

***“However beautiful the strategy, you should occasionally look at the results”***

*Sir Winston Churchill 1874-1965,  
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# Army 2020 Operational Environment

## Futures

The Probable

The Possible

The Unthinkable

## Prevent Shape Win

Counter Terrorism and Irregular Warfare

Deter and Defeat Aggression

Project Power Despite Anti-Access/Area Denial Challenges

Counter Weapons of Mass Destruction

Operate Effectively in Cyberspace and Space

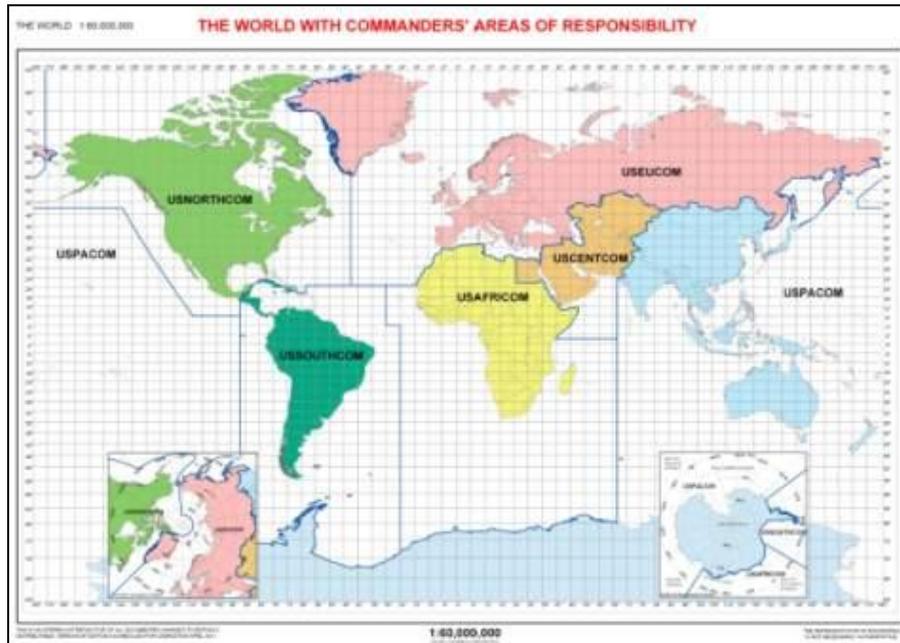
Maintain a Safe, Secure, and Effective Nuclear Deterrent

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



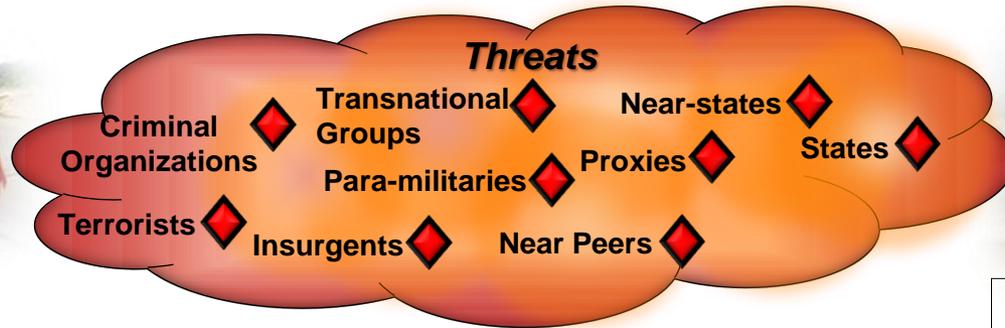
**Global Trends**

WMD Regional Aggression  
 Demographics & Migration  
 Growing Debt  
 Cyber  
 Rise of Asia  
 Arab Spring  
 Economic Malaise  
 Competition for Space  
 Shifting Alliances  
 Persistent conflict Among the People  
 Crime  
 Resource Competition  
 Pacific focus  
 Technology Proliferation  
 Proliferation, Globalization, Modernization  
 Extremism

**A dynamic and rapidly changing security environment**



# A Wide Range of Potential Challenges

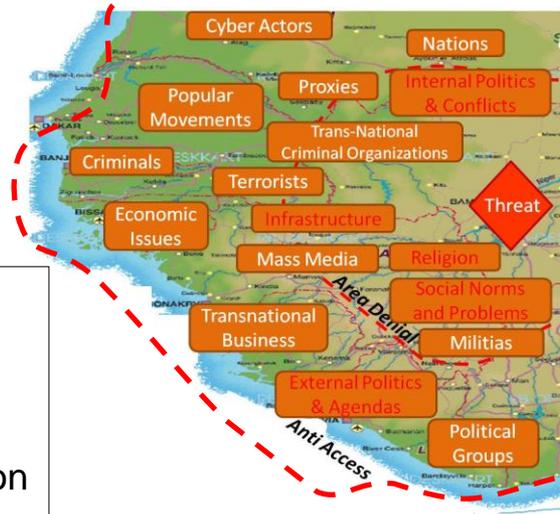


**Driven by Competition for:**

- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy

**Unexpected opportunists and suppressed threats will emerge from conflicts in a complex environment**

**Lethal:** weapons technology proliferates to all forces, no longer linear relationship between economic and military power



