



Transforming Defense



Office of Force Transformation

Information Age

***“The Path Not Taken
...yet”***

Globalization II

Globalization III

- *The Role of Defense in National Security*
- *The Management of Defense*
- *The Force*

Vision: Broad and Sustained Competitive Advantage

Arthur K. Cebrowski
Director, Force Transformation

Industrial Age

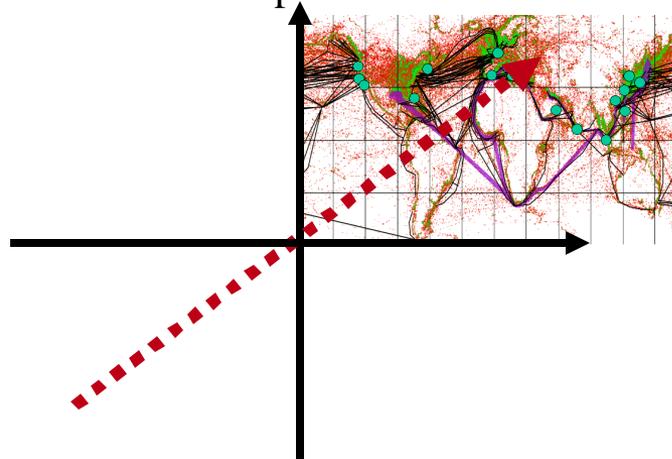


Trends in Security Competition

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Information Age

- Short Cycle Time
- New Competencies
- Adaptive Planning
- Integrated Joint
- Interdependent



Globalization II

- Developed Rules
- Mature Markets
- Stable Alliances
- Security=Defense

Globalization III

- Emerging Rules
- Market Opportunities
- Ad hoc Coalitions
- Security=All Else+Defense

Industrial Age

- Long Cycle Time
- Well Developed Tools/Processes
- Deliberate Planning
- Deconflicted Joint
- Tortured Interoperability



Expanding Competition

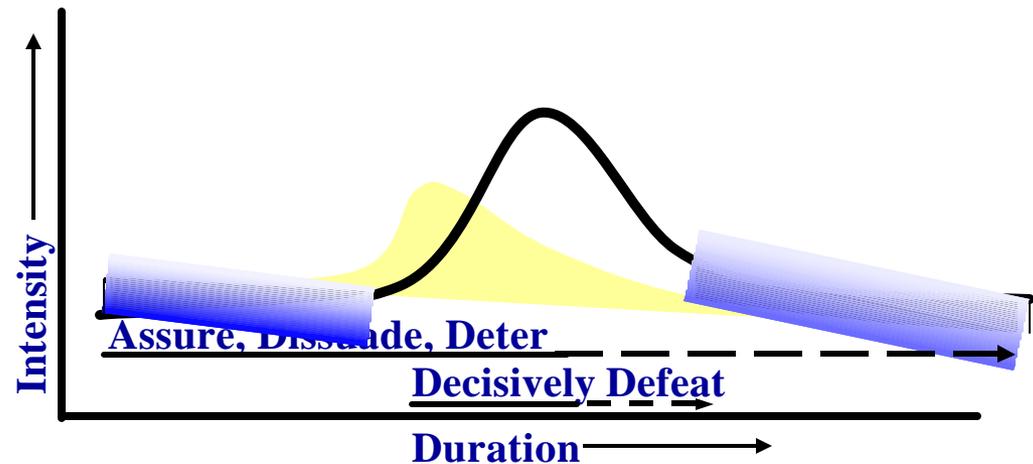


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$$\text{Policy Outcome} = f \{ \text{Power}, \text{Moral Principle} \}$$

U.S. power is unmatched

- Therefore, U.S. policy will be attacked through its moral principles (legitimacy, international law, etc.)



If the frontiers of National Security can be everywhere and are not territorial borders but fault lines within societies, then...

- The nexus of foreign and domestic security policy is intelligence
- We must be able to look and operate deeply within societies

Assured Access includes the domains of political victory

- Speed of modern warfare creates a continuum, not a succession of phases



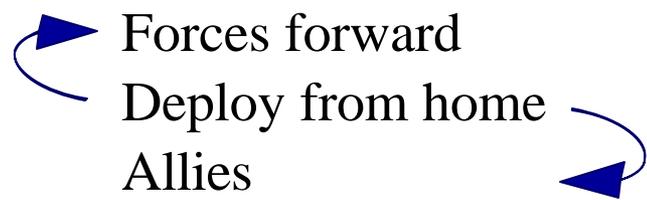
Security System Balance?



