



JOINT STAFF
WASHINGTON, DC 20318-7000

FROM: Director for Joint Force Development, J-7

SUBJECT: Director's Letter of Intent

We are at a natural inflection point based on the current tension in the world order, the changing character of war, and the transition from Joint Warfighting Concept (JWC) development to implementation. These internal and external factors demand immediate action. As stated in the NMS: "What we do in the next few years is going to set conditions for victory or defeat in the next war." My intent is to implement the Joint Warfighting Concept and develop a Joint Force ready for potential conflict. Every member of our team must understand our priorities, approaches, and expectations.

Priorities. Everything we do as an organization should directly tie to one of three outcomes. These are the things that only the J-7 can do and they dictate how we will allocate our time and resources.

- 1) **Operationalize** the JWC across the Joint Force and codify it in doctrine by summer 2023.
- 2) **Drive** rapid, deliberate Joint Force experimentation.
- 3) **Lead** Joint Force Design and Development across the continuum of conflict.

Approaches. We will apply three approaches to achieve these outcomes.

- 1) **Align:** We are fully aligned with the NSS, NDS, and NMS. However, to move the JWC from concept to practice, the entire Joint Force must align with our shared vision. We will use the NDS implementation guidance as overarching direction for JWC implementation.
- 2) **Accelerate:** Once on the right vector, we will increase velocity. The Joint Force must accelerate the cycle of innovation, experimentation, and training or fall behind.
- 3) **Adapt:** To better align and accelerate our efforts, we must, as the NMS says, "adapt now, or lose later." Adaptation includes building trust and nurturing relationships, demonstrating initiative, challenging the status quo, being able to explain the "why," and incorporating new ideas at speed.

Execution. Implementation of the JWC will require collaboration across the Joint Force, starting with ourselves. Within J-7, the Lines of Effort established in the "Joint Warfighting Concept Eight-Year Implementation Plan" will guide our actions. Keep pressing forward with the 8-Year Plan as published; see *Annex A* to understand my current areas of emphasis. We will evaluate and refine the 8-year Plan this March. For successful execution, all J-7 members should understand the leadership structure and support three new cross-cutting matrix teams:

- 1) **Leadership:** Our senior leaders are responsible for organizing, coordinating, and delivering J-7 outcomes in line with this intent. DD JWD will lead LOE 1 (Educate the Force), DD JFI will lead LOE 2 (Build the Force), and DD JT will lead LOE 3 (Train the Force).
- 2) **Matrix Teams:** Three efforts need immediate attention and require a shift from traditional hierarchical teams to matrix teams that cut across DDs, improve collaboration, and accelerate results. Matrix teams will be led at the GS-15/O-6 level and executed at the AO level.
 - a. **Experimentation Sprint:** We need a comprehensive understanding of venues to test and evaluate efforts to implement the JWC. DD JFI will provide leadership.

- b. Assessments: Currently, the J-7 does not have a robust ability to assess our implementation of the JWC across all facets of DOTMLPF-P. DD JT will provide leadership.
- c. Ready by 2027: We need a team to identify the key strategic and operational benchmarks required for the Joint Force to fully execute the Joint Warfighting Concept by 2027. DD JWD will provide leadership to define the benchmarks while DD JT will work backwards from FY27 to develop a plan for implementation and assessment of JWC integration.

Expectations. Our priorities and approaches drive my expectations for this organization. As important as *what* we do is *how* we do it. While not exhaustive, the following list should guide your daily actions:

