

# An Evolving Joint Perspective:

## US Joint Warfare and Crisis Resolution In the 21st Century



28 January 2003



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JOINT REQUIREMENTS  
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JROCM 022-03  
28 Jan 03

MEMORANDUM FOR THE JOINT REQUIREMENTS OVERSIGHT COUNCIL

Subject: An Evolving Joint Perspective: US Joint Warfare and Crisis  
Resolution In the 21st Century

The Joint Requirements Oversight Council concurs with the white paper entitled An Evolving Joint Perspective: US Joint Warfare and Crisis Resolution In the 21st Century and endorses its publication as a common frame of reference for future joint concept development. This document provides a credible, intellectual perspective of key joint characteristics and desired joint capabilities that are envisioned to transform the joint force and ensure our continued dominance across the range of military operations.

A handwritten signature in black ink, appearing to read "Peter Pace".

PETER PACE  
General, United States Marine Corps  
Vice Chairman  
of the Joint Chiefs of Staff

## Table of Contents

<b>A. Purpose</b>	<b>1</b>
<b>B. The Strategic and Operational Environment of the 21st Century</b>	<b>2</b>
<b>C. The American Way of Joint Warfare and Crisis Resolution</b>	<b>4</b>
<b>D. Operational Themes</b>	<b>4</b>
<b>E. Changing the Characteristics and Conduct of US Joint Warfare and Crisis Resolution</b>	<b>5</b>
<b>F. An Evolving Joint Perspective for Full Spectrum Dominance Through *Unified Action and the Conduct of Joint Decisive Operations</b>	<b>7</b>
<b>G. A New Synthesis in the US Approach to Warfighting</b>	<b>7</b>
<b>H. Adapting Warfighting Capabilities to Crisis Resolution</b>	<b>9</b>
<b>I. Joint Decisive Operations</b>	<b>11</b>
<b>J. Imperatives for Capability and Force Planning and Development</b>	<b>12</b>
<b>K. The Application of the Principles of War and Principles for Military Operations Other Than War (MOOTW) to US Joint Warfare and Crisis Resolution in the 21st Century</b>	<b>13</b>
<b>L. Summary</b>	<b>15</b>
<b>Enclosures</b>	
<b>1. The Evolving Shifts in the Characteristics and Conduct of Joint Warfare and Crisis Resolution</b>	<b>17</b>
<b>2. The Application of the Principles of War and Principles for Military Operations Other Than War (MOOTW) to US Joint Warfare and Crisis Resolution in the 21st Century</b>	<b>45</b>
<b>3. Joint Requirements Oversight Council Memorandum 023-03 (JROCM 023-03) Interim Range of Military Operations</b>	<b>59</b>

## A. Purpose

The President and Secretary of Defense have directed the Department of Defense (DOD) to transform in order to meet an uncertain future and the unfolding challenges of the 21st Century domestic and international security environments. As the Armed Forces of the United States transform, they must develop a common frame of reference to define and develop future joint force concepts, capabilities, requirements, and Service-provided forces. The existing frames of reference for the joint force are joint doctrine and Joint Vision. Joint doctrine only provides a common frame of reference for the current joint force. It does not, however, address the development or experimentation of future concepts and capabilities that could improve joint force operations. The Joint Vision provides a broad future vision and construct for military transformation. However, it contains little actionable detail for joint force planning and development. Joint doctrine and Joint Vision together will provide a baseline to help focus the development and comparative analysis of emerging concepts, capabilities, requirements, and Service-provided forces that will be employed within future joint warfare and crisis resolution.<sup>1</sup>

At the focal point of US military transformation and implementation is the Joint Requirements Oversight Council (JROC). The role of the JROC has evolved from a strictly materiel focus to a strategic integration role in the co-evolution of joint doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) critical force considerations. As the crossroads for joint vision related requirements generation and development, the JROC currently must evaluate concepts, capabilities, architectures and requirements from each Service. What is missing for the JROC's use is a common perspective on joint warfare and crisis resolution in the 21st Century from which the JROC can review, integrate and compare emerging joint concepts, capabilities, architecture and requirements.

To provide the missing common joint perspective for the JROC and address the Chairman's future joint vision in actionable detail, the Joint Staff's Directorate for Operational Plans and Joint Force Development (J-7) has worked on a JROC-sponsored project in collaboration with the Services, combatant commands, Joint Staff and defense agencies to develop *An Evolving Joint Perspective: US Joint Warfare and Crisis Resolution In the 21st Century*.

