“The “margin of victory” is always slim, and the walk from the victory lane to the losers’ club is all too short.”

Robert Citino, Foreword to Margin of Victory
Battles are decided in the decades before they begin, not by a technological “silver bullet,” or a few key people in command on the day of battle!

- Margin of Victory focuses on wars Clausewitz called “absolute wars” or wars of decision, not “wars of observation,” or wars of choice.

- The ‘about right’ combination of organization, technology and human capital is the foundation for future victory.

- Most Senior Military Leaders can rarely reform and reorganize the old force to build the new combination for the next war. Informed civilian leaders must do it.
National decisions concerning the use of force are too often taken “in the fever of a fanatical urge to act.”

Accurate and sobering self-assessments of one’s own strengths and weaknesses are missing.

The “habit of not thinking much beyond the hour of victory,” is widespread.

“Holding ground” pushed German ground forces, air power, and logistics to the breaking point.

Lashing up hundreds of single-service headquarters—air, land, and sea—each of which fought its war on its own terms, failed.
“Life is tough. It’s tougher when you’re stupid.”
John Wayne, *American Military Theorist*

✓ “The one advantage that stands the test of time... is people.” *Character, Competence, Intelligence (C2I).*

✓ When national military strategy is realistic and armed forces organize to exploit technology effectively, “Quality trumps Quantity.”

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**National Culture and Human Capital**

*Israeli soldiers and officers could improvise, adapt, and counterattack.*

*Egyptian soldiers were culturally disinclined to seize the initiative and exploit the opportunities that battle offered.*
Without unity of command, there is no unity of effort.

- The Soviets won, in part, because the **STAVKA** (High Command) imposed unity of command from top to bottom.

- In 1973, the IDF recovered from strategic surprise because the IDF High Command directed operations and controlled all resources.

Competition between the Imperial Japanese Navy and Army sabotaged unity of effort.

The Imperial Japanese Army generals fought Army reform, and modernization almost as hard as they fought the Imperial Japanese Navy.
ISR-Strike

- Strike is the targeted application of massive firepower from standoff attack weapons across service lines in all domains. This capability has its roots in both world wars.

- Strike’s effectiveness depends on the marriage of space-based and terrestrial ISR capabilities with the timely exploitation of intelligence through networks.

In 1944, a Soviet Marshal could do in minutes what General Eisenhower took months to do: unleash 700 long-range bombers to attack and destroy 50,000 German troops encircled by Soviet tank forces.
ISR-Strike is the basis for an enduring paradigm shift in warfare.

A tremendous strategic advantage will accrue to U.S. Military Power if we develop and apply the ISR-Strike-Maneuver-Sustainment Framework.

*Transformation under Fire*, Praeger, 2003
Maneuver Forces

- Maneuver Forces are essential to exploit the profound, but temporary paralysis that Strike induces.
- Maneuver Forces must be able to close with the enemy take losses, keep fighting, and attack decisively.
- Maneuver forces must focus on destroying the enemy, not on holding ground.

The Battle of 73 Easting was a battle of annihilation.

The outcome was preordained by the training, technology, and leadership regime that Generals Depuy and Gorman established after Vietnam.
Like the British in 1905, we do not know precisely which power or alliance of powers we may fight in 10, 15 or 20 years;

- Prepare for strategic (and/or technological) surprise;

- There will be no time for a pickup game in future wars;

- Construct regional Joint C2 to integrate warfighting capabilities on the operational level for coherent action;

- Build armed forces-in-being \textit{designed to win the first fight}, because we may not get the chance to win a second;

- Focus on the conduct of \textit{“all arms-all effects” warfare}.

“Separate ground, sea, and air warfare is gone forever.”

General Eisenhower, 1945
Forces must be capable of mobile, dispersed operations.

Self-contained, independent battle groups that operate on land the way Navy ships operate at sea are essential.

Army ISR-Strike assets must augment, not duplicate, Joint AF/Naval Strike capabilities.
A major reset of national military strategy within clearly defined constitutional parameters (Secure Homeland First);

Focus on access to “Global Commons” and Limited Liability Partnerships—No Permanent