcomes.

Pessimism is often a defense mechanism against disappointment. Perhaps the worst aspect of pessimism is that even if something good happens, you'll probably feel pessimistic about it anyway.

just world hypothesis

Your preference for a just world makes you presume that it exists.

A world in which people don't always get what they deserve is an uncomfortable one that threatens our preferred narrative. Try to remember that we're all fallible, and bad things happen to good people.

in-group bias

You unfairly favor those who belong to your group.

We presume that we're fair and impartial, but the truth is that we automatically favor those who are most like us, or belong to our groups. Try to compensate by imagining strangers to be family.

placebo effect

If you believe you're taking medicine it can sometimes 'work' even if it's fake.

The placebo effect can work for stuff that our mind influences (such as pain) but not so much for things like viruses or broken bones. Keep a healthy body and bank balance by using evidence-based medicine from a qualified doctor.

bystander effect

You presume someone else is going to do something in an emergency situation.

When something terrible is happening in a public setting we can experience a kind of shock and mental paralysis. Presume to be the one who will help.

reactance

You'd rather do the opposite of what someone is trying to make you do.

When we feel our liberty is being constrained, our inclination is to resist, however in doing so we can over-compensate. Wisdom springs from reflection, folly from reaction.

spotlight effect

You overestimate how much people notice how you look and act.

Instead of worrying about how you're being judged, consider how you make others feel. They'll remember this much more, and you'll make the world a better place.

24 cognitive biases stuffing up your thinking

Cognitive biases make our judgments irrational. We have evolved to use shortcuts in our thinking, which are often useful, but a cognitive bias means there's a kind of misfiring going on causing us to lose objectivity. This poster has been designed to help you identify some of the most common biases and how to avoid falling victim to them. Help people become aware of their biases generally by sharing the website **yourbias.is** or more specifically e.g. **yourbias.is/confirmation-bias**
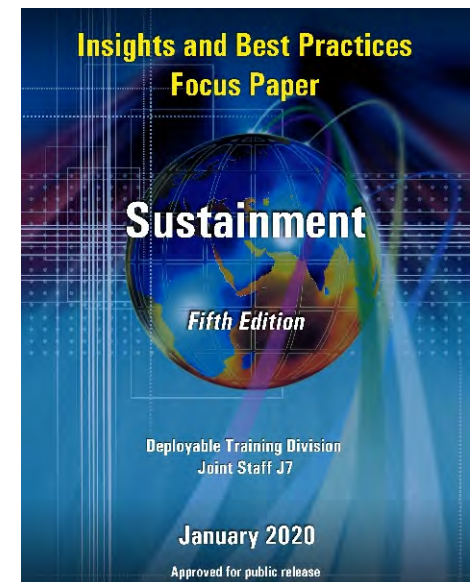
Download this poster at www.yourbias.is

Sustainment

**Observer / Trainer
Deployable Training Division
Joint Staff J7**

*Insights and Best Practices
Focus Paper*

Sustainment

Fifth Edition

Deployable Training Division
Joint Staff J7

January 2020

Approved for public release

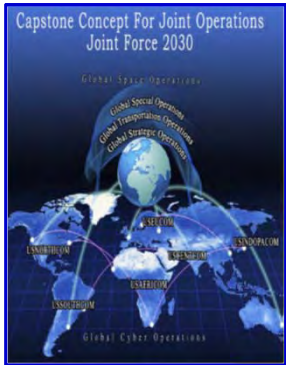*The overall classification is*

UNCLASSIFIED

Challenges

- **Anticipating requirements in an uncertain, complex, rapidly changing and contested operating environment**

- **Leveraging Global Providers that are part of the Joint Logistics Enterprise to ensure rapid and precise response for the Joint Force Commander**

- **Integrating and synchronizing joint / combined capabilities to support the concept of operations**

- **Balancing global and theater-level considerations to set and sustain the theater**

Global Strategic Environment

Anti Access / Area Denial

Regional Instability

Cyber

Rise of Peer Competitors

Speed of Conflict

Fiscal Environment

Capstone Concept For Joint Operations
Joint Force 2030

*"**Globally Integrated Operations** is the concept for how the Joint Force should prepare for the security environment we will soon face….Globally integrated operations both enable and are **premised upon Global Agility**."*