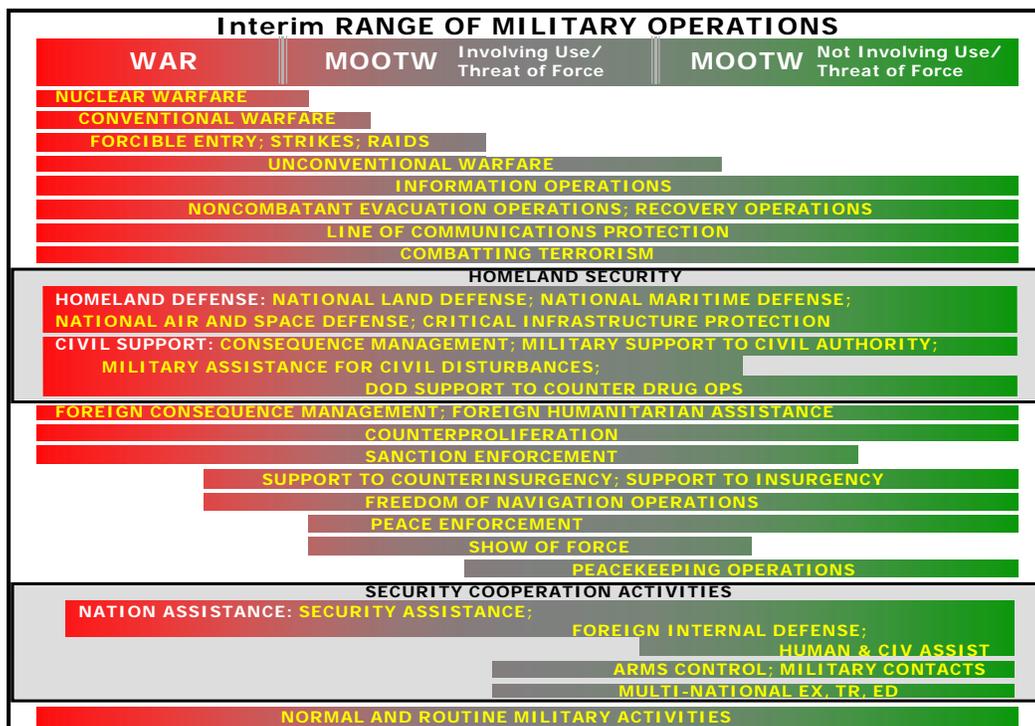
This document provides a **common joint warfighting perspective** intended to identify and describe the key elements and desired capabilities that comprise the evolving and emerging American way of joint warfare and crisis resolution for the foreseeable future. This joint perspective grows from an understanding of the current environment, focuses on Joint Vision as the azimuth, and serves as the foundation for transformation. It captures and defines emerging consensus on the desired shifts in the characteristics and conduct of joint warfare and crisis resolution as well as the evolving joint fundamentals that will help to achieve the desired goals<sup>2</sup> of military transformation. It provides an essential complement to Service transformation and warfighting perspectives

and an integrating context for joint concept and architecture development, the Requirements Generation System (RGS), and Force Planning and development efforts.

## B. The Strategic and Operational Environment of the 21st Century

The most recent acts of terror against the US homeland exemplify the dangerous and uncertain strategic environment that will likely confront the United States in the future. Increasing political, economic, ethnic, and religious divisions, the diffusion of power among hostile state and non-state actors, population growth and a scarcity of natural resources, and the proliferation of dangerous technologies and weaponry are dramatically increasing the range of threats to the US homeland and the nation's global interests. These conditions are likely to endure and will both challenge and help shape the future joint force as it transforms. Evolving trends within the strategic and operational environments can be identified that both underscore the need for change and form the backdrop against which the Armed Forces of the United States will undergo transformation while conducting a broad range of military operations in the 21st Century (see Figure 1).<sup>3</sup>

**Figure 1. Interim Range of Military Operations (JROCM 023-03)**



Within the strategic environment:

- The United States will continue to have global interests and commitments requiring military power to protect and advance them.
- The joint force battlespace will be global and extend from the US homeland to include cyberspace and space.

- The United States will face external asymmetric threats that will require renewed vigilance and a focus on homeland security.
- The speed and scale of the proliferation of missile technology and the spread of CBRNE weapons and their means of delivery will increase, posing a fast growing challenge to land, maritime, air, and space capabilities at home and abroad.<sup>4</sup>
- The joint force will continue to rely heavily upon coordination and synchronization with interagency and multinational partners.
- The United States will retain the capacity to intervene unilaterally, but will usually operate within a coalition of like-minded powers and actors. Such coalitions may be relatively short lived and involve temporary arrangements rather than long term, pre-existing relationships.
- Religious extremism and intolerance, failing states, competition over natural resources and greater economic disparity among populations will all be growing problems.
- Potential adversaries will have greater access to a global commercial, industrial, and informational<sup>5</sup> base, providing them with niche capabilities intended to impede or defeat the capabilities or will of the US.
- Potential adversaries will adapt as our joint capabilities evolve.
- The appeal of asymmetric approaches that avoid US strengths and attack US vulnerabilities will continue to increase.
- Rapid urbanization and population concentration will continue to change the physical and political makeup of nations.

