

Joint Force Development Vision: Adapting to New and Future Realities

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It is a Time to Adapt

After every conflict in which the United States engages, there is an immense amount of learning, learning that goes towards building our future military. It is our ability to look back at the things we did well and at the things that could be improved that allow us to apply lessons to anticipated future challenges, adapting our military to become a more agile and responsive force. This is one of those times.

Though the concept of “jointness” is not new, the disestablishment of USJFCOM and the assignment of key functions to The Joint Staff J-7 Directorate for Joint Force Development present a strategic opportunity for the Department of Defense to improve the process of joint force development by unifying the core responsibilities directly under the Chairman, Joint Chiefs of Staff. It is, therefore, the role of the Director, J-7 to support the Chairman in developing and maintaining current and future joint warfighting capability. The J-7, as the principal steward of jointness, will leverage the Chairman’s statutory responsibilities in training, education, and doctrine—as well as lessons learned and concept development and experimentation. Jointness will be advanced and maintained through the holistic integration of all of these responsibilities into a continuous joint force development cycle.

J-7 is responsible for improving joint training, education, doctrine, lessons learned and concept development and experimentation to push joint interdependence deeper, sooner.

To this end, the Chairman directed the J-7 to execute four immediate tasks:

- (1) Make concept development and experimentation relevant to building Joint Force 2020
- (2) Develop a comprehensive plan to promote the knowledge, skills, attributes and behaviors that define our profession of arms
- (3) Make sure we actually learn the lessons of the last decade of war and correctly apply them to future conflicts
- (4) Lead a reexamination of joint education

“It’s clear we have work to finish in the current conflicts and it should be just as clear that we have work to do in preparing for an uncertain future. Our work must result in a joint force that is responsive, decisive, versatile, interdependent, and affordable.”

– GEN Dempsey to SASC,
26 July 2011

The J-7 is a learning organization with the ability to adapt to dynamic threats, diminished resources, and changes in environment, while being responsive to the warfighter. The J-7 leads Joint Force Development and the delivery of Joint Force 2020 concepts and capabilities. Our standard for success is simple: we will know we are on the right path when stakeholders come to us for solutions to their most complex problems.

Imperative to be Adaptable and Responsive

The J-7 will support the development of an adaptable and responsive joint force capable of confronting the wide range of future challenges – those that will arise tomorrow, and those that will arise in 2020. In light of current fiscal constraints, balancing resources between current and future needs will be more challenging, but all the more important to get right. The future joint force must excel at the full spectrum of operations, in both a supported and supporting role. We will anticipate the future security environment and adapt accordingly, because we know our adversaries will seek to engage us where we are weakest, exploiting any capability gaps that might exist.

Success in the future requires a joint force that is more adaptable and responsive than our adversaries, able to respond rapidly and decisively to the broad array of irregular and conventional challenges and adversaries of the near and distant future. This requires that our joint force development processes change.

The Vision for Integrated Joint Force Development

What is the nature of a joint force development enterprise that creates an adaptable and responsive Joint Force 2020? To achieve adaptability and responsiveness in the joint force we will instill the same characteristics in the organizations and activities that support and shape it. It is the mission of the J-7 to **support the Chairman and the joint warfighter through joint force development in order to advance the operational effectiveness of the current and future joint force.** It is time for a new joint force development process that is as integrated, efficient and agile as the force it will create and support.

It is important to understand the *why*, *how* and *what* of joint force development.

Why does the J-7 mission exist? Jointness is at its core. Each of the Services organizes, trains, and equips to bring their own unique capabilities to the fight. It is the integration of these Service capabilities that is the foundation of our warfighting capability. Jointness is not automatic, it is maintained and advanced through continuous joint force development efforts.

How the J-7 maintains and advances jointness is through the joint force development cycle. It is iterative, constant and inclusive. It does not rest. Our joint warfighting capability is *improved* through the exploration of concepts validated by rigorous experimentation. It is *sustained* through relevant joint doctrine, education, training, and exercises. New capability is *discovered* through the collection and exploration of lessons learned: best practices from the field that are rapidly integrated into collections of joint knowledge such as doctrine and learning programs. It is discovered through active scouting: capitalizing and exploiting innovative opportunities and developments occurring inside and outside of the military community. Finally, joint warfighting capability is *created* through the codification of best practices into joint doctrine; the dissemination of tactical, operational and strategic lessons learned; and a comprehensive education program that produces strategic joint thinkers and leaders for today and tomorrow.

J-7 MISSION:
***Support the Chairman
and the joint warfighter
through joint force
development in order to
advance the operational
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force.***

What we produce is the trained, adaptable and responsive joint force of today and the Joint Force of 2020.