3

The Who… Joint Logistics Enterprise (JLEnt)

OSD and Joint Staff
Military Services and Defense Agencies

Industry

Joint Deployment Process Owner

Joint Distribution Process Owner

Joint Force Commanders

Integrated Joint Logistics Processes

Interagency

Multinational Partners

Inter and Non-Governmental Organizations

**DISCLAIMER: List not all inclusive

Insights

- **Understand authorities, goals, and limitations of other JLEnt partners**
- **Establish relationships and build trust before a crisis occurs**
- **Capitalize on and leverage stakeholder capabilities and resources**
- **Be prepared to provide support to other JLEnt partners**

The How... Global Sustainment Considerations

Competition for Resources

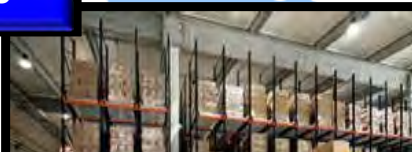**Joint Materiel Priorities and Allocation Board**

Strategic Lift

Critical Munitions

Forces

Medical

War Reserve Materiel

Overflight, Transit, Basing

Operational Contract Support

Insights

- **Access requirements may extend beyond a given AOR**
- **Understand what critical resources other CCMDs will require and how that will impact your mission (e.g., OCS, Medical Assets, additional Forces)**
- **Engage the Joint Staff early to adjudicate limited global resources**

Key Takeaways

- <u>Anticipating requirements</u> (contested logistics)

- <u>Leverage the Joint Logistics Enterprise</u> to ensure rapid and precise response for the Joint Force Commander

- <u>Integrate sustainment capabilities</u> to support joint force requirements

- <u>Balance global and theater level considerations</u> to set and sustain the theater

"You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics."

– General Dwight D. Eisenhower

References

- **DOD Dictionary of Military and Associated Terms**

- **Joint Pub 1, "Doctrine for the Armed Forces of the United States," 25 Mar 2013**

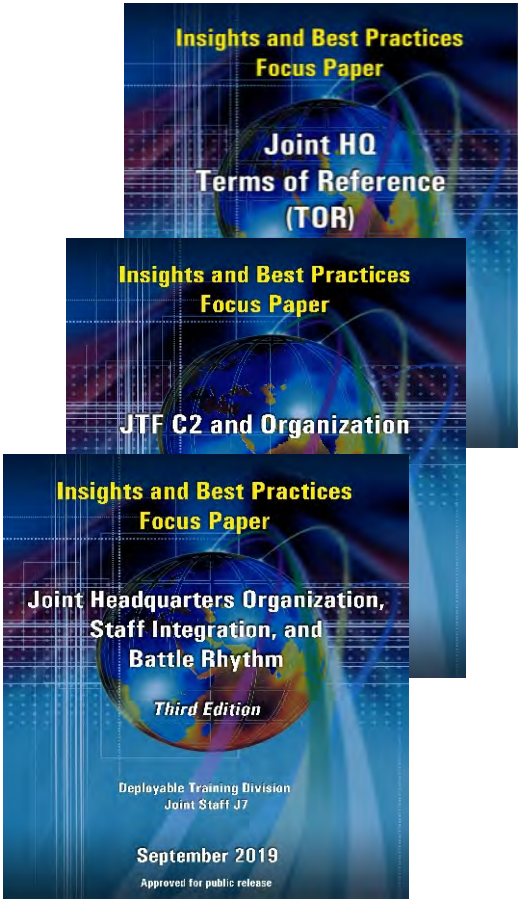- **Joint Staff J7 Insights and Best Practices, Sustainment Focus Paper, 5th Edition, January 2020**