Within the operational environment:

- Successful future military operations will continue to require highly qualified personnel, trained to exacting standards and educated to function within a joint force context.
- Potential for major war, with overlapping regional conflicts or crises, will continue.
- A blending and compression of the levels of warfare<sup>6</sup> will increasingly result in tactical actions with strategic consequences.
- Information operations with responsive supporting knowledge management processes will be key to enabling decision superiority and increasing overall joint force operational effectiveness.
- Capabilities-based forces, possessing a broad array of resources that leverage existing and emerging air, land, maritime, cyber, and space strengths, will become a reality.

- Future joint command and control, supported by a common networked joint C4ISR architecture, will overcome joint, multinational and interagency interoperability challenges.
- Despite an increase in the sophistication of adversary anti-access and area denial strategies, US military capabilities will become more rapidly deployable, immediately employable, and increasingly lethal with extended operational reach.
- Future joint forces will increasingly be expected to conduct combat or crisis resolution operations within urban areas or across densely populated complex terrain.

### **C. The American Way of Joint Warfare and Crisis Resolution**

As the Armed Forces of the United States conduct military operations in the 21st century there will continue to be a uniquely American philosophical and cultural approach to joint warfare. The evolution of US joint warfare and crisis resolution reflects the cumulative historical experience, values, traditions and character of the American people, their individual Military Services, and the unique institutions and governmental processes of the United States of America. **Joint warfare is team warfare** that requires the synchronized and integrated application of appropriate capabilities.<sup>7</sup> The US joint force in the 21st Century will:

- Emphasize synergistic<sup>8</sup> total joint force employment of active duty forces and the Reserve Components;
- Preserve the operational-level as the integrating joint force focal point;
- Leverage Service core competencies and capabilities for *\*unified action*;<sup>9</sup>
- Incorporate necessary capability redundancy with minimal duplication<sup>10</sup> in Service-provided forces and capabilities;
- Operate in synchronization with Interagency partners at the strategic and operational levels of warfare and crisis resolution;
- Enhance liaison capabilities and share appropriate DOTMLPF change recommendations<sup>11</sup> to achieve unity of effort and operational integration in multinational operations.

### **D. Operational Themes**

The defense strategy of the United States guides the evolution of US joint warfare and crisis resolution by identifying several operational themes<sup>12</sup> to maintain US military preeminence in the 21st Century. These themes envision a Service-provided joint force transformed along the lines shown below. The themes should be woven into joint and Service requirements generation and Service force planning processes. The operational themes are:

- A shift from the capability to project a large portion of continental US-based forces over a relatively long time period to the ability to project a smaller but more capable joint force over a relatively short time period;
- Tailored combat forces that are joint and expeditionary<sup>13</sup> in character, rapidly deployable and immediately employable from a forward posture to assure US allies and partners, or dissuade, deter, or defeat an adversary when necessary, and include:
  - Global strike capabilities and Special Operations Forces to augment regional combat forces;
  - Continental US and forward based combat forces to augment forward deployed and initial expeditionary forces as required;
- The conduct of scaleable joint maneuver and precision strikes will be at varying depths, in all weather and terrain, to deny sanctuary, attack critical vulnerabilities, or defeat the efforts of an adversary even within distant anti-access and area-denial operational environments;
- The orchestration of the planning and execution of network-centric, effects-based<sup>14</sup> expeditionary warfare on a global scale;
- An increased emphasis on global joint C4ISR;
- Enhanced space operations and Information Operations (IO) capabilities as asymmetric core competencies;<sup>15</sup> and
- A missile defense capability to protect the US homeland and forward deployed forces, as well as US friends and allies.

## **E. Changing the Characteristics and Conduct<sup>16</sup> of US Joint Warfare and Crisis Resolution**

In addition to the operational themes above, there are continual changes and evolving shifts in the characteristics and conduct of joint warfare and crisis resolution as the Armed Forces of the United States transforms from a 20th to a 21st Century joint force. These shifts in the characteristics and conduct of warfare identify and articulate the broad and pervasive operational changes the joint force will embody and employ for the achievement of national political and military objectives.

While the nature of war will continue to be characterized as the violent clash of wills between nations or armed groups to pursue advantageous political ends, the conduct of joint warfare will include both violent and non-violent means. Clearly, US joint forces must be prepared to fight and win the nation's wars. However, history has shown that the US military is a tool of statecraft that leaders use in roles beyond the mission of fighting and winning the nation's wars. Indeed, the US military has been and will continue to be employed in crisis resolution<sup>17</sup> situations across the globe and across the range of military operations. Therefore, US joint forces must be capable of adapting their warfighting capabilities to crisis resolution situations without loss of

operational effectiveness. In the 21st Century, the nature and purpose of crisis resolution will be characterized as follows:

Nature – Deteriorating situations involving natural or man-made catastrophes leading to potential humanitarian, societal or state instability, and the increased likelihood of conflict.

