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  – Cognitive Biases Poster
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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

Command and Control: 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
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**

**Considerations**
- Where do you fit?
- Who do you work with?
- How to organize?
Support Command Relationship
- Authorities and Responsibilities -

**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 consultative authority for a problem set. In execution - assesses global campaign and recommends changes
- **Services**: Force Readiness and Generation
Risk

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

“Commanders own risk to force”

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

• **Senior leaders set conditions** by building trust and sharing understanding.

• **Gain clarity and share understanding** of your HQ’s role and that of your partners.

• **Understand the aspects of risk** in decisions.

• **Relationships** between commanders are often more important than command relationships.

• **Set command relationships** up front … then flex.
References

- DOD Dictionary of Military and Associated Terms
References
- Continued -

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

Operations in the Information Environment

Observer / Trainer
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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 (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

-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**

**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
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

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.

JMM
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

This poster is published under a Creative Commons Attribution and Non-commercial license 2018 by The School of Thought, a 501c3 non-profit organization. To learn more about biases you should definitely read the books Thinking, Fast and Slow and You Are Not So Smart. The Illustration above is a reference to Michelangelo's 'Creation of Adam' which many believe depicted the human brain in God's surrounding decoration. The godfathers of research into cognitive biases, Daniel Kahneman and Amos Tversky, are pictured alongside the Christian God above.
Sustainment
Observer / Trainer
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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
“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.”
The Who... Joint Logistics Enterprise (JLEnt)

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

**DISCLAIMER: List not all inclusive**
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

- Anticipating requirements (contested logistics)
- Leverage the Joint Logistics Enterprise to ensure rapid and precise response for the Joint Force Commander
- Integrate sustainment capabilities to support joint force requirements
- Balance global and theater level considerations 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

**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

Boards, Bureaus, Centers, Cells and Working Groups (B2C2WGs)
Staff Interaction in Support of Decision Making

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

**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 3-33, “Joint Task Force Headquarters,” 31 Jan 2018
Commander’s Decision Cycle

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

Coordinated Requests

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

Decision Boards

Unity of Effort

Coordinated with:
- Higher Headquarters
- Components
- Key Mission Partners

Supported by:
- B2C2WG
- Staff Estimates
- Components
- Key Mission Partners

Orders

Assessments

Daily
- Update Assessment
- Fuller Assessment
- Assessment Values

Periodic

Other

Assessments

Commander’s Assessment

Planning

Current OPS

Future OPS

Future Plans

Design

Guidance & Intent

Communicate

Design & Plan

Direct

Monitor

JOC

Other

Intel

CCIR

UNCLASSIFIED