We have to recognize that “about 80 percent of the [joint] force of 2020 already exists,” Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey told the audience at AUSA’s inaugural GEN Bernard W. Rogers Strategic Issues Forum in late September. That part, he noted, has already been set to a significant degree by previous and ongoing budget cycles and programming already in place.

“It’s that other 20 percent that I really want to focus our attention on,” he added. “If we can get that 20 percent to be a dramatic enough difference and allow it then to wash back over the other 80 percent, then the whole force becomes a little bit better.”

GEN Dempsey is the point man for setting the parameters that will shape Joint Force 2020—the direction that the services will take to counter evolving security threats, align with national strategic direction and reset for the future after more than a decade of war in Southwest Asia.

To meet the growing complexities of defense threats, GEN Dempsey has advocated integration of joint command and control frameworks and specialized assets and creation of a joint operating environment that is inherently flexible at its core. With the ability to assemble necessary assets rapidly, it is envisioned to meet specific threats and disassemble assets just as quickly to be ready for the next threat, with all echelons trained and confident to operate jointly under the tenets of Mission Command.

At the Rogers Forum, GEN Dempsey said that during the first 25 years of his service the fundamental concept was to build the U.S. Armed Services as a force of mass and “disaggregate” it as it became necessary. “I think probably what you will see in the future is that we will build the force intending to be able to disaggregate it and mass it only as necessary,” he said. “It is almost a reversal of the paradigm with which I grew up.”

He added that smaller Army unit deployments could be routine in the future, explaining that the Army has already gone from division-centric deployments to deployment of...
individual brigade combat teams and that deployments in
the future could be centered on lower-unit echelons or task
forces.

GEN Dempsey’s talk at the Rogers Forum preceded by a
few days the public release of *Capstone Concept for Joint Op-
erations: Joint Force 2020*, an overarching document pre-
pared under the Chairman’s direction that is designed to
get the military thinking about measures necessary to ad-
dress envisioned future paradigms.

GEN Dempsey wrote in the document’s foreword:
“New concepts of operation are needed to address
the security paradox we face. This Capstone Con-
cept is one of the first to imagine what they might be. It proposes an approach called *globally inte-
grated operations*. In this concept, Joint Force ele-
ments, globally postured, combine quickly with each other
and mission partners to integrate capabilities fluidly across domains, ech-
elons, geographic boundaries, and or-
ganizational affiliations. While much
about this approach remains to be de-
veloped, it aims to leverage the dis-
tinct advantages our military holds
over adversaries so that U.S. Joint
Forces, in concert with the other ele-
ments of national power, keep Amer-
ica immune from coercion.”

The document’s introduction states:

This *Capstone Concept for Joint Operations* (CCJO) describes potential operational concepts through which the Joint Force of 2020 will defend the nation against a wide range of security challenges. Its purpose is to guide force development toward Joint Force 2020, the force called for by the new de-

A capstone concept by definition articulates a high-order vi-
sion of how the future force will operate. It cannot by itself provide the detailed guidance necessary to realize the Joint Force of 2020. It can, however, describe the future operating environment, advance new concepts for joint operations, and suggest attributes that will define the future force. In this way, the CCJO aims to establish a bridge from the new strategic guidance to subordinate concepts, force develop-
ment guidance, and follow-on doctrine.

This CCJO focuses on what is new and different in the future
strategic environment. It builds on prior capstone concepts,
but also recognizes that much of the nature of conflict in the
world is enduring. War remains a clash between hostile, inde-
pendent, and irreconcilable wills each trying to dominate the
other through violence. Enemies will continue to search for,
find, and exploit U.S. vulnerabilities. Even when waged with
increasingly sophisticated technologies, the conduct of mili-
tary operations remains a fundamentally human enterprise.

Finally, this concept recognizes that military force is only one
element of national power. In many cases strategic success
will turn on our ability to operate in concert with the rest of
the U.S. government, allied governments and their armed
forces, and nongovernmental partners.

