



10th Mountain Division on board *USS Dwight D. Eisenhower*.

U.S. Navy (Marin Macdock)

As Sir Winston Churchill noted, “Those who are possessed of a definite body of doctrine and of deeply rooted convictions . . . will be in a much better position to deal with the shifts and surprises of daily affairs than those who are merely taking short views.”

Doctrine represents much more than a matching set of volumes on a bookshelf. It provides a common

In support of the “Joint Doctrine Awareness Plan” approved last year by the Chairman, the service chiefs and the unified commanders were invited to submit articles to *JFO* on areas that they viewed as critical to the development of joint doctrine. In addition, a former commander of the Joint Warfighting Center and the current director of operational planning and interoperability (J-7), Joint Staff,

AN ASSESSMENT OF JOINT DOCTRINE

framework, vocabulary, and purpose that promotes unity of effort. Moreover, doctrine is closely related to an institution’s beliefs. For members of the Armed Forces, joint doctrine must embody the central tenets of the warfighter.

What are those core beliefs reflected in joint doctrine? This is crucial since the Commission on Roles and Missions of the Armed Forces reported a need to improve doctrine—or put another way, to reinforce our joint beliefs. Informed by visions articulated by the senior military leadership, joint doctrine must guide us past the “shifts and surprises” of the 21st century.

have contributed their perspectives to this *JFO* Forum.

Some of the ideas in the articles are provocative. They range from impassive assessments of joint doctrine development to recommendations on significantly altering that process. Developing and implementing doctrine must involve a thoughtful debate over how we fight and operate as a joint team. The contributions in this *JFO* Forum and elsewhere in the issue advance that objective. **JFO**