

A light blue silhouette of a world map is centered in the background of the slide.

# The New Triad

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12-14 May 2009

# *USJFCOM Approach*

## **Supporting the Joint Commander**

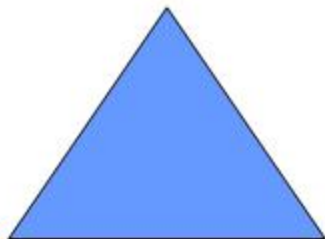
- **Developing joint concepts and experimenting**
  - Find out what works for the future
- **Ensuring military systems “talk” to each other**
  - Fixing those that don't, making new systems that do
- **Training Joint Forces**
  - From Headquarters Staffs to Individuals
- **Providing deployable joint teams**
  - A team available “right now” to meet Commander's immediate needs
- **Providing Joint Forces**
  - Right mix of forces and equipment to get the job done



# The New Triad

**Strategic Art**  
(1960's-1980's)

Missiles



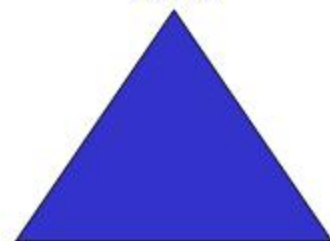
Bombers

Submarines



**Operational Art**  
(1980's-1990's)

Land



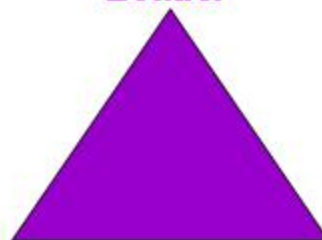
Air

Sea



**Tactical Art**  
(2001 - ?)

Leader



Individual

Small  
Units



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Leading Transformation

# *The Moral Obligation*

- In the American era of war (1950 to present):
  - 4 out of 5 killed in action have been Infantry (primarily light infantry) - half died trying to find the enemy\*
  - In Iraq and Afghanistan, small units have sustained 89% of all killed in action\*

\* MG (Ret) Robert Scales, *The Past and Present as Prologue: Future Warfare through the Lens of Contemporary Conflicts*. Center for a New American Security (CNAS), 2009

- Since 9/11, over 2,340 of America's first responders (law enforcement, firefighters) have lost their lives in the line of duty.\*

\* U.S. Fire Administration and National Law Enforcement Officers Memorial Fund



# *Senior Leadership Direction*

- “The future operating environment will demand the application of military power in ever-smaller increments, which in turn will require the achievement of joint synergy at ever-lower echelons of command.”\*
- “Create agile, general-purpose forces capable of operating independently at increasingly lower echelons.”\*

*\*ADM Michael Mullen, Chairman of the Joint Chiefs of Staff.  
Capstone Concept for Joint Operations, 15 January 2009*

- “There is a clear need for general purposes forces to operate in a disaggregated fashion to checkmate and destroy our nation’s irregular enemies. Flexible, adaptive organizational structures and training environments are required to unleash the power of these high-performing small units.”\*

*\*Gen James Mattis, Commander, USJFCOM  
Statement before the House Armed Services Committee, 18 March 2009*



# *The Operational Demand*

- Successful operations today and in the near future will depend on highly skilled and prepared ground tactical small units conducting distributed operations
- Small units are immersed in highly complex operating environments
- Joint enablers, e.g., ISR, Joint Fires, increasingly pushed down to low levels
- Not just a military problem - - first responders faced with complexities unique to their environment



# *The Need for Joint Advocacy*

- A national challenge - - cuts across all Services as well as other departments and agencies, e.g. Department of Homeland Security first responders
- Large body of research across multiple disciplines - - requires someone to facilitate the creation of a community of practice
- USJFCOM assigned Unified Command Plan responsibilities as Joint Force Integrator and Joint Force Trainer
- USJFCOM role is to: understand and integrate, not own; to help answer the, “So what?” and to facilitate the transition of knowledge / capabilities to where they are needed most



# ***Bold Initial Steps***

- Series of mini-forums convened to examine key aspects of performance and to begin building the community, topics included:
  - Assessment and measurement
  - Neurological application
  - Performance under stress
  - In extremis leadership
  - Resilience
- Mini-forums culminated in Small Unit Excellence conference, 28-30 April 2009
  - Co-hosted by USJFCOM and Department of Homeland Security
  - Diverse audience from academia, conventional forces, special operations forces, OSD, DHS and NCAA Division I Athletics



# *Conference Outcomes*

- Gathered together in one place experts from multiple disciplines from across academia, behavioral sciences, DOD and DHS.
- Helped frame the problem. Moved toward a more common understanding of the problem that we are trying to solve and the roles each must play. Simply no silver bullets.
- Working groups generated ~400 ideas that can be prioritized into four critical categories:
  - “Low hanging fruit” – We don't know what we know
  - Collaborative tools and knowledge management
  - Assessment and measurement
  - Further study of group behavior



