Perspectives on Strategic Guidance

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Supporting a Comprehensive Approach

Strategic Objectives ➔ Operational Approach ➔ Tactical Actions

Complex Operational Environment

- Nat’l and Int’l Objectives
- Mission Partners Objectives
- Joint/Coalition Forces Objectives
- Combatant Command Theater Objectives

Problem Framing

Favorable Outcomes

Insights

• Understand DOD’s complementary support of the other instruments of power (D-I-E) to accomplish national objectives
• Developing a shared visualization of the operational environment requires Joint Force Commanders and staffs to interact with external mission partners and stakeholders
• Situation is dynamic requiring continuous dialogue; guidance and intent will evolve to adapt to changing conditions in the operational environment
Operational Art translates strategy into action by informing Operational Design

Operational Design offers a methodology to apply Operational Art

Commanders articulate their vision, guidance, and intent through Operational Approach

KEY: Requires balancing Ends, Ways, Means and identifying acceptable Risk
National Security Council (NSC)

Principal forum for consideration & integration of national security policy issues requiring Presidential determination.

- President
- Vice President
- Secretary of State
- Secretary of Defense
- National Security Advisor
- President’s Chief of Staff
- National Security Advisor
- Secretary of Energy
- Treasurer
- Attorney General
- Homeland Security
- US Rep to UN
- Statutory Advisors
  - CJCS
  - DNI

Invited to attend every NSC mtg:
- President’s Counsel
- Deputy Nat’l Security advisor

Other executive departments/agencies/senior officials as appropriate

Based on National Security Act of 1947
Supplemented by Presidential Decision Directive 44
As President, my highest priority is to ensure the safety and security of the American people. In order to advise and assist me in executing this solemn responsibility, as well as to protect and advance the national interests of the United States at home and abroad, I hereby direct that my system for national security policy development and decision-making shall be organized as follows…

- National Security Presidential Memorandum, 4 April 2017

**Insights**
- NSC provides an interagency process for developing national security policy
- Policy is normally developed bottom-up during steady state or top-down during a crisis
- DOD has established positions at each level of NSC process
Principals Committee (PC)

Chair: NSA
- Sec State
- Sec Treasury
- Sec Defense
- Attorney General
- Sec Energy
- Sec DHS
- Director OMB
- US Rep to UN
- Pres. Chief of Staff
- DNI
- CJCS

VPOTUS sometimes attends

Invited to attend every PC:
- President’s Counsel
- Deputy Nat’l Security advisor

Deputies Committee (DC)

Chair: Deputy NSA
- DepSec State
- DepSec Treasury
- DepSec Defense
- Dep Attorney General
- DepSec Energy
- DepSec DHS
- DepDirector OMB
- Dep US Rep to UN
- Dep DNI
- Vice CJCS
- Asst to VP for NSA

Policy Coordination Committees (PCC)

Chairs: NSC Senior directors
- Established at direction of DC
- Convene on regular basis
- Replace policy coordination committees (PCCs)
- Not permanent / standing bodies
- OSD Asst Sec/DASD + JS DDs (1 star)

Sub-PCCs

Chair: NSC directors
- Action officer level working groups supporting IPCs
- Country directors
- Desk officers
- OSD DASD/JS COLs
Providing for the Strategic Direction of the Armed Forces

The JSPS is the method by which the CJCS fulfills his statutory responsibilities, maintains a global perspective, and develops military advice.
The Joint Strategic Planning System (JSPS) is the method by which the CJCS fulfills his statutory responsibilities, maintains a global perspective, and develops military advice.
Strategic Context and Linkages

The "What"
Ends

Ways

Means

Risk

The "How"
Enduring National Interests

• The security of the U.S., its citizens, and U.S. allies and partners
• A strong, innovative, and growing U.S. economy in an open international economic system that promotes opportunity and prosperity
• Respect for universal values at home and around the world
• An international order advanced by U.S. leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges

Four Pillars of National Security

**Pillar I**
- Protect the American People, The Homeland and the American Way of Life
  - Secure US Borders and Territory
  - Pursue Threats to Their Source
  - Keep America Safe in the Cyber Era
  - Promote American Resilience

**Pillar II**
- Promote American Prosperity
  - Rejuvenate the Domestic Economy
  - Promote Free, Fair and Reciprocal Economic Relationships
  - Lead in Research, Technology, Invention, and Innovations

**Pillar III**
- Preserve Peace Through Strength
  - Renew America’s Competitive Advantages
  - Renew Capabilities
  - Diplomacy and Statecraft

**Pillar IV**
- Advance American Influence
  - Encourage Aspiring Partners
  - Achieve Better Outcomes in Multilateral Forums
  - Champion American Values
Defense Objectives

- Defending the homeland from attack
- Sustaining Joint Force military advantages, both globally and in key regions
- Deterring adversaries from aggression against our vital interests
- Enabling US interagency counterparts to advance US influence and interests
- Maintaining favorable regional balances of power in the Indo-Pacific, Europe, the Middle East, and the Western Hemisphere
- Defending allies from military aggression and bolstering partners against coercion, and fairly sharing responsibilities for common defense
- Dissuading, preventing, or deterring state adversaries and non-state actors from acquiring, proliferating, or using weapons of mass destruction
- Preventing terrorists from directing or supporting external operations against the US homeland and our citizens, allies and partners

Three Pillars of National Defense

Pillar I

Build a More Lethal Force
- Modernize Key capabilities
- Evolve Innovative Operational Concepts
- Develop a Lethal, Agile, and Resilient Force Posture and Employment
- Cultivate Workforce Talent

Strengthen Alliances and Attract New Partners
- Uphold a foundation of mutual respect, responsibility, priorities, and accountability
- Expand regional consultative mechanisms and collaborative planning
- Deepen interoperability
- Expand Indo-Pacific alliances and partnerships
- Fortify NATO Alliance
- Form enduring coalitions in the middle east

Pillar II

Reform the DoD for Greater Performance & Affordability
- Deliver performance at the speed of relevance
- Organize for innovation
- Drive budget discipline and affordability to achieve solvency
- Streamline rapid, iterative approaches from development to fielding
- Harness and protect the National Security Innovation Base

Pillar III
Central Idea of the National Military Strategy: The Boxer’s Stance: Because we cannot know when, or under what conditions the next fight will occur, the Joint Force must maintain a boxer’s stance – with the strength, agility, endurance, resilience, and flexibility required to fight and win against any potential adversary.

- **Ends**
  - Joint Combined Arms – The conduct of operational art through the integration of joint capabilities in all domains; this is how the Joint Force will achieve a competitive advantage over threats
  - Horizons of the Military Strategy – 3 strategies of the NMS, corresponding to how the Joint Force employs, adapts and innovates to meet the requirements of policy and the defense strategy

- **Ways**
  - Principles – Appreciation of the environment; identifying what the Joint Force must do to safeguard and promote the national interests of the United States
  - Global Integration – Is the organizing construct for how the Joint Force operates in the strategic environment

- **Means**
  - Strength to win against any adversary
  - Agility to adapt to any challenge
  - Endurance to sustain any campaign
  - Resilience to recover readiness quickly
  - Flexibility to address multiple challenges under different conditions
  - Awareness of the strategic environment

### Force Employment
- Fulfills the defense objectives of the NDS
- Enables the Joint Force to do what it does better

### Force Development / Design
- Enables the Joint Force to do what it does differently

### Force Design
- 0-3 yrs: ~2-7 yrs: ~5-15 yrs

### Ways in Force Employment (NMS Mission Areas)
- Deter strategic attack
- Deter conventional attack
- Assure allies and partners
- Compete below level of armed conflict
- Respond to threats

### Methods of Strategy
- Resources
- Capabilities
- Authorities
- Activities

The NMS must support National Security and Defense Strategies
Questions & Answers
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