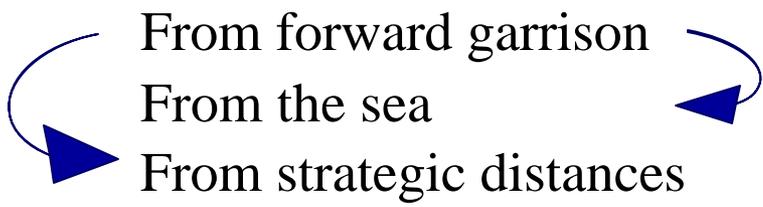
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...Major Movements

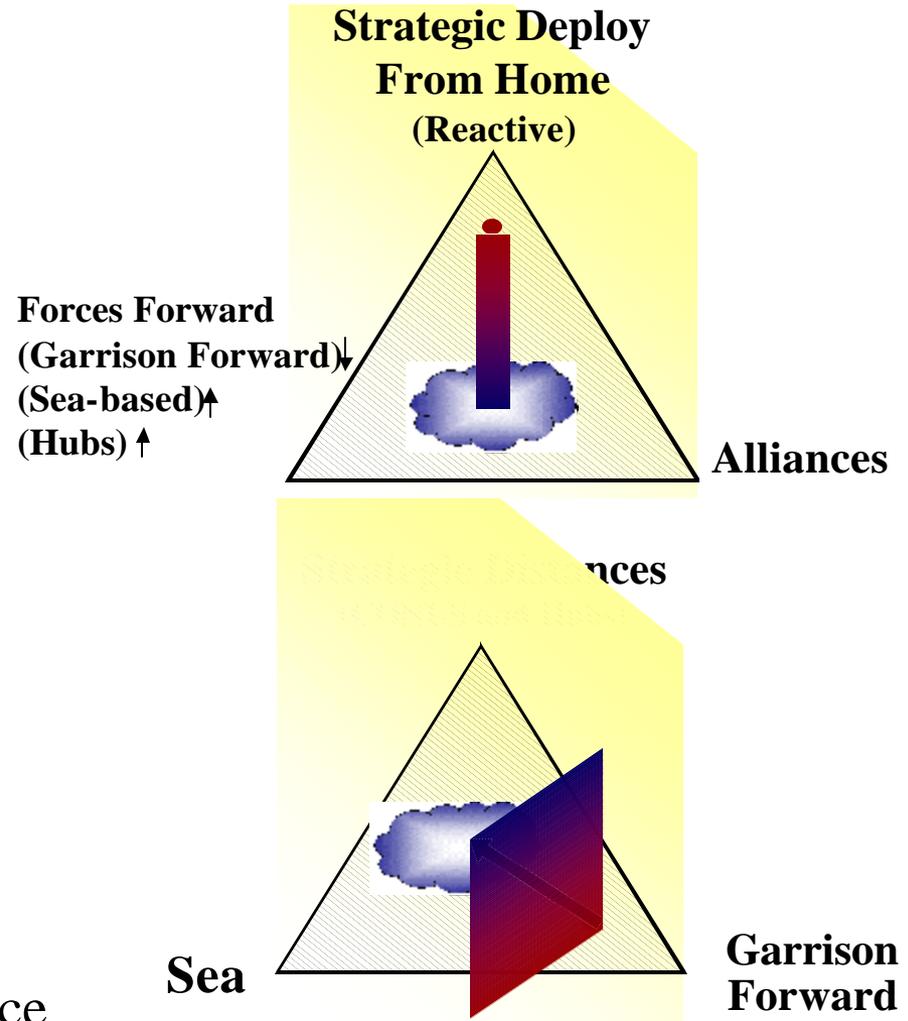
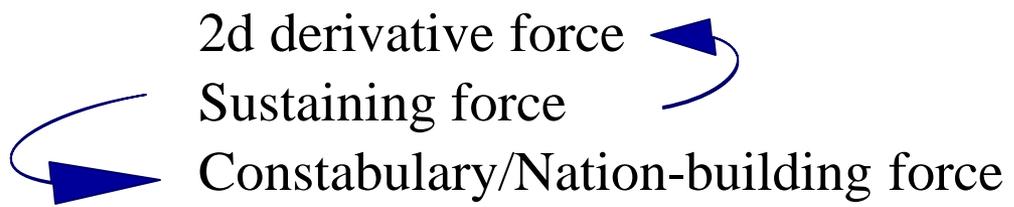
Strategic Posture/Balance