Purpose – Alleviate the conditions or consequences of the crisis, consistent with US national interests.

**Figure 2. Evolving Shifts in Characteristics and Conduct of US Joint Warfare and Crisis Resolution in the 21st Century**

Enduring Nature	Enduring Purpose	Changing the <b>Characteristics</b> of US Joint Warfare & Crisis Resolution in the 21st Century (Distinctive Mark)		Changing the <b>Conduct</b> of US Joint Warfare & Crisis Resolution in the 21st Century (How)	
		20th CENTURY	21st CENTURY	20th CENTURY	21st CENTURY
<p><b>Of WAR</b></p> <ul style="list-style-type: none"> <li>Violent clash of opposing wills</li> </ul> <p><b>Of CRISIS RESOLUTION</b></p> <p>Deteriorating situations:</p> <ul style="list-style-type: none"> <li>Involving natural or manmade catastrophe</li> <li>Leading to potential humanitarian, societal or nation-state instability</li> <li>Leading to increased likelihood of conflict</li> </ul>	<p><b>Of WAR</b></p> <ul style="list-style-type: none"> <li>Impose will upon an adversary</li> <li>Politics by another means</li> <li>A better peace</li> </ul> <p><b>Of CRISIS RESOLUTION</b></p> <p>Alleviate the conditions or consequences of the crisis, consistent with US national interests</p>	Service-Based Maneuver Warfare	Joint Expeditionary Warfare	De-Conflicted Operations	Fully Integrated Joint Operations
		Regional Battlespace Perspective	Global Battlespace Perspective		
		Interagency Coordination	Integrated Agency Actions	Interagency Coordination	Interagency Synchronization
		Synchronized & Integrated Military Forces	Self-Synchronized & Integrated Military Forces	Service-Based Interoperability	Joint-Based Interoperability
		Information-Based Operations	Situation Knowledge-Based Operations	Complementary Multinational Operations	Integrated Multinational Operations
		Firepower Provides the Effects of Massed Forces	Knowledge, Maneuver and Precision Engagement Provide the Effect of Massed Forces	Continuous Information & Data Generation	Continuous Knowledge Generation and Management
		Pulsating Pressure	Continuous Pressure	Target Effects-Aware	Effects-Based Targeting
				Platform-Centric Operations	Network-Centric Operations
				Precise Force Application	Adaptive Force Application
		Primarily Linear	Primarily Non-Linear	Engagement-Centric	Effects-Centric
				Sequential and Segmented Operations	Simultaneous, Distributed, & Parallel Operations
				Contiguous Operations	Non-Contiguous Operations
US Homeland Perceived Secure	US Homeland Threatened	Supply-Based Logistics	Network Centric & Distribution-Based Log		
		Combat Focus Threat-Based	Combat Focus on Capabilities-Based System of Systems		
		Strategic Deterrence as Homeland Defense	Proactive / Preemptive Homeland Security		

To ensure coherency in the development of the joint force, transformational changes must be linked to the evolving or desired shifts in the characteristics and conduct of US joint warfare and crisis resolution. Figure 2 summarizes evolving shifts in the characteristics and conduct of US joint warfare and crisis resolution for the expanded range of military operations depicted in Figure 1. This evolution does not imply the shedding of past characteristics and conduct of US joint warfare. As an example, the shift from “Sequential and Segmented Operations” to “Simultaneous, Distributed and Parallel Operations” does not imply that sequential operations cannot be employed if required by the situation. Understanding this potential continuum, the matrix therefore describes the broadening role that the Armed Forces of the United States play in addressing the nation’s security issues, and the ways that the US joint force is adapting to its growing role in a changed strategic environment. Identifying these evolving shifts will assist the JROC in its strategic integration role.

Enclosure 1 provides the next level of detail of the identified characteristic and conduct shifts for use as a comparative baseline with which the JROC can review and analyze new joint concepts, architectures, and DOTMLPF change recommendations.

## **F. An Evolving Joint Perspective for Full Spectrum Dominance Through \*Unified Action and the Conduct of Joint Decisive Operations**

**Joint Warfare and Crisis Resolution** is a joint force warfighting perspective that adapts and extends current US military theory and doctrine to accommodate these evolving shifts in the characteristics and conduct of joint warfare and crisis resolution in the 21st Century. This joint perspective is focused at the strategic and operational levels of warfare to integrate the joint force from Service-provided core competencies, concepts, capabilities and force structures. The perspective captures existing, new and transformational characteristics, capabilities, joint fundamentals, and imperatives<sup>18</sup> for further joint force development. The key feature threaded throughout this common joint warfighting perspective, is the overall capability for the joint force to successfully and effectively conduct operations to achieve **full spectrum dominance** across the range of military operations, inclusive of robust support for US Homeland Security efforts as directed.