HQ Organization and Process Insights
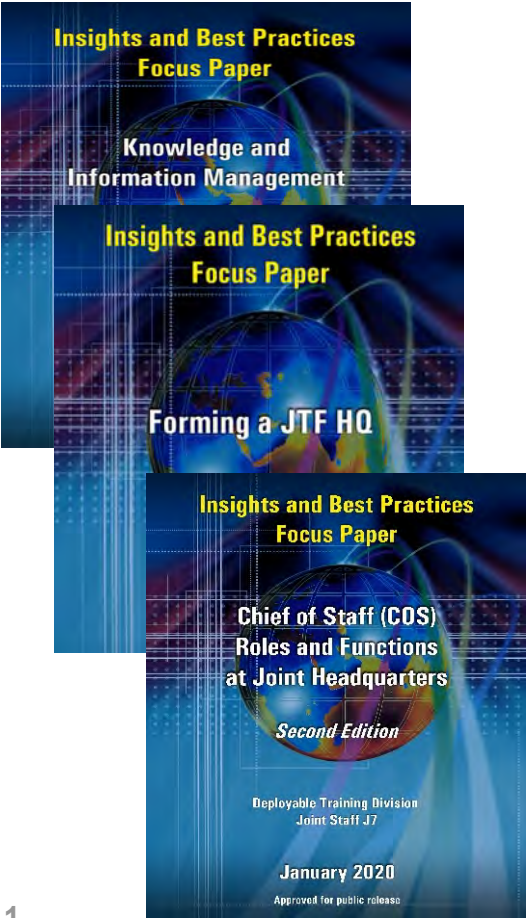
**Observer / Trainer
Deployable Training Division
Joint Staff J7**

**The overall classification is**

UNCLASSIFIED

Challenges

- **Organizing to accomplish the joint mission**

- **Developing processes within a complex organization to operate at the speed of relevance**

- **Integrating joint, multinational, and interagency mission partners into the HQ structure and processes**

Organizing - Roles and Responsibilities

J-Code Structure Organization
(Preferred organizational structure)
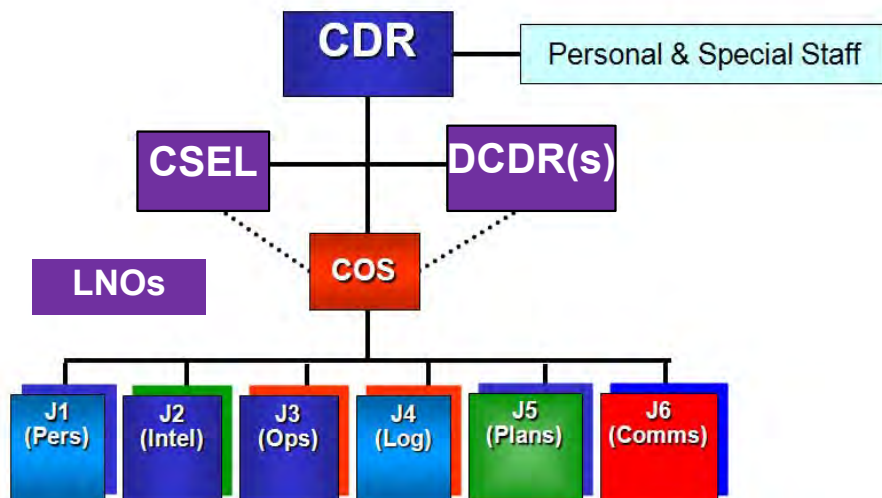
* Above organization structure is greatly simplified for illustrative purposes only

Considerations

- *Mission requirements drive HQ functions, organization, and processes*
- *Agility vs. size of HQ*
- *Terms of Reference for key personnel*
- *Liaison network*
- *Clear roles and responsibilities needed for:*

  - *Assessment*
  - *Design*
  - *Integration of lethal and nonlethal effects*
  - *Narrative and Engagement*
  - *Reports to Higher HQ*
  - *Knowledge Management*
  - *Interagency Coordination*

Insights

- *Maintain Commander-centric vs. staff-centric focus*
- *Be able to respond to crisis while retaining agility to plan and execute other missions*
- *Account for the transregional and multi-domain nature of operations*