The CCJO identifies 10 primary mission areas under the
current national security strategy that the Joint Force must
undertake to protect U.S. national interests:

- Counter terrorism and irregular warfare.
- Deter and defeat aggression.
- Project power despite anti-access/area denial chal-
  lenges.
- Counter weapons of mass destruction.
- Operate effectively in cyberspace and space.
- Maintain a safe, secure and effective nuclear deterrent.
- Defend the homeland and provide support to civil authorities.
- Provide a stabilizing presence.
- Conduct stability and counterinsurgency operations.
- Conduct humanitarian, disaster relief and other operations.

Concerning the essential element of the Capstone Concept strategy called
*globally integrated operations*, the document states:

*Globally integrated operations* is the con-
cept for how the Joint Force should pre-
pare for the security environment we
will soon face. It requires a globally pos-
tured Joint Force to quickly combine cap-
bilities with itself and mission partners across domains, ech-
elons, geographic boundaries, and organizational affilia-
tions. These networks of forces and partners will form,
evolve, dissolve, and reform in different arrangements in
time and space with significantly greater fluidity than to-
day’s Joint Force.

The strength of our Joint Force has always been its ability to
combine unique Service capabilities to project decisive mili-
tary force. The concept of globally integrated operations
aims to accelerate and expand how the Joint Force musters
decisive force. At its heart, the concept envisions the integra-
tion of emerging capabilities—particularly special opera-
tions forces, cyber, and intelligence, surveillance and recon-
naissance (ISR)—with new ways of fighting and partnering.
Together, this will achieve higher levels of military effective-
ness against the threats we will most likely face.

The CCJO goes on to identify significant elements of glob-
ally integrated operations, citing the primary requirement to
be “a commitment to the use of mission command.”
It states:

Mission command is the most appropriate command philosophy for the increasingly uncertain future environment because it empowers individuals to exercise judgment in how they carry out their assigned tasks. First and foremost, it exploits the human element in joint operations, emphasizing trust, force of will, intuitive judgment, and creativity, among other traits. This ethic of decentralization empowers subordinate leaders to advance their commander’s intent through the most effective means at their disposal. A new generation of digital collaboration technology enables us to realize mission command in even more powerful ways. Mobile devices with reach-back to network-based services will allow distributed commanders and staffs to collaborate as though co-located. Developing networks that can simultaneously integrate secure and non-secure communications will widen the circle of actors who can support a given operation, allowing diverse stakeholders to contribute insights and expertise in real time. Future mission command will thus be highly collaborative as seniors and subordinates join in a circle of feedback, initiative, adaptation, and mission effectiveness.

The CCJO emphasizes that military education is the avenue to achieve Mission Command in joint operations, stating: “Each of the Services implements some version of Mission Command in the conduct of joint operations, but differences exist owing to characteristic missions and primary operating domains. Ensuring the principles of mission command in play at the Service level can function together in joint operations requires a common understanding of its varying manifestations and how they might be harmonized. A renewed focus on the command environment in Joint Professional Military Education is therefore critical. Mission Command must be further understood in the context of the modern information environment, including advancements in command and control technologies and their vulnerabilities. Educating commanders and staffs to match command philosophy to the particular requirements of each mission is also important, as is imbuing commanders with restraint as communication technologies could increase the propensity for micromanagement.”

The CCJO’s conclusion again refers to globally integrated operations and Mission Command, stating:

Globally integrated operations rely on mission command to provide the adaptability and tempo essential to future operations. It must provide the ability to seize, retain and exploit the initiative in time and across domains. It is predicated on significant global agility so forces can aggregate, reconfigure, and disaggregate fluidly as required. It leverages the participation of partners. It presents more flexible options for establishing Joint Forces and enables cross-domain synergy at increasingly lower echelons. It plans for cyberspace, space, special operations, global strike, and global intelligence, surveillance and reconnaissance capabilities to play more pronounced roles in future joint operations. Finally, it helps future joint operations be increasingly discriminate to minimize unintended consequences.

The capstone document addresses many aspects related to joint force development in detail, including an outline of evolving threats and potential roadblocks to implementation. The complete version of the Capstone Concept for Joint Operations: Joint Force 2020 can be downloaded from the Joint Chiefs of Staff website through a shortened web address: http://goo.gl/bc9VU.