Operational Maneuver



Deter Forward



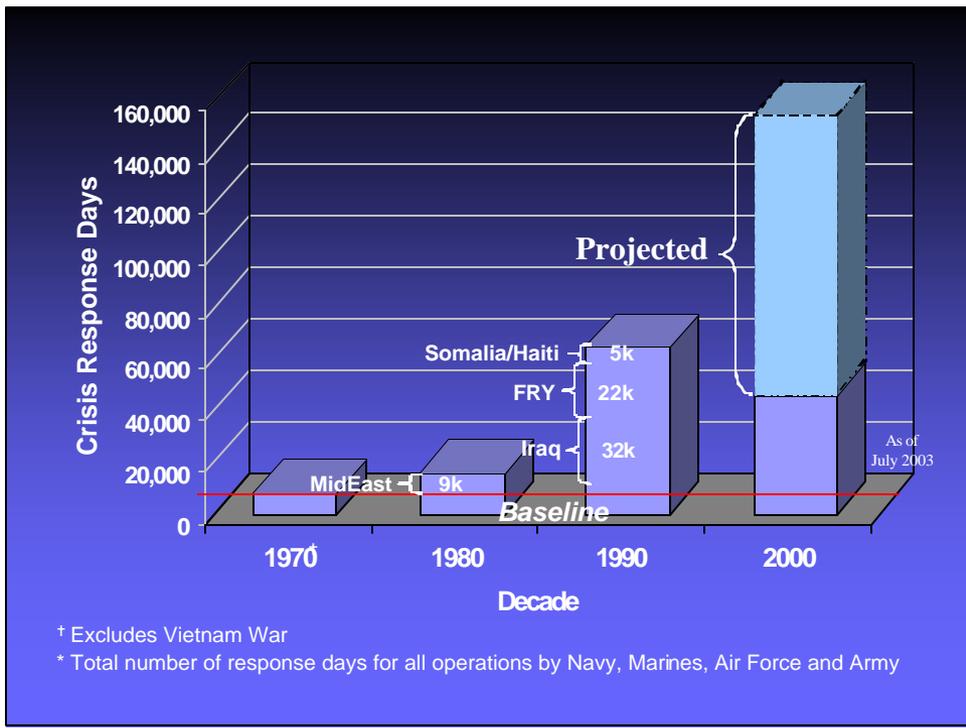
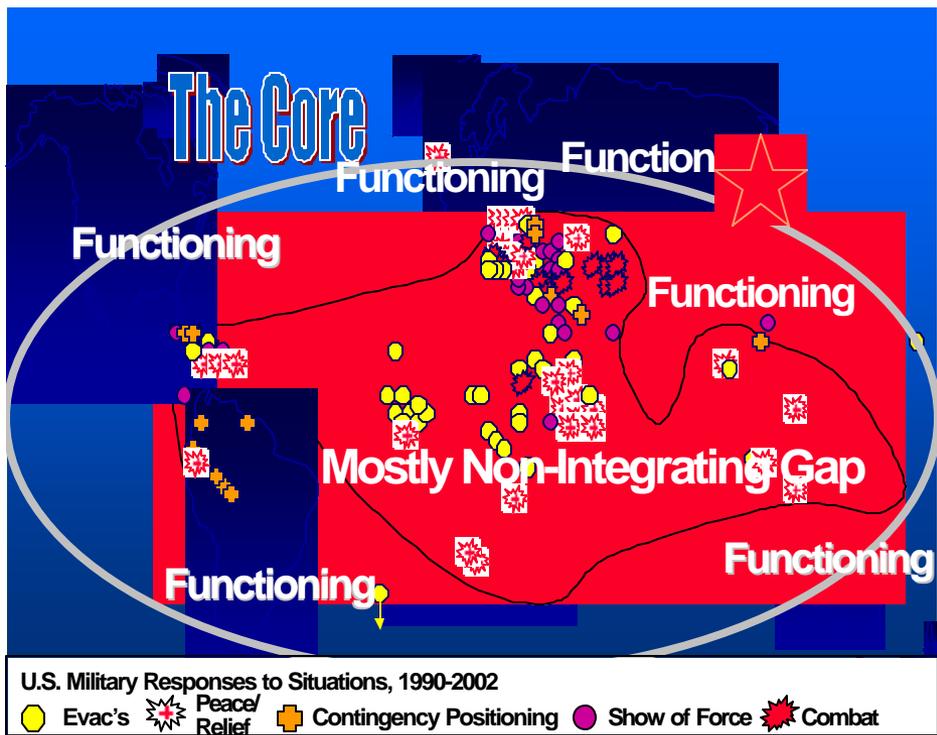