Staff Integration
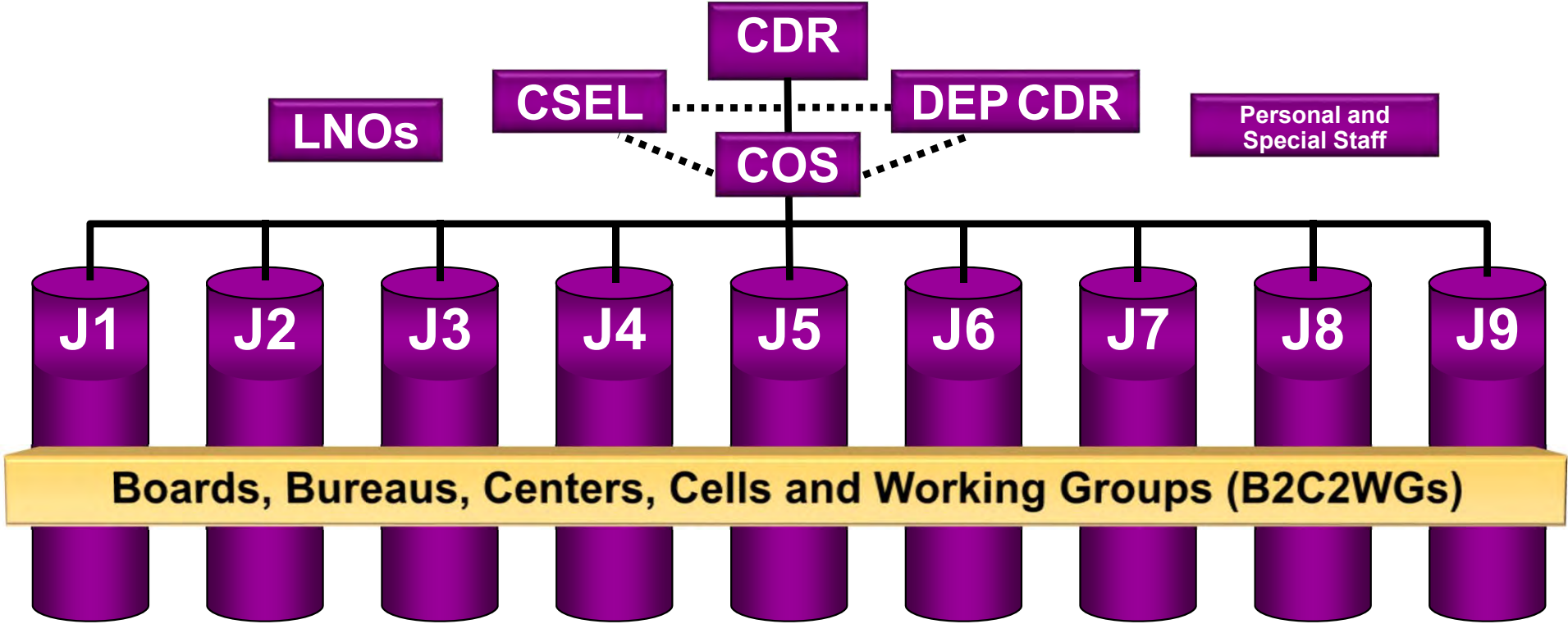
Staff Interaction
in Support of Decision Making