### **Joint Warfare and Crisis Resolution**

Operations executed by a scalable joint force capable of timely global projection, assured access, and immediate employment for desired strategic and operational level objectives in joint decisive operations; and sustainable even in an austere environment for extended periods or in an area-denial environment.

### **Full Spectrum Dominance**

The decisive defeat of any adversary or control of any situation across the full range of military operations.

## **G. A New Synthesis in the US Approach to Warfighting**

21st Century Joint Warfare will leverage US asymmetric advantages<sup>19</sup> in the ever-changing, strategic and operational environments US forces will face. It is the next progressive step in the maturation of joint warfare and a more adaptive blend of attrition and maneuver warfare. As a result, the US approach to joint warfighting will take on new meaning in the 21st Century.

The evolution of warfare has sometimes been academically described by styles (i.e. Attrition or Maneuver). These categorizations are predominantly methods for comparative historical analysis, especially prominent in the institutional education and development of the next generation of warriors and students of war. A brief historical treatment of the concepts of attrition warfare and maneuver warfare is particularly useful in understanding how the evolving US approach to joint warfare encompasses a synthesis of some of their more salient features.

**Attrition Warfare** has traditionally sought victory by applying firepower and massed forces to wear away an adversary's ability and will to resist through the wholesale destruction of his human and materiel means, usually requiring an extended period of time to accomplish. The aim is to exhaust the adversary before friendly forces become exhausted. In the past, it has pitted strength against strength and achieved success with a high cost in casualties for both sides. On the ground, attrition warfare has traditionally been primarily linear, firepower intensive, costly, and insensitive to issues such as collateral damage and displaced populations. Attrition warfare has seldom been the preferred approach. It has usually resulted when forces have been unable, often unexpectedly, to achieve a military decision rapidly. In such situations, the only alternative was to terminate the war on less than optimum terms or to attempt to wear down one's opponent over an extended period. In the latter part of the 20th Century, the development and employment, on a large-scale, of new capabilities in maneuver, Intelligence-Surveillance-Reconnaissance (ISR), and precision weapon systems fundamentally altered the utility and applicability of attrition warfare at the operational level. Superior technologies and the precise employment of the full range of military capabilities, linked by a fully integrated, networked joint C4ISR architecture, will increasingly permit the US to attain overwhelming advantages in the application of combat power. This will enable US joint forces to diminish a conventional adversary's critical warfighting resources rapidly and decisively through selective and precision-based attrition across the global battlespace.<sup>20</sup> Taking the next step and applying new attrition warfare techniques can progressively reduce unnecessary destruction and unacceptable collateral damage.

**Maneuver Warfare** in the 20th Century, from the American perspective, traditionally focused on a style of warfare that sought to pit strength against adversary weaknesses and center(s) of gravity. Maneuver warfare seeks to attack adversary vulnerabilities from a position of advantage through the synchronized application of movement and fires. In its current and future application, maneuver warfare requires centralized command and decentralized control and execution. Though it had attritional characteristics, particularly at critical times and places, "maneuver" was traditionally understood to mean, "movement in combination with fires to gain positional advantage." However, maneuver warfare now means much more: maneuver in time and space to **control the entire tempo** of an operation by exploiting or attacking adversary critical vulnerabilities that are the pathways to affecting adversary center(s) of gravity.

US joint forces are increasingly capable of blending the desirable features of both traditional attrition and maneuver warfare in a new way to achieve success. US joint forces can simultaneously apply joint combat power precisely at numerous points across the global battlespace. Such application can cause the effects of massive attrition in selected adversary capabilities while achieving rapid and decisive results in a manner traditionally associated

with maneuver warfare. Key to achieving these results is controlling the tempo of the operation.

**Tempo** refers to the cycle of operational activity in time that facilitates the continuous application of military force to achieve desired and synergistic effects against an adversary. It does not necessarily mean more action or faster activity. Its essence is to seize and retain the initiative and thus, gain freedom of action. Advantage in tempo may be achieved by aggressive action in terms of movement and fires, or it may be achieved by “slowing” activity, just as a sports team slows the pace by controlling the ball in order to “run out the clock” or set up a play. Tempo should be thought of in relative terms. The new paradigm of maneuver warfare is to control the tempo<sup>21</sup> in order to achieve the desired effect of continuous pressure<sup>22</sup> in multiple dimensions against adversary critical vulnerabilities and center(s) of gravity with the most appropriate means available.

