The Joint Operating Environment (JOE) 2035 & The Future of Globally Integrated Logistics

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Outline

• The Joint Operating Environment (JOE) 2035
  • Twin overarching challenges
  • Changing character of war
  • Contexts of future conflict
  • Evolving Joint Force Missions

• Impact on Joint Logistics
  • Linkage to
    • Capstone Concept for Joint Operations: Joint Force 2020
    • Joint Concept for Logistics
  • Globally Integrated Logistics
  • Joint Logistics Enterprise (JLEnt)

• Implications for Joint logistics professional development
  • Vision for Future Joint Force & Joint Leader Development
  • Joint Logistics Learning Framework

• Conclusion
“The Big Picture”

NSS

NDS

CCJO

JNMS

JOE
Purpose:
“To describe the future security environment circa 2035 and project implications of change for the Joint Force so it can anticipate and prepare for potential conflicts.”

- What trends and conditions will shape the future security environment?
- How will trends and conditions intersect to change the future character of war?
- What missions will the Joint Force need to conduct in the future?
Twin Overarching Challenges

The emerging security environment can be described by two distinct but related sets of challenges.

- **Contested norms:** Increasingly powerful revisionist states and select non-state actors will use any and all elements of power to establish their own sets of rules in ways unfavorable to the United States and its interests.

- **Persistent disorder:** An array of weak states that become increasingly incapable of maintaining domestic order or good governance.

These twin challenges are likely to disrupt or otherwise undermine a security environment that will remain largely favorable to the United States, but less overtly congruent with U.S. interests.
Changing Character of War

*Contested Norms* and *Persistent Disorder* will manifest in the future security environment across three thematic areas – *World Order; Human Geography*; and *Science, Technology, and Engineering*
Contexts of Future Conflict

Range of Strategic Goals
- Adapt to Changing Conditions
- Manage Antagonism & Impose Costs
- Punish Aggression & Rollback Gains
- Impose Change & Enforce Outcomes

Enduring Military Tasks
- Shape or Contain
- Deter or Deny
- Disrupt or Degrade
- Compel or Destroy

- Violent Ideological Competition
- Threatened U.S. Territory and Sovereignty
- Antagonistic Geopolitical Balancing
- Disrupted Global Commons
- A Contest for Cyberspace
- Shattered and Reordered Regions

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Evolving Joint Force Missions

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Evolving Joint Force Missions
- Global Influence
- Consequence Management
- Military Support to Alliances and International Law
- Freedom of Navigation and Overflight
- Military Support to Cyber Resiliency
- Noncombatant Evacuation and FHA
- Defense against Subversion
- National Strategic Deterrence
- Extended Deterrence
- Global Commons Stabilization
- Network Defense
- Military Support to Foreign Partners
- Global Counterterrorism
- Protective Spoiling Attack
- Global Maneuver and Seizure
- Cyberspace Disruption
- Defense Support to Stabilization
- Terrorist Neutralization
- Homeland Threat Elimination
- Major Sustained Combat
- Cyberspace Control
- Peace Enforcement and Military Governance
All Together Now

Section 1: Future Security Environment 2035
Emerging trends leading to new and challenging conditions

Contested Norms
- World Order
  - Trends
  - Conditions
- Science, Technology & Engineering
  - Trends
  - Conditions
- Human Geography
  - Trends
  - Conditions

Persistent Disorder

Section 2: Contexts of Future Conflict
The intersection, interaction and amplification of trends and conditions

- Violent Ideological Competition
- Antagonistic Geopolitical Balancing
- A Contest for Cyberspace
- Threatened U.S. Territory and Sovereignty
- Disrupted Global Commons
- Shattered and Reordered Regions

Section 3: Implications for the Joint Force
The scale and scope of potential Joint Force missions

- Adapt to Changing Conditions
  - Evolving Missions to Shape or Contain
- Manage Antagonism & Impose Costs
  - Evolving Missions to Deter or Deny
- Punish Aggression & Rollback Gains
  - Evolving Missions to Disrupt or Degrade
- Impose Change & Enforce Outcomes
  - Evolving Missions to Compel or Destroy

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Impact on Joint Logistics

Joint Operating Environment 2035

Globally Integrated Operations

Globally Integrated Logistics

Challenges

Increasingly Demanding Logistics Requirements

Constrained Resources

Potentially Contested Environment
Globally Integrated Operations is the concept for how the Joint Force should prepare for the security environment we will soon face. It requires a globally postured Joint Force to quickly combine capabilities with itself and mission partners across domains, echelons, geographic boundaries, and organizational affiliations. These networks of forces and partners will form, evolve, dissolve, and reform in different arrangements in time and space with significantly greater fluidity than today's Joint Force.
Globally Integrated Logistics (GIL) is the capability to allocate and adjudicate logistics support on a global scale to maximize effectiveness and responsiveness, and to reconcile competing demands for limited logistics resources based on strategic priorities.
The Joint Logistics Enterprise (JLEnt)

Integrated Joint Logistics Processes

OSD and Joint Staff

Military Services and Defense Agencies

Industry

Joint Deployment Process Owner

Joint Distribution Process Owner

Joint Force Commanders

Integrated Processes That Provide The JFC Freedom Of Action

Multinational Partners

Interagency

Non-Governmental Organizations

Integrated Processes That Provide The JFC Freedom Of Action

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“The future operating environment will place new demands on leaders at all levels. Our leaders must have the training, education, and experience to meet those demands.” Gen Joseph Dunford, Jr., CJCS

- Organizational Attributes:
  - Rapid & Continuous Adaptation
  - Cross Domain Synergy
  - Responsiveness
  - Global Command & Control
  - Resilience

**Desired Outcome**

Joint Force composed of agile & adaptive leaders and organizations who can critically think and innovate through dynamic problems in an increasingly transregional, multi-domain, & multi-functional threat environment.
Joint Logistics Learning Framework

**JF 2020 Attributes:** How should the future force behave to be successful?

Be pervasively interoperable, rapidly employable on a global scale, regionally oriented, and selectively interdependent.

The implications of these organizational attributes should inform us on the kind of individual skills, knowledge, and abilities we feel we will need in tomorrow’s leaders/logisticians...

<table>
<thead>
<tr>
<th>Learning Levels</th>
<th>Intermediate</th>
<th>Senior</th>
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| **Learning Outcomes** | • Joint Logistics and the JOPP  
• Joint Logistics Concepts  
• Joint Logistics Relationships | • Joint Logistics and National Security Strategy  
• Force Projection and Sustainment |

**Joint Logistics Competency Areas**

- **Joint Logistics Planning**
- **Supply Chain Management**
- **Life Cycle Systems Management**
- **Defense Industrial Base Optimization**

self awareness...sophistication of thought...servant warrior...creativity...historically /open minded...effective in “gray zones”...team builder, mentor, coach...comfort with ambiguity...decisions with less information...negotiator, facilitator, mediator

Result: Logisticians proficient in applying logistics support across the national security enterprise

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I don't know what the hell this "logistics" is that Marshall is always talking about, but I want some of it.

- Admiral E. J. King