

Structuring Strategy to Enable Mission Engineering



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What this Presentation IS & IS NOT

What it IS

- ❑ Conceptual framework
- ❑ Identifies systemic issues
- ❑ Focused on how we think and communicate

What it IS NOT

- ❑ Solution
- ❑ Guide
- ❑ How-to

DoD Disclaimer: “The opinions and assertions expressed herein are those of the author(s) and do not reflect the official policy, position, or endorsement of The United States Marine Corps or The Department of Defense.”

On Strategy...

“

the definition of an organization's intended achievements in terms of business results interpreted from various perspectives... that are measurable.

Strategy in the DoD



Defense Planning Guidance



DoD Strategic Management Plan



DoD Topical Strategies

National Security Strategy

National Defense Strategy

National Military Strategy

Service Strategy

Co. Command Strategy

Topical Strategy

Unit Strategy

Two classes for sub-strategies:

- Nesting
- Expanding

→ Frequent Topics in DoD Strategies:

- Operating Environment
- Threat
- Risk
- Key Technology/Investment Opportunity
- Organizational Objective/Direction
- Priority
- Assumptions
- Limitations
- Military Mission

DoD Strategies use different structures to describe the same topic...

Strategy A

Operating Environment

Land

Maritime

Air

Space

Cyber

Strategy B

Operating Environment

EUCOM

AFRICOM

CENTCOM

INDOPACOM

SOUTHCOM

NORTHCOM

Structure Used: Military Domain

Structure Used: Geographical Combatant Command



On mission...
and operation



“

the task, together with the purpose, that clearly indicates the action to be taken *and the reason therefore.*

a series of tactical actions with a common purpose or unifying theme.

There are multiple structures used to describing military missions.

- Warfighting Function
 - Military Domain
 - Military Functional Responsibilities (Staff Section Offices)
 - Area Depth
-

Also consider the mental model perspective...

Joint Publication (JP) Examples:

Military Domain Structure

- JP 3-12 Joint Cyberspace Operations
- JP 3-14 Space Operations
- JP 3-30 Joint Air Operations
- JP 3-31 Joint Land Operations
- JP 3-32 Joint Maritime Operations.

Warfighting Function Structure

- JP 3-04 Information in Joint Operations
- JP 3-36 Joint Air Mobility and Sealift Operations
- JP 2-0 Joint Intelligence
- JP 3-09 Joint Fire Support
- JP 4-0 Joint Logistics
- JP 3-13.3 Operations Security

Mission characterization traceability is critical to credible decision support.