**Complex Environment:**

- Multiple Actors
- No Controlling Actor
- Asymmetric Threats
- Chaotic Conditions
- Extreme Complexity
- Technology Enabled
- Information Domain

**Enduring:** persistent adversaries, difficult to defeat with blurred transitions from conflict to post-conflict.

**Shaping Forces:**

- U.S. Dominance
- Radical Ideology/Theology
- Technology Proliferation
- Social Media access
- Demographics
- Economics
- Cyber

**The Army must be operationally adaptive to defeat these complex challenges that will blur the distinctions of past conflict**

**Asymmetric:** sidestep U.S. preferred way of war, deny ISR and strike options, exploit cyber, protract conflict, and project conflict to the homeland



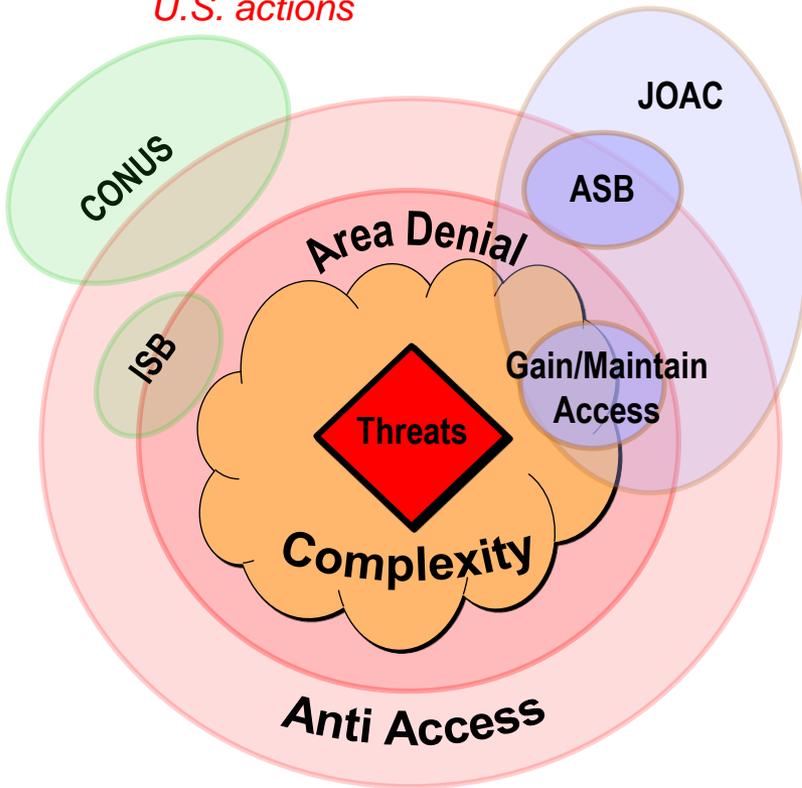
# Character of Conflict in 2020

## Threat components:

- Nation States or Proxies with a range of capabilities
- Desire to preclude U.S. from executing its “way of war”
- Capabilities that affect the strategic calculus -- missiles, nuclear weapons and terror sponsorship ... *specifically designed to impact U.S. actions*



**Capabilities:**  
SAMs, MANPADs,  
ATGMs, Rockets, IEDs



- Anti-access and area denial campaigns ... strategic thru tactical levels
- Engage at small unit level where they perceive a greater chance to obtain overmatch and achieve success
- Use violence, intimidation and coercion against U.S. supporters
- WMD capable... but still seeking nuclear
- Avoid detection and targeting by operating among the people
- Slow down or halt our momentum using anti-tank missiles, IEDs, air defense and SOF
- Increased use of robotics and unmanned aerial systems
- Employ electronic warfare to counter US precision and C4ISR
- Conduct sophisticated information campaigns designed to erode US will and support