RESOURCED BY

INFORMED BY

TO FORM THE BASIS OF EFFECTIVE PLANNING

AND GAIN DECISION
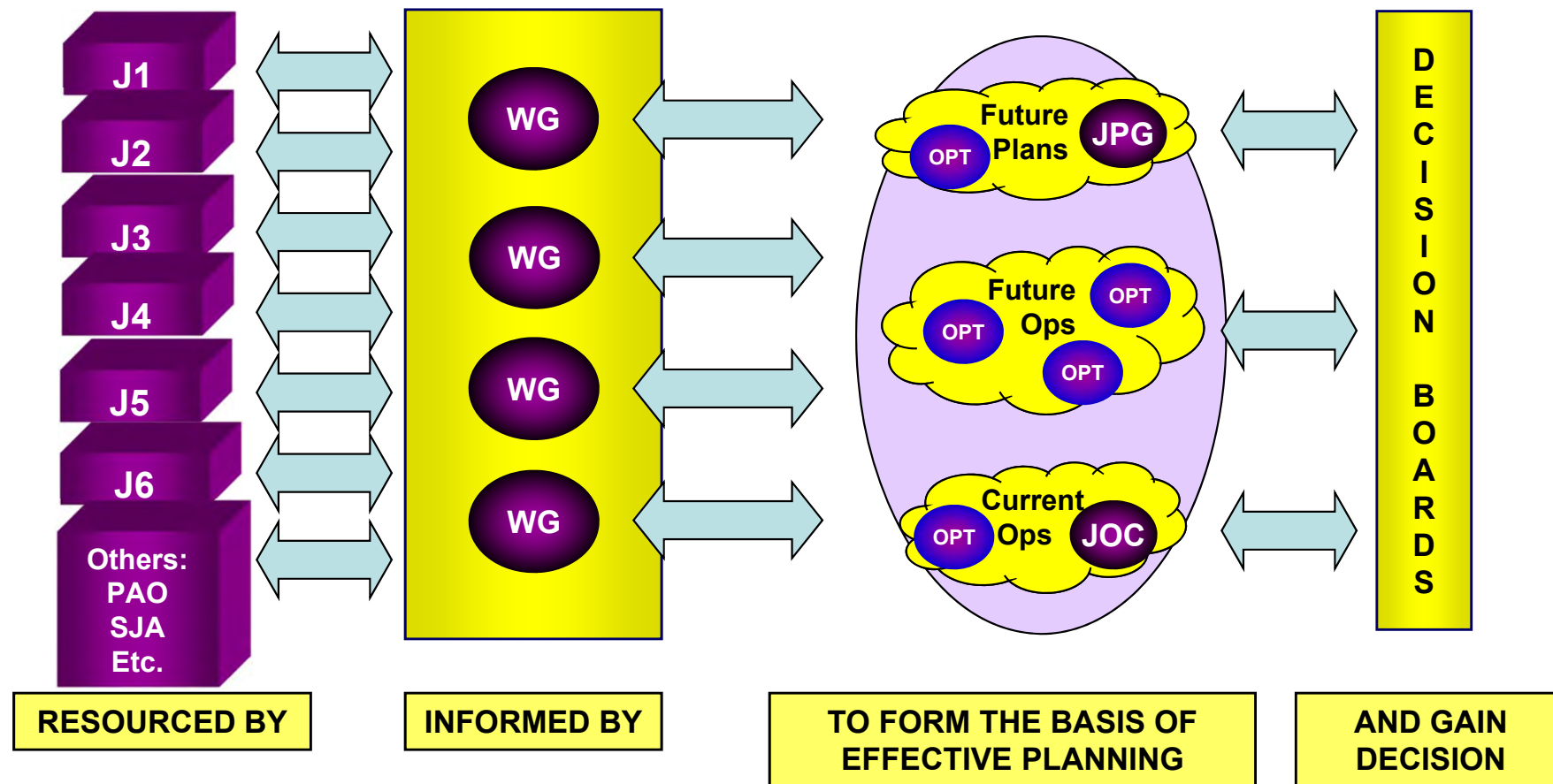
Insights

- *Force cross-functional integration to improve staff support for the Commander*
- *Provide venues for Commander's "touch points" and command decisions*
- *COS is the staff synchronizer and manages the battle rhythm*

CJTF-OIR Commander Decision Making

Commander time for engagement, dialogue, battlefield circulation

Staff preparation and *empowered* DCOM-level steering

Commander assessment, guidance, and decision forums

Resulting in enhanced situational awareness

- SecDef
- CJCS
- CENTCOM
- IZ PM, MOD, MOI
- ISF
- TU PM, CHOD
- US EMB
- AMB McGurk
- CJFLCC-OIR
- SOJTF-OIR
- CFACC
- And others…