Joint warfare and crisis resolution emphasizes proactive, precise decisions and effective execution. It elevates the joint operational art beyond the former characterization of the styles of warfare as either maneuver or attrition warfare. Instead, joint warfare will integrate the two styles of warfare into a single approach that is synergistic in its overall application. The joint force will view an adversary as a complex, adaptive system. It will attack critical vulnerabilities asymmetrically with joint force strengths, thereby controlling both the situation and tempo to achieve decisive results. In the combat application of 21st Century Joint Warfare, the future joint force will be able to tailor its force application so that the right force is used at the right time, and in the right place against multiple adversarial nodes and systems within the global battlespace. Networked joint forces, with continuous knowledge management, will conduct simultaneous, distributed and parallel operations synergistically across the levels of warfare, in depth. These operations will include the appropriate capabilities designed to shock, dislocate, disrupt or paralyze an adversary’s political and military cohesion, will and capacity for continued resistance. The joint force will conduct these operations quickly, decisively and with the least cost in lives and other resources.

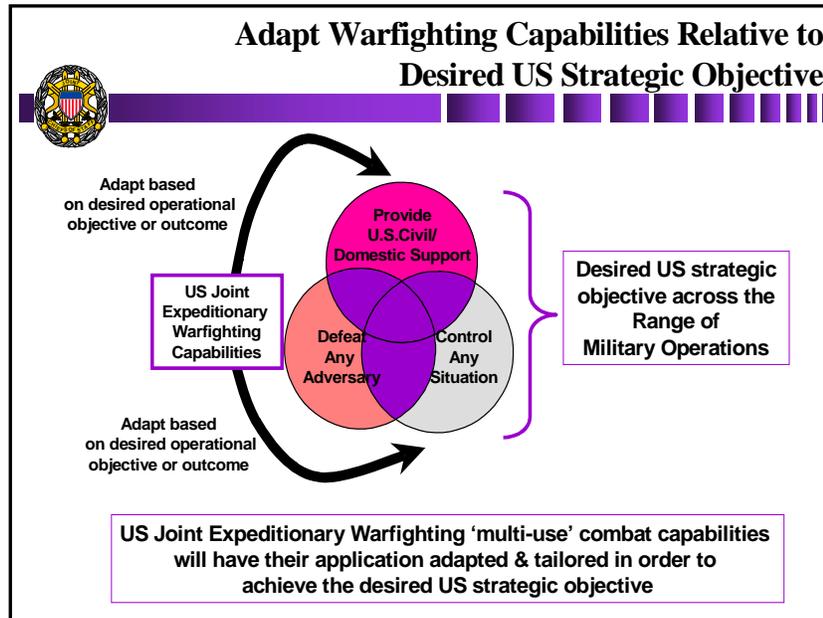
Joint warfare and crisis resolution favors the conduct of simultaneous, parallel and distributed operations across the levels of warfare throughout the global battlespace that control the operational tempo to ensure an adversary cannot effectively respond. Depending upon the desired operational-level objectives and outcomes, the joint force commander will control the tempo of action by employing an appropriate mix of capabilities (combat and non-combat, kinetic and non-kinetic, and lethal and non-lethal).

## **H. Adapting Warfighting Capabilities to Crisis Resolution<sup>23</sup>**

A 21st Century capabilities-based joint force will remain principally focused on fighting and winning the nation’s wars. Against adversaries, the successful conduct of joint operations will continue to involve global force projection, force

employment, and sustainment capabilities. However, when dealing with crisis resolution across the range of military operations, joint force warfighting capabilities must be adaptable to accomplish assigned missions (Figure 3). The intent is to either control or facilitate the control of the situation through the application of military capabilities in concert with other instruments of national and international power.

**Figure 3. Adapting Warfighting Capabilities to Crisis Resolution**



Having the ability to recognize, adapt and tailor the inherent 'multi-use' capabilities<sup>24</sup> of the future joint force across the range of military operations will permit exploitation of those resources to resolve a crisis situation. Moreover, a joint force's ability to operate within an austere environment or under area denial / anti-access conditions increases its usefulness in both combat and non-combat operations. In all situations, the joint force will seek Full Spectrum Dominance through *\*unified action* as a supporting or supported element of a larger national or multinational effort designed to achieve strategic and operational objectives, and outcomes.

21st Century Joint Warfare and Crisis Resolution requires certain defining expeditionary and joint team capabilities (Figure 4).

**Figure 4. Expeditionary and Joint Team Capabilities of Joint Warfare and Crisis Resolution**

- Timely global projection of a tailored joint force;
- Forcible entry into a joint operations area, when necessary;
- Immediate and synchronized employment of scaleable joint forces tailored to conduct simultaneously a broad range of joint military operations utilizing *\*unified action*;
- Sustainment for extended periods in an austere environment or under anti-access /area denial conditions; and
- Focused and continuous joint C4ISR employment and knowledge generation fusion.