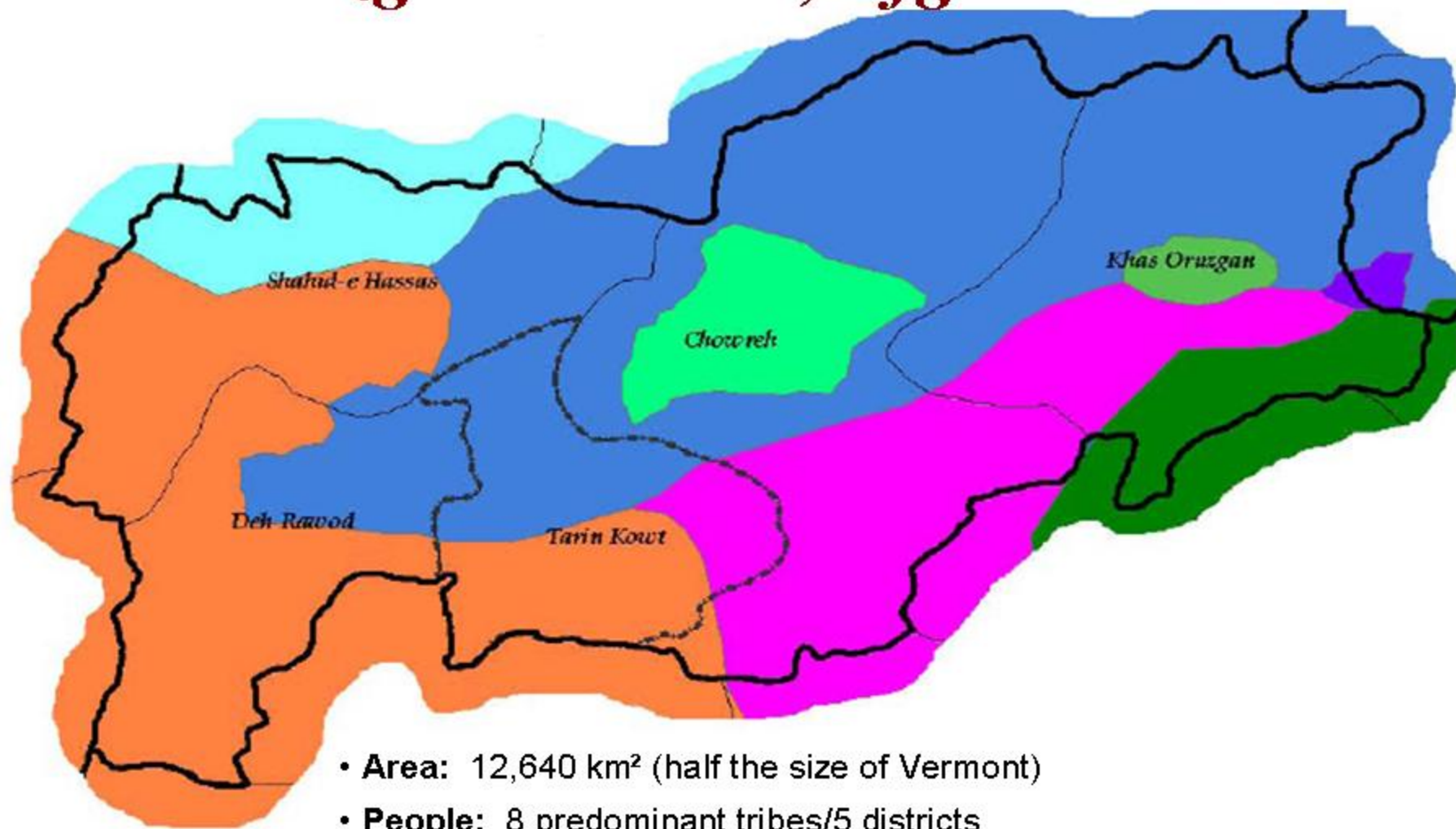
# *National Center for Small Unit Excellence*

- Proposal supported by leadership in the Department of Defense. Implementation beginning in Fiscal Year 2010 (Oct 09) subject to Congressional approval
- Lean, high impact oriented, agile - designed to expand and contract depending upon scope and complexity of the hypotheses, complement vice compete, integrate vice promote stove pipes





# Uruzgan Province, Afghanistan



- **Area:** 12,640 km<sup>2</sup> (half the size of Vermont)
- **People:** 8 predominant tribes/5 districts
- **Population:** ~320,589 (2007) (about the same as Cincinnati, OH)
- **Land features:** 72% mountainous or semi-mountainous, 21% flat terrain
- **Overall literacy rate:** 5%
- **Access to safe drinking water:** 8-9%



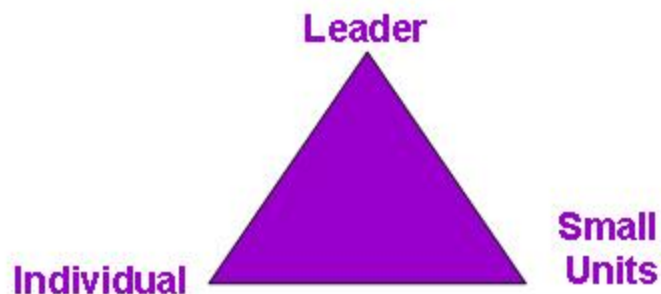


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# *The New Triad*

**Tactical Art**  
(2001 - ?)



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