Strategic Posture

...Exporting security



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The Red Zone...

...Our Response



Global Trends

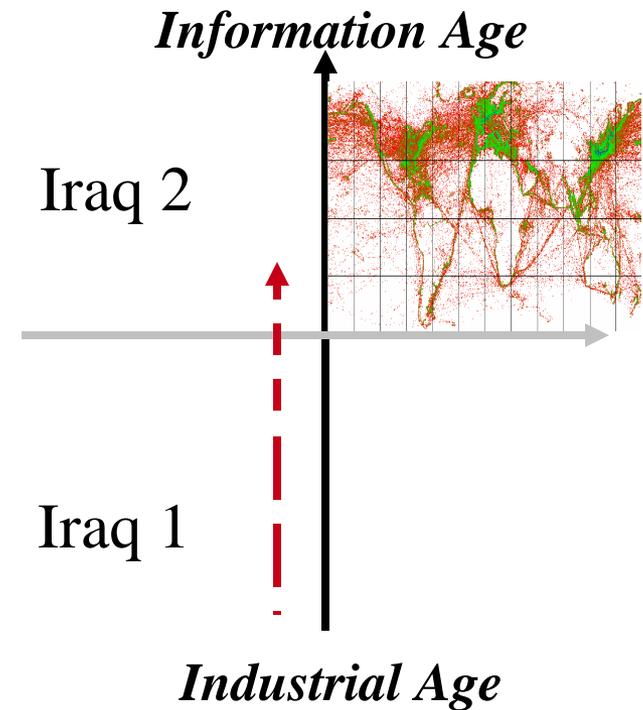
...Military Response



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The Emerging American Military:

- More expeditionary (including lighter, more lethal)
- More networked
- Designed to leverage the exterior positions (precision from distance as sensors move in)
- Leverages increasingly persistent ISR
- Tighter sensor-shooter timelines (sensing, C2, fly-out)
- Values Information Superiority (information operations)
- Expanded unmanned capabilities (UAV, UCAV, UUV, robotics)





Global Trends...Threats

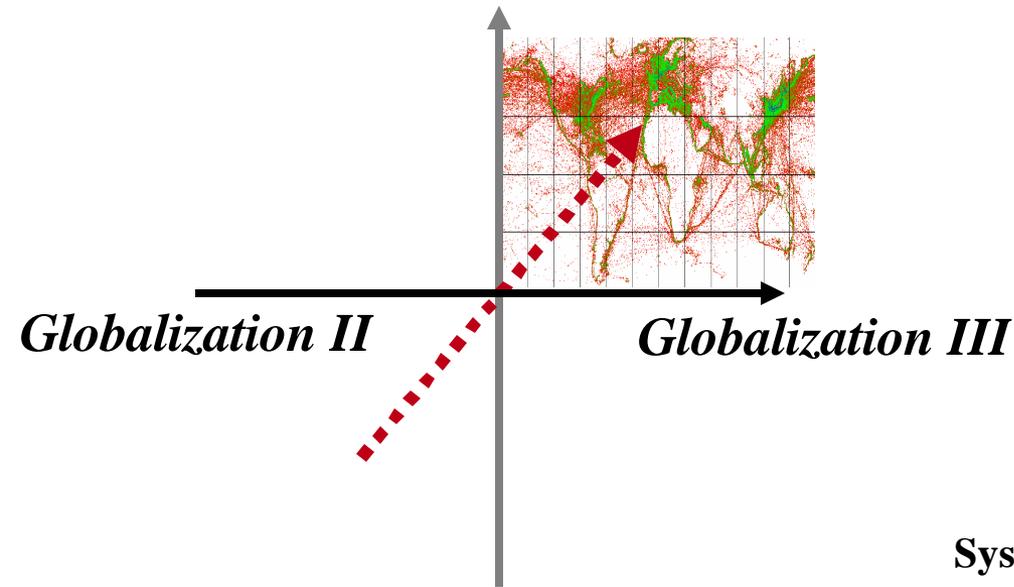


...Strategic Response

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Strategic Capabilities:

- More Preventative- Less Punitive
- Achieve unambiguous warning earlier
- More SOF-Like characteristics
- A Deter Forward Force
- An Intel/Surveillance-based force
- Coping with systems perturbations



System	-----[Great Power War?]------			
State	Political Ideology	Hated Dictator	Hated Dictator w/Nukes	Nuclear Nationalists
Individual	Narco-terrorists	Regional Terrorists	International Terrorists	SEI w/Bugs



The System Perturbation

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Pain

Vertical Shock

9/11

Airlines

Financial

Anthr

Afghanistan

Horizon

Israel-PA?

War on Terrorism

Pakistan

Time

Iraq?

Finance

DO

Horizontal Ta

India-P

Da Stans

North

Next Vertical Shock

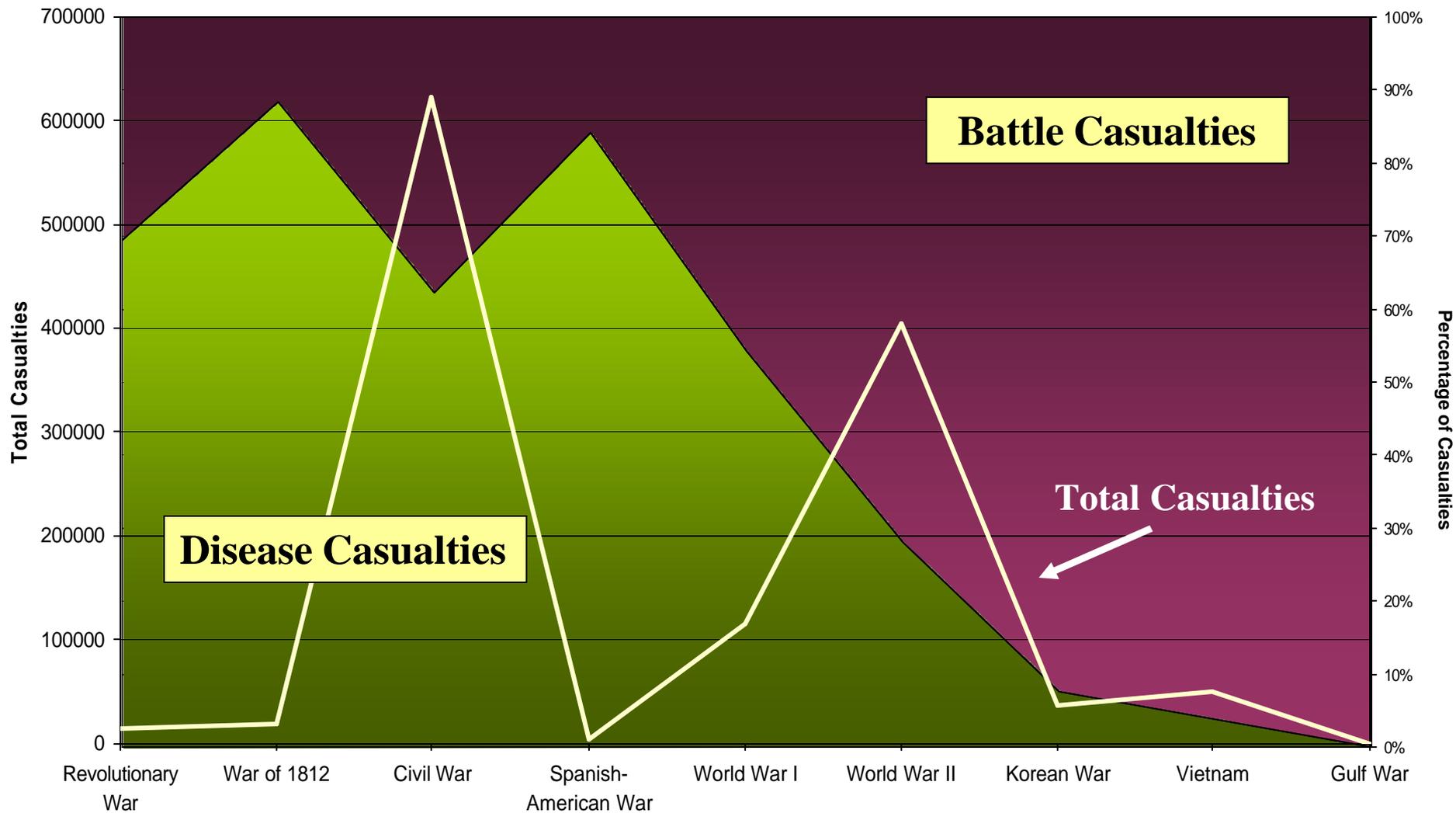
PG War II

Horizon

US Casualties Across Major Wars