Each of these capabilities is vital to the overall operational success of a joint force and provides critical considerations for joint concept development, joint requirements generation, and Service-based force planning.

The institutionalization of a pervasive “expeditionary and joint team mindset” in the Services is essential to the successful implementation of Joint Warfare and Crisis Resolution in the 21st Century. This mindset must permeate all aspects of future joint and Service force design, doctrine, capabilities, organization, training, equipment, deployment, employment, and sustainment. This amounts to nothing less than a cultural change that is essential to a more effective and coherent joint force. Dedicated, competent people who embody the spirit of the nation and the warrior ethos form the foundation for this cultural change. The joint force must fuse traditional military values – motivation, discipline, dedication, integrity, teamwork, and professionalism – with the energy, innovation, imagination and diversity of its individuals. The emerging capabilities required for future joint operations calls for a new culture that emphasizes adaptability in its personnel. To institutionalize this change the Armed Forces of the United States must develop common and comprehensive education, training and exercises across the range of military operations that reinforce the expeditionary and joint team approach to joint warfare.

## **I. Joint Decisive Operations**

The implementation of Joint Warfare and Crisis Resolution in the 21st Century also requires the development of joint concepts, associated capabilities, and integrated architectures for the conduct of ***joint decisive operations*** across the range of military operations.

***Joint decisive operations*** require joint force commanders to

### **Joint Decisive Operations**

The synergistic orchestration of joint force capabilities to achieve Full Spectrum Dominance. It is the US military component of *\*unified action*.

orchestrate synergistically the core competencies and warfighting capabilities of Service-provided forces to achieve full spectrum dominance, including the provision of timely and effective US civil support. A key to successfully executing **joint decisive operations** is a joint force with a common networked joint C4ISR architecture and modular<sup>25</sup> forces tailored for immediate integration and interoperability--often called “plug and play”<sup>26</sup> forces.

Joint Vision is the azimuth for military transformation. It envisions an integrated joint force with Service-provided components that can conduct distributed and synergistic parallel warfare across the levels of warfare to isolate, disrupt, shock, or paralyze an adversary’s complex adaptive system. Joint decisive operations further support the Joint Vision by expressly linking strategic outcomes to operational and tactical actions against an adversary’s vital points, critical vulnerabilities, and center(s) of gravity. Ultimately, the future joint force must be able to conduct large-scale and sustained military operations at a controlled tempo throughout the global battlespace, including the US homeland. The future joint force must also be able to adapt its warfighting capabilities across the range of military operations and seek unity of effort and purpose through *\*unified action*.

## **J. Imperatives<sup>27</sup> for Capability and Force Planning and Development**

To institutionalize and implement the proposed common joint warfighting perspective, the following imperatives were derived<sup>28</sup> from an analysis of the evolving shifts in the characteristics and conduct of joint warfare and crisis resolution. These imperatives will help guide the JROC in its analysis and comparison of new concepts, capabilities and architectures. They will also be useful guides for joint and Service force planning and the operational employment of joint forces.

- **Ingrain an expeditionary and “joint team” mindset into the Total Force**, to ensure a more globally deployable and interoperable joint force.
- **Develop, train and educate leaders**, to think strategically and to successfully apply the joint operational art across the range of military operations.
- **Develop versatile, adaptive joint expeditionary power projection forces with capabilities focused on warfare**, to enable sustained joint decisive operations across the full range of military operations.
- **Project globally “plug and play” expeditionary joint forces**, to enable immediate interagency and multinational collaboration and operational-level employment.
- **Conduct joint decisive operations in depth, simultaneously and in parallel across the levels of warfare**, to maximize friendly asymmetrical advantages, seize and maintain the initiative, achieve freedom of action, and apply overwhelming and precise force against adversaries.

- **Use effects-based *\*unified action*** to achieve objectives designed to shatter an adversary's political and military cohesion, will, and capacity for resistance quickly, decisively, and at lowest cost in lives and other resources.
- **Secure US homeland and key strategic nodes**, to reduce the effectiveness of enemy asymmetric approaches while maintaining relentless, forward operational pressure to preempt enemy efforts.
- **Maintain continuous operational pressure against the adversary**, to control the operational tempo and momentum across the levels of warfare.
- **Seek full spectrum dominance through *\*unified action* and the conduct of joint decisive operations**, to synchronize all instruments of national and multinational power and apply appropriate military capabilities to help supported or supporting agencies assess, contain, stabilize, manage, and resolve any situation to achieve the desired strategic and operational objectives and outcomes.
- **Use the global battlespace**, to reach from the US homeland and forward positions to the area of conflict or crisis to conduct operational level, joint decisive operations.
- **Achieve greater precision and more relative situational knowledge in force and capability employment**, through focused and continuous ISR and information operations (i.e., deception, psychological operations, etc.) simultaneously across the levels of warfare.
- **Replace joint massed forces with superior situational knowledge, joint precision fires, self-synchronized<sup>29</sup> operational maneuver, and control of operational tempo**, to achieve or greatly exceed the comparable effect of massed forces.
- **Provide interagency and multinational partners with critical DOTMLPF change recommendations**, to enable *\*unified action* and to facilitate unity of effort under all circumstances.