Weekly Battle Rhythm
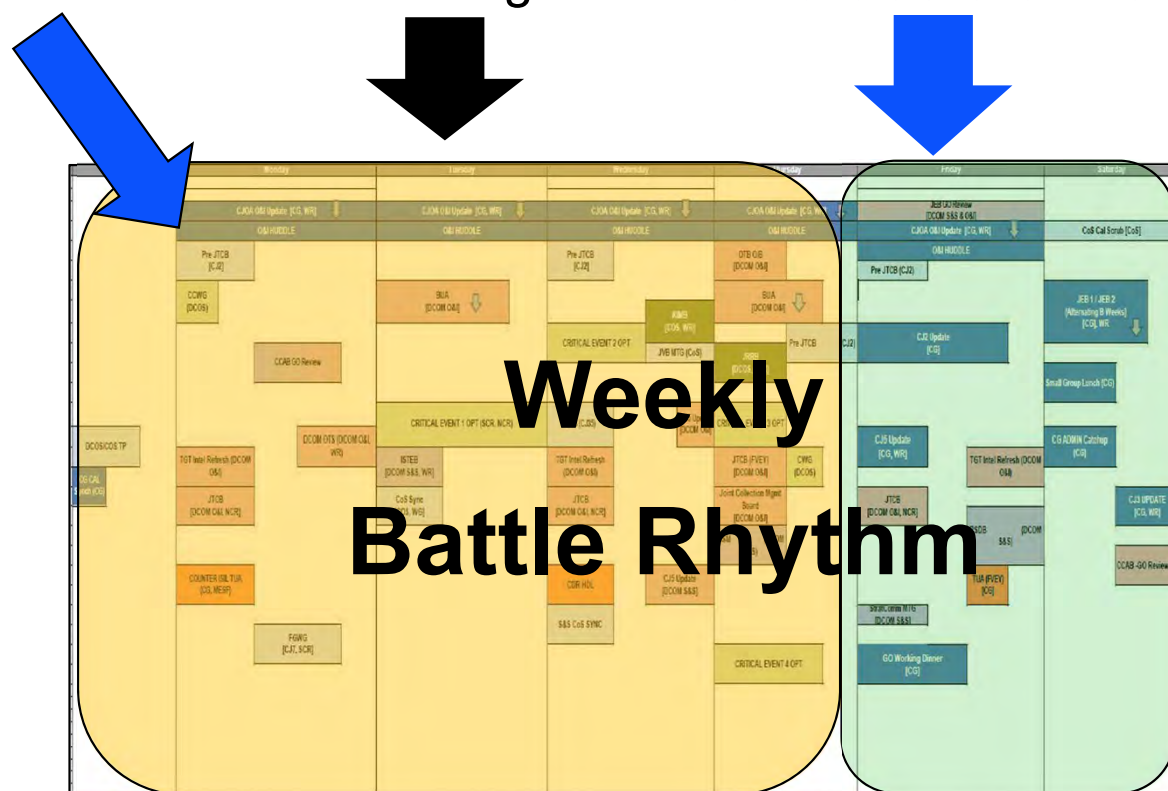
Insights
- *White space is critical to enabling decision making*
- *Battle Rhythm must be nested with HHQ and partners*

Circa 2015/16 (to permit unclassified sharing. Actual BR available in small group)

Integration with Mission Partners

DOD

USG Departments and Agencies

IOs
NGOs
Private Sector

Allies and Coalition partners

Insights
- *Leverage CCDR to acquire formal support*
- *Early coordination / integration*

Key Takeaways

- **Clear roles and responsibilities are needed to operate at the speed of relevance**

- **Effective staff integration enables shared understanding that supports decision making**

- **Early integration of all partners into the HQ is critical to achieve a comprehensive approach**

References

- **DOD Dictionary of Military and Associated Terms**

- **Joint Pub 1, "Doctrine for the Armed Forces of the United States, "25 Mar 13**

- **Joint Pub 3-33, "Joint Task Force Headquarters," 31 Jan 2018**

Commander's Decision Cycle

Stakeholders:
National / Embassy
Int'l Interests
Higher Headquarters
Supporting Commanders
NGOs

Other inputs:
National / Embassy
Int'l Interests
Higher Headquarters
Components
Regional Contacts
Perceptions

Unity of Effort

JOC
Other
Intel

Assessments

Coordinated Requests

CCIR

Orders

Monitor

Direct   **Communicate**   **Assess**

Design & Plan

Decision Boards

Daily	Periodic	Other
Update Assessment	Fuller Assessment	Assessment Values

Commander's Assessment

Design

Guidance & Intent

Planning

Current OPS
Future OPS
Future Plans

Supported by:
B2C2WGs
Staff Estimates
Components
Key Mission Partners

Coordinated with:
Higher Headquarters
Components
Key Mission Partners