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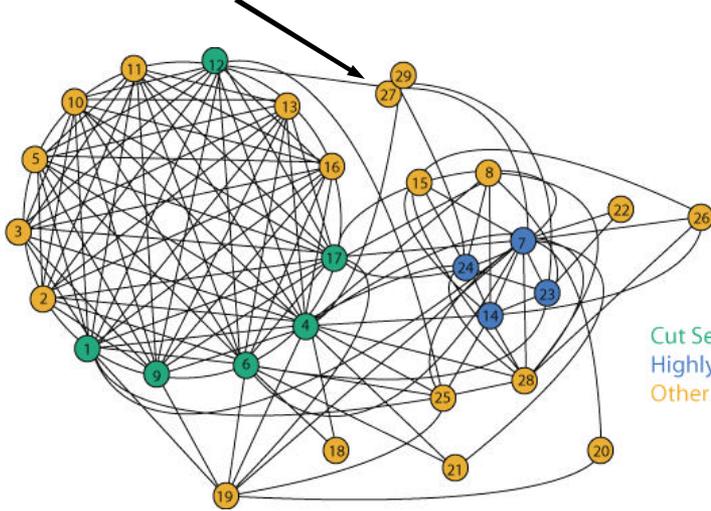


Center of Gravity?

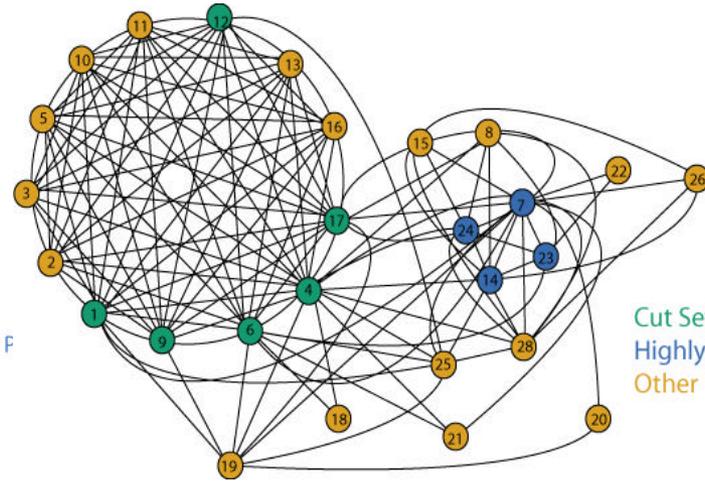


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al-Qaeda



Cut Set
Highly Connected F
Other Points



Cut Set
Highly Connected Points
Other Points



Where Are We Now?

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Cold War

1990s

Now?



SYSTEM

Great Power War

[Near Peer Competitor]

System Perturbations?

Ordering Principle

Ordering Principle?



STATE

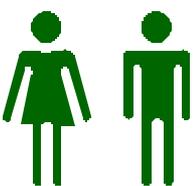
Proxy Wars

Two MTWs
= GPW

War on Global Terror?

Ordering Principle

Too narrow



INDIVIDUALS

Lesser Included (e.g., terrorists)

Failed States/
Transnational Actors

Homeland Security?

Covered by new dept.