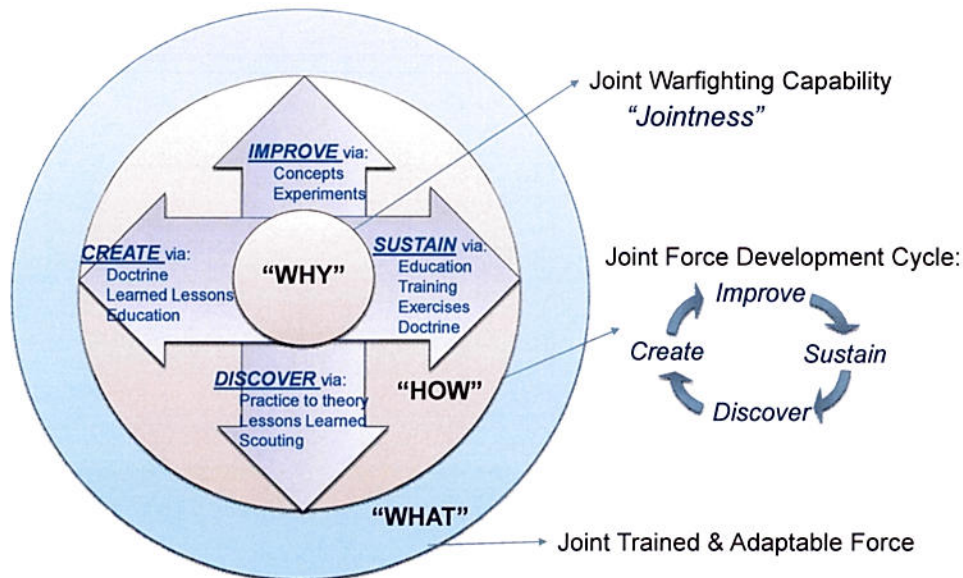


Figure 1. Joint Force Development applied to Simon Sinek's Golden Circle ¹

Operationalizing the Vision

To operationalize this vision for integrated joint force development, each of the core functions will focus on delivering results. In concert with the Chairman's guidance, the following objectives provide the primary means of directing and aligning the J-7's efforts.

Training - Our programs of training and exercises will continually challenge and improve an experienced force, maintaining readiness – for today and tomorrow. Training will ingrain in the force the lessons learned from the last decade of warfare. We will maintain interoperability with our coalition and interagency partners. Most importantly, our training will continue to adapt to meet tomorrow's challenges.

Education - Our joint education system will promote the knowledge, skills, attributes and behaviors of the joint force that define our profession of arms, keeping leadership as the foundation. It will produce leaders at every echelon who possess the ability to think strategically, creatively and jointly.

Doctrine - Our doctrine will be accessible to all and relevant to the challenges faced by the Joint Force Commander today and in the future. It will reflect proven principles and best practices but will be responsive to changes from lessons learned and validated concepts. Joint doctrine will codify the values of the profession of arms.

Lessons Learned – Our lessons learned process will achieve greater effectiveness in identifying lessons and making these collected best practices available to the entire force. Further, we will ensure that we have actually learned those lessons by evaluating how they have been integrated into our joint warfighting capability through a rigorous exercise program.

¹ Sinek, Simon. Start with Why. New York: Penguin, 2009.

Concept Development and Experimentation – Our concept development will focus on how the joint force can operate more effectively and guide change by developing new joint operating methods, validated by experimentation, leading to substantive changes in doctrine, organization, training, materiel, leadership, personnel and facilities. Comprehensive concept development and experimentation enable us to consider future challenges and prepare for them before they are upon us. Non-materiel solution development and transition will be a key part of future warfighting capabilities. Non-materiel solutions allow us to get the most out of our ideas, our people, and our fielded capabilities in a fiscally constrained environment. The J-7 will be the advocate for non-materiel solutions in the Joint Capabilities Integration Development System.


Governance – The J-7 will champion jointness, particularly during resource reduction discussions. We cannot afford to lose the jointness we have achieved. To fulfill this role, the J-7 will be organized for mission success and enabled by authorities consistent with its responsibilities. Unity of effort - both internally and with our partners in the force development community – increases our impact and effectiveness significantly.

Joint Personnel Recovery

On behalf of the Chairman, the J-7 oversees a Joint Personnel Recovery Agency (JPRA) that will develop concepts and solutions that expand beyond traditional survival, evasion, resistance and escape operations of the past. JPRA will take into account the realities of a more distributed, non-linear battlefield in which many more of our personnel will be deployed and at risk.

Conclusion

The J-7 has an opportunity to make a difference. Across all functions we will implement practices and processes that are adaptable and responsive. We will eliminate stovepipes that impede change and relevance. We will work together to achieve more synergy in efforts and results, within the J-7 and with the Services, coalition partners, interagency partners and other organizations that play a role in force development. We will advocate adaptability and responsiveness as the core capabilities that will enable the joint force to confront the complexity of future challenges. Our end-state is a joint force development process that does not rest; is integrated, leaner and focused on results; and produces operationally relevant solutions to meet the needs of the joint warfighter – today and in 2020.



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