- **Results**: Focus on and measure results, not efforts and activities.
- **Respect**: Build trust and maintain positive, constructive relationships within your team and across the Joint Force and DoD. Our team will operate with respect and collaboration. The Joint Staff inherently operates through influence, not direction. Relationships matter.
- **Initiative**: Do not wait for me to direct you: if your ideas support our approaches and further our priorities, execute them. Keep your supervisors and leadership informed so we can help remove barriers and ensure we are fully aligned.
- **Collaboration and Coordination**: Actively seek collaboration within the J-7 and the Joint Force first. Solicit input from the other Deputy Directorates on all staff actions before they reach the Front Office; I should never have to ask you to reach-out to another DD or directorate. Similarly, speak with one voice outside of J-7 as you actively coordinate with the interagency, industry, academia and other key stakeholders.
- **Feedback**: Provide, actively seek, and be receptive to feedback. Feedback will come from all levels: from me, our chain of command, the Joint Force, our allies, and from our partners in industry and government. Know who our customers are and understand how they perceive us.
- **Future Focused**. The J-7 is our nation's vanguard of the future. We do not constrain our thinking to only what is available now. When others are overwhelmed by the present, we must remain tireless advocates for the Joint Force we need to deter, defend, and prevail in the future.
- **Relevance**. Share relevant information quickly. Do not sit on useful information waiting for perfect data. Publish quick-looks within one week of wargame, exercise, or experimentation completion.
- **Fail fast**. We are a learning organization. Try multiple approaches to solve problems and honestly assess what does and does not work.
- **Simplify**. Present information succinctly and always include a "Bottom Line Up Front"; identify the issues and what do we need to do to address them.



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Annex A

This annex includes critical tasks we need to accomplish in 2023 that align with our priorities and will help us meet NDS objectives. This list is not exhaustive and I expect you to use my letter of intent to identify other challenges and propose solutions. While these tasks initially fall under an LOE, I expect everyone to cut across functional boundaries to accomplish these as a team.

LOE 1 – JWD (Educate the Force)

- a. Work with the Services to integrate JWC into all levels of PME and JPME.
- b. Develop GIWG excursions to increase the number and frequency of opportunities to test and refine concepts.
- c. Fully incorporate Space and Cyber domains and realistic electromagnetic spectrum representation into wargames.

LOE 2 – JFI (Build the Force)

- d. Evaluate JWC implementation across LOEs and revise the implementation plan.
- e. Prioritize JWC Concept Required Capabilities (CRCs). In conjunction with J-8 and OVCJCS, translate CRCs into actual capabilities through existing staff processes (JSPS, PPBE, JCIDS, and JROC).
- f. Engage in targeted industry partnerships and key engagements to advance technologies related to JWC CRCs.
- g. Develop alternative JTF constructs for the all-domain, trans-regional environment through the JTF-Next initiative. Test these options through a series of TTXs, Senior Leader Seminars, and wargames.
- h. Expand allied and partner participation in joint warfighting concept development, wargaming, and experimentation.

LOE 3 – JT (Train the Force)

- i. Expand the audience and scope of the Design and Development Integration Meeting (DDIM) and Shadow Whisper Integration Meeting (SWIM).
- j. Finalize and implement the Joint Live Virtual and Constructive (JLVC) Modernization Strategy to provide the Joint Force with an overarching vision for JLVC environments.
- k. Measure Joint Force progress on JWC “operational” implementation through annual Joint Staff exercises and wargames (GIWG, GIE, and LSGE). Demonstrate full JWC implementation in FY27.
- l. Strengthen the Deployable Training Team (DTT) construct to emphasize JWC concepts in exercises and senior leader engagements.
- m. Fully incorporate Space and Cyber domains into exercises.
- n. Develop GIE excursions to increase the number and frequency of opportunities to exercise and refine concepts.

ODJ-7

- o. Update JWC Operations Security Guidance and publish releasable versions of JWC 3.0 at all classification levels to share with Joint Force allies, partners, and whole of government.

OPMA

- p. Rewrite existing training directives to better reflect CJCS guidance.
- q. Incentivize JWC aligned training and experimentation through the Joint Training, Exercise, and Evaluation Program (JTEEP).
- r. Integrate LSGE financial enhancements into DDJT vision for LSGE 27.

Everyone

- s. Support the CJCS-directed Cross Functional Team (CFT) as they develop options for a Joint Futures Command.
- t. Implement the JWC across the Joint Force.