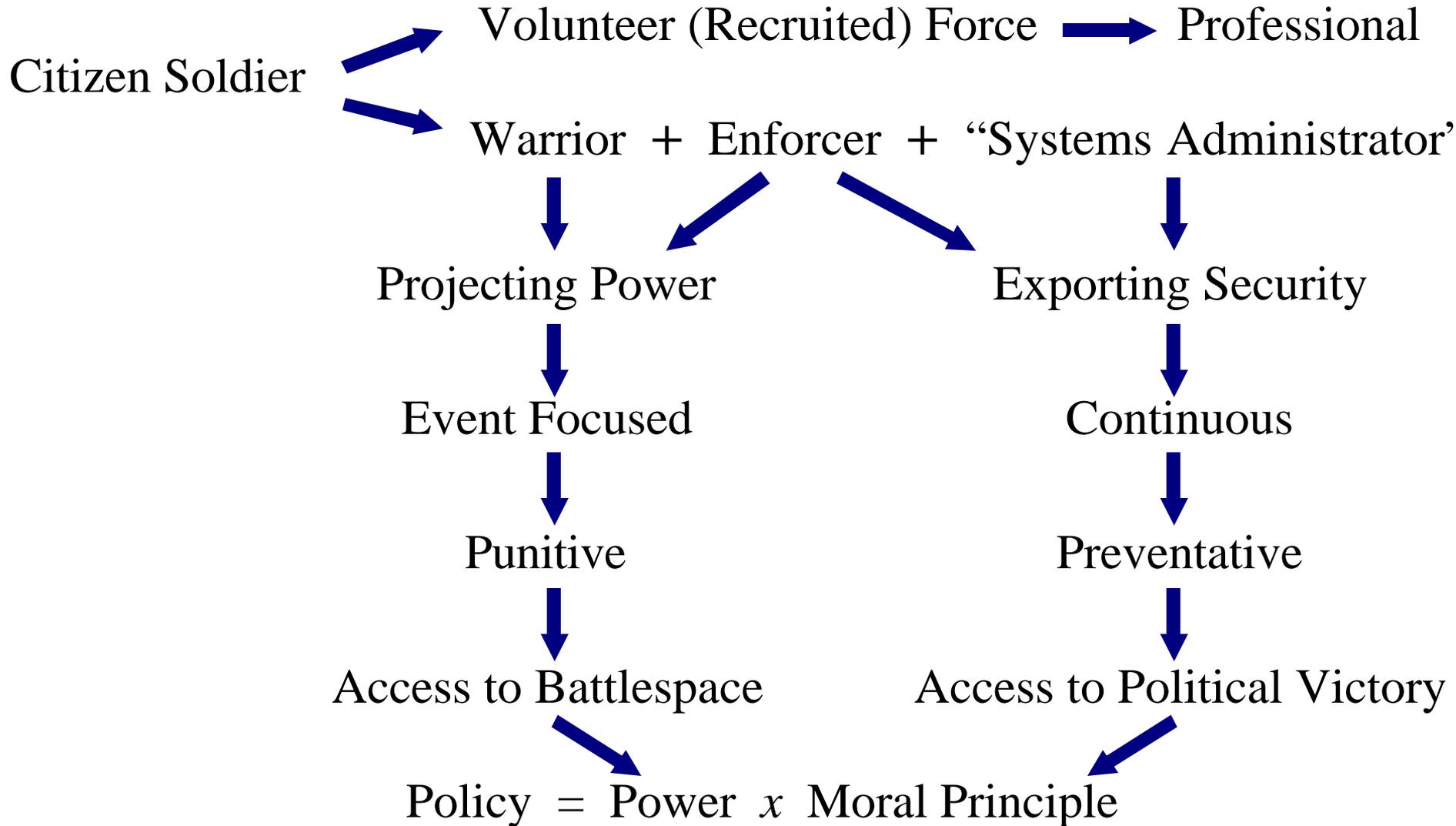


Top Level Issues

...Culture: Values, Beliefs, Attitudes



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Candidates for Action Now

...Identify issues of regret



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Warfare Elements

- *Fire* - Non-lethals, Directed Energy, Redirected Energy
- *Maneuver* - Sea basing, vertical battlefield, lift for operational maneuver
- *Protection* - Urban Operations, “Bug-to-Drug” Cycle Time
- *C2&C* – Joint Interdependency vs. Interoperability
- *ISR* - Demand-centered Intel, Tactically Responsive Space
- *Logistics* - Joint demand-centered logistics

Policy Outcome = f {Power, Moral Principle}

Risk Management Areas (creating on-ramps)

- Joint S&T
- Joint Experimentation
- Modern Warfare Modeling Tools
- People: cost or resource