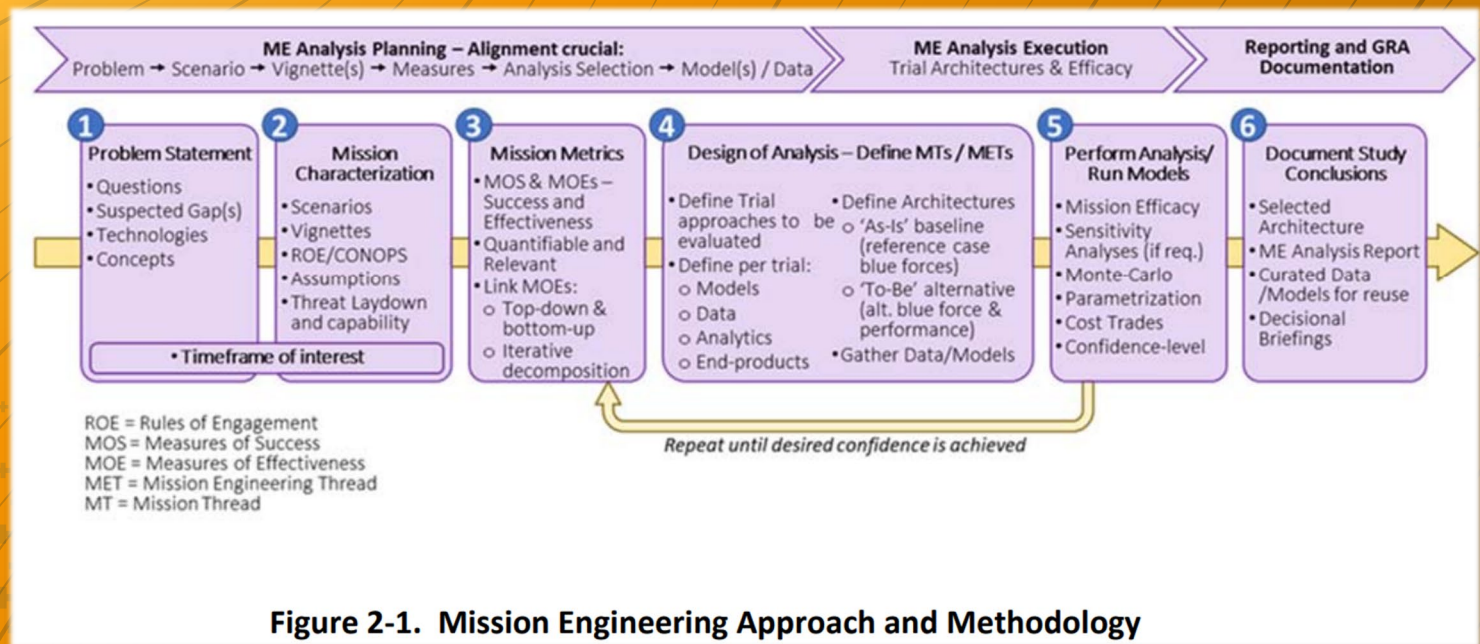


Figure 2-1. Mission Engineering Approach and Methodology



So what's the point?

Communicating across DoD communities is a challenge.



Methods

- Acronyms
- Abbreviations
- Frameworks
- Structures
- Ontologies

Means

- Doctrine
- Concepts
- *Strategy*
- Plans

Evidence

- Lessons Learned
- Technology Investments
- Organizational Assessments
- Experience

Strategies are an organizational communication tool. In the DoD, they are the most frequent reference source for decision-makers as well as other document-based communication methods.

1. DoD Strategies are not structured consistently.

Strategy A1

Operating Environment

Land

Threat A

Threat B...

Maritime

Threat A

Threat B...

Structure Used: Military Domain *as context for threats.*

Strategy A2

Operating Environment

Land

Mission A

Mission B...

Maritime

Mission A

Mission B...

Structure Used: Military Domain *as context for missions.*



2. Different structures in strategy yield

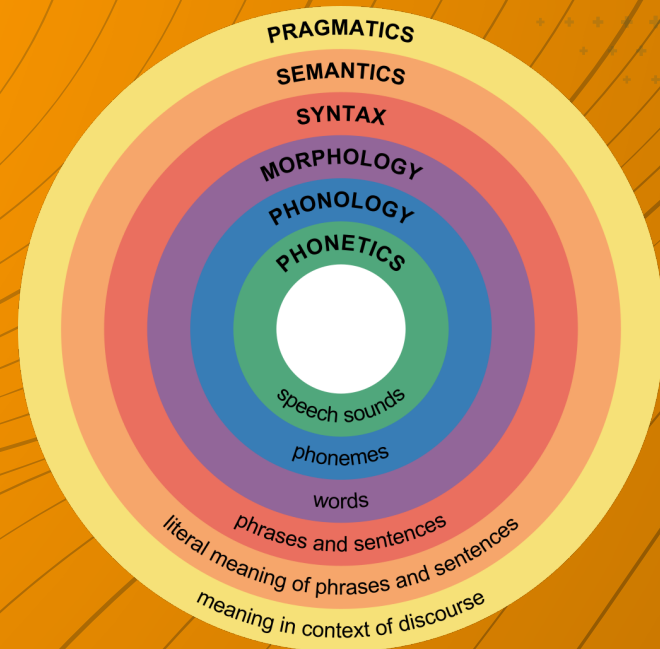
→ differences in mission characterization and analysis.

- Operating Environment
- Threat
- Risk
- Key Technology/Investment Opportunity
- Organizational Objective/Direction
- Priority
- Assumptions
- Limitations
- Military Mission

3. DoD missions do not have a common semantic structure.

- Warfighting Function
- Military Domain
- Military Functional Responsibilities (Staff Section Offices)
- Area Depth

Also consider the mental model perspective...



Ref: Major levels of linguistic structure.jpg: Thomas, et al.



→ Parting thoughts...

Strategy



How can strategies be intentionally structured to support:

1. decision-making?
2. resource management?
3. nesting and expanding strategies?

Mission Analysis



1. How are missions characterized in strategy?
2. What structures are being used to contextualize them?
3. Is there a way to express missions with a common semantic structure?

Mission Linguistics



1. How do we distinguish different types and classes of missions?
2. Is there a way to communicate the underlying mental model in a meaningful way?

In order to communicate and mobilize organizational resources more effectively, the national defense community needs stronger linguistic discipline.

→ The Research Team



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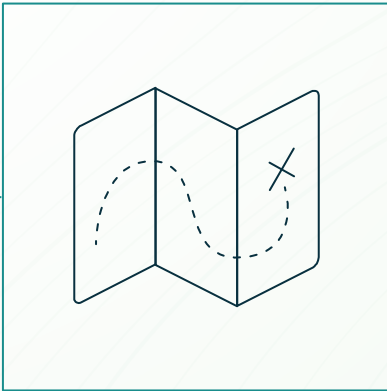


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Thanks!

Any questions?

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