Globally Integrated Operations

Global Space Operations

Global Cyber Operations

Global Strategic Operations

Global Transportation Operations

Global Special Operations

USNORTHCOM

USEUCOM

USCENTCOM

USAFRICOM

USINDOPACOM

USSOUTHCOM
A Globally Integrated Threat Environment

- Our threats have global reach
- Our threats act with global unity of effort
- Our threats integrate globally across domains
- The information environment respects no borders
- Thinking geographically can create artificial regional stovepipes
Globally Integrated Operations

Gaining Asymmetric Advantage

- Globally integrated, joint, all domain, combined arms, partnered operations
- Expanded Competitive Space
- Overmatch across the Competition Continuum
- Allied and Partnered “Common Defense” and Complementary Capability
Balancing Current and Future Risk

Continuum of Strategic Direction

National Military Strategy

Capstone Concept

Joint Force Employment (Operate)  Joint Force Development (Adapt)  Joint Force Design (Innovate)

Today’s Operating Environment  0 - 3 yrs  2 - 7 yrs  5 - 15 yrs  Future Operating Environment

Requires a change in mindset, lexicon, and processes
Four Globally Integrated Operations LOEs

- **SecDef Decision Making**
- **Force Management**
- **Plans** *(National Military Strategy, Global Campaign Plans)*
- **Joint Force Development and Design**
  - Capstone Concept for Joint Operations (CCJO)
  - CCJO Implementation Plan
    - Joint Concept Driven, Threat Informed, Capability Development
    - Globally Integrated Exercises (GIE)
    - Professional Military Education
  - Family of Joint Concepts
    - Threat (2 + 3)
    - Functional (C2, Log, Mob, Joint Global Fires, etc...)
    - Strategic Deterrence
Joint Concept Driven, Threat Informed, Capability Development

1st Order Assessments

Prioritization/Integration

Recommendation

Guidance

JROC Activity
JCIDS

CICS NET ASSESSMENTS

JMNA
Where we are.

Functional Assessments

Feedback Loop

Concepts
Capability
Supported by:
Exercises
War Games
Experiments
CONEMPs

CHAIRMAN’S
PROGRAM
RECOMMENDATION
BALANCED
CAPABILITY AND
CONCEPT-BASED
Military Advice

DPG

USMC POM
USAF POM
USA POM
USNPOM

CCJO
Operational &
Supporting Concepts

JROC Activity
JCIDS

Next-Gen Capability
Concept Board

POM Assessment

Joint Concept Driven, Threat Informed, Capability Development

JMNA = Joint Military Net Assessment
CCJO = Capstone Concept for Joint Ops
DPG = Defense Planning Guidance NMS
POM = Program Objective Memorandum
Asymmetric Advantage through Globally Integrated Operations

- Who owns the Risk?
- What functions must be coordinated between “Global” COCOMs, Geographic COCOMs and the Global Integrator? (“GOCOMS”?)
- Will “horizontal coordination” work?
- What are our Centers of Gravity?
- How do we create military capability at the speed of relevance?
- Are current program and process sufficient? (How do we weight capacity vs. capability?)
- How do we balance current and future risk?
- What are the roles of exercises?
- How does PME change?
- How radically is the character of war changing? Is the nature of war changing?

How do you weight the imperative for globally integrated ops?
What is the pre-mortem?