**The Army must be capable of decisive action against a wide array of adaptive and complex threats**



# What the Army Must Do: Through the Lens of Defense Strategy

*Narrow Lens*

Deter  
Defeat

Army also did  
missions  
outside this  
narrow lens

**Specific Threat  
Specific Location**

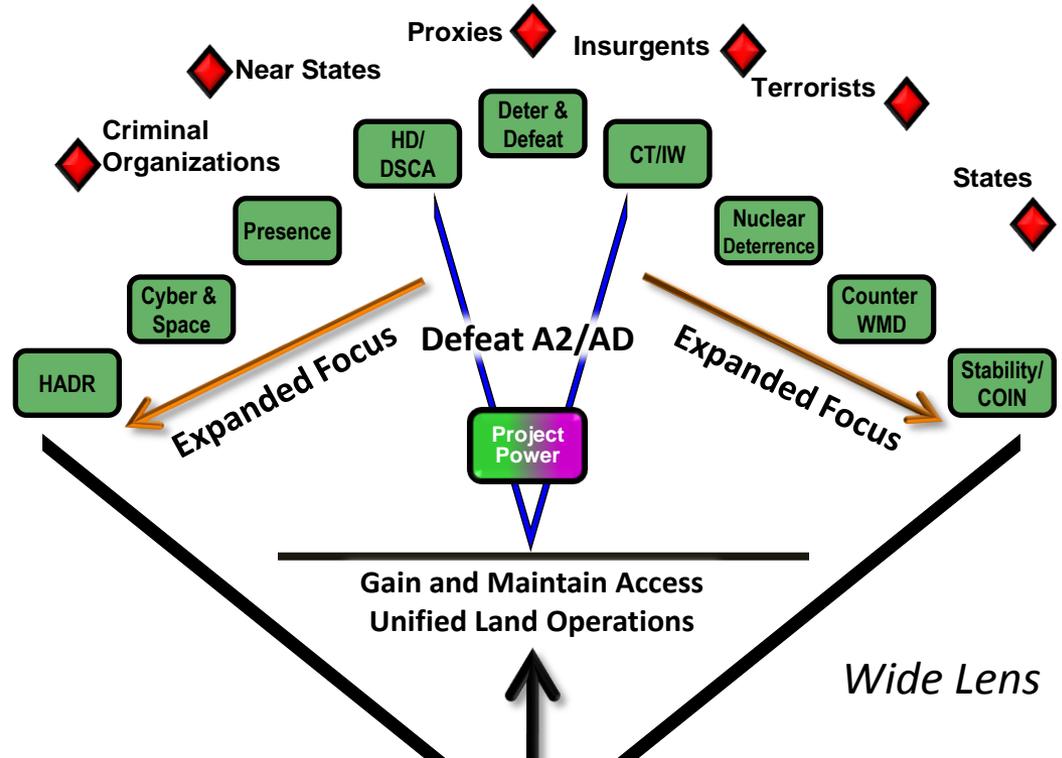
Specific threat, degree of certainty  
and location drove:

Doctrine  
Equipment  
Training  
Organizational Structure  
Force Posture

### Historic Examples:

1920-30s Rainbow Planning  
Airmobile  
Active Defense  
AirLand Battle

**Last decade: Counterinsurgency**



### What the Army Must Do: Prevent, Shape, and Win:

Strategic guidance requires the Army to conduct a wide range of missions while retaining the ability to focus more narrowly on projecting power to deter and defeat aggression once a specific threat emerges.

The combination of a narrow focus within a wide lens allows the Army to adjust more rapidly to potential threats.

**The Army must maintain a high level of operational adaptability**



# Draft ACC: Meeting the Challenges

Given the operational environment, requirements of strategy, and the Army's role in the joint force .....

## 3-2 The Military Problem:

What must the Army do to educate its leaders and organize, equip, and train units to protect U.S. national interests and successfully execute the primary missions outlined in defense strategic guidance?

## 3-3 Central Idea:

The future Army must develop *operational adaptability* – a quality that Soldiers and leaders possess based on critical thinking, comfort with ambiguity and decentralization, a willingness to accept prudent risk, and an ability to make rapid adjustments based on a continuous assessment of the situation. Operational adaptability requires resilient Soldiers and cohesive teams able to overcome the psychological and moral challenges of combat, proficiency in the fundamentals, mastery of the operational art, and the ability to combine all available capabilities to assist friends, protect populations, and defeat enemies. Operational adaptability also requires flexible organizations and adaptable institutions able to support a wide variety of missions and adjust focus rapidly to prevent conflict, shape the operational environment, and win the Nation's wars.

## 3-5 Components of the Solution (What the Army Must Do):

- **Prevent conflict:** Train, equip, and posture capable and credible forces to deter adversaries
- **Shape the operational environment:** Provide a sustained, stabilizing presence to gain access, understand the operational environment, build partner capability, and set conditions for operations; integrate special operations and conventional forces
- **Win decisively and dominantly:** Deploy forces, prevail in war and defend the homeland in support of joint force commanders

## 3-6 Supporting Ideas:

- Project military power despite anti-access/area denial challenges
- Align forces regionally
- Enhance advisory capabilities
- Conduct cyber and space operations
- Establish war termination objectives
- Adapt force generation and maintain an operational reserve
- Preserve and enhance the all-volunteer force

## Desired End State:

*An Army that has the ability to rapidly deploy forces and conduct a wide range of missions including shape, which requires forces to gain, sustain, and exploit physical control over land and resources, defeat enemies, and exert influence over people by physical and psychological means.*



# ***Major Army 2020 Ideas***

- ❑ Redesign Brigade Combat Teams
- ❑ Review Logistics Concept of Support
- ❑ Create a New ARFORGEN Model
- ❑ Maintain an Operational Reserve
- ❑ Create Reconnaissance and Surveillance Brigades
- ❑ Project Power Despite Anti-Access/Area Denial Challenges
- ❑ Create Regionally Aligned Forces
- ❑ Integrate Special Operations and Conventional Forces
- ❑ Improve Echelons Above Brigade (EAB) Mission Command
- ❑ Assign / Align Brigades to Divisions and Corps
- ❑ Enhance Army Advisory Capability
- ❑ Implement a New Tactical Wheeled Vehicle Strategy
- ❑ Ensure Reversibility and Expansibility

***Transition from today's force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force***

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