#### **K. The Application of the Principles of War and Principles for Military Operations Other Than War (MOOTW) to US Joint Warfare and Crisis Resolution in the 21st Century**

The envisioned common joint warfighting perspective requires the inclusion of a discussion of how the future joint force might apply the current joint doctrine accepted principles of war<sup>30</sup> and principles for MOOTW<sup>31</sup> in its intention to wage joint warfare and resolve crises in the 21st Century. As the principles of war are “the enduring bedrock of US military doctrine,”<sup>32</sup> there is a necessity to describe the circumstances of their impact, as well as the impact of the principles for MOOTW, on employing the future joint force. In addition, there are two unique fundamentals of joint warfare (Sustainment<sup>33</sup> and

Agility<sup>34</sup>) that are not adequately captured by the current principles of war and MOOTW. Therefore, Sustainment and Agility must also be reviewed to describe the specifics of their impact on the employment of the future joint force.

**Figure 5. Linking the Current Joint Doctrine Principles of War, Principles for MOOTW and Fundamentals of Joint Warfare to the Evolving Fundamentals of 21st Century Joint Warfare and Crisis Resolution**

<i>Current Joint Doctrine Principles of War, Principles for MOOTW, and Fundamentals of Joint Warfare</i>			<i>Evolving Fundamentals of 21st Century Joint Warfare and Crisis Resolution</i>
<i>Principles of War (JP 1-0 &amp; 3-0)</i>	<i>Principles for MOOTW (JP 3-0 &amp; 3-07)</i>	<i>Fundamentals of Joint Warfare (JP 1-0)</i>	
• Objective	• Objective		• End State
• Offensive		• Initiative	• Initiative
• Mass		• Freedom of Action	
• Economy of Force	• Restraint	• Concentration	• Application of Combat Power
• Maneuver		• Extension	• Joint Maneuver
• Unity of Command	• Unity of Effort		• Tempo
• Security	• Security	• Unity of Effort	• Unity of Effort
• Surprise			• Safeguarding the Force
• Simplicity		• Clarity	• Shock
	• Perseverance	• Knowledge	• Understanding
	• Legitimacy		• Will
		• Sustainment	• Legitimacy
		• Agility	• Sustainability
			• Adaptability

In order to achieve full spectrum dominance, the future joint force must be agile, versatile and resilient in its thinking, processes, and employment. As such, taking the steps to identify the themes and patterns of applying the current principles of war and MOOTW to meet the future complex environment across the range of military operations is essential to increase our advantage in the 21st Century. The descriptions in enclosure 2 clarify how the current principles may be interpreted and applied in response to the evolving shifts in the characteristics and conduct of US joint warfare and crisis resolution. The descriptions help frame the philosophical construct of this common joint warfighting perspective and reflect an evolution of the fundamentals of joint warfare, as shown in figure 7, to a proposed set of evolving fundamentals of 21st Century joint warfare and crisis resolution. As the current fundamentals of joint warfare are anchored in the application of the time tested principles of war,<sup>35</sup> these proposed evolving fundamentals of the 21st Century should be further evaluated in academic institutions as well as against the joint and service lessons learned. Ultimately, the proposed applications will need to be experimented upon and further tested to prove their validity.

## L. Summary

The common joint warfighting perspective of ***Joint Warfare and Crisis Resolution in the 21st Century*** is focused upon achieving the Joint Vision effect of **full spectrum dominance** through ***\*unified action*** and the conduct of ***joint decisive operations*** across the **range of military operations**. It will be exemplified by the conduct of expeditionary power projection and joint decisive operations within the context of a robust US Homeland Security umbrella. The described shifts in the characteristics and conduct of joint warfare and crisis resolution from the 20th to the 21st Century provide a necessary construct and common joint warfighting perspective from which to view evolving joint and Service force planning, concept development and requirements generation. This common joint warfighting perspective, an essential complement to Service perspectives, more fully integrates Service core competent forces and capabilities into effective joint forces. It brings cohesiveness to the development of an integrated, effective and networked “plug and play” joint force. It also focuses the development of supporting joint concepts, capabilities, integrated architectures and transformation related metrics so that future joint forces, across the levels of warfare, will successfully achieve strategic and operational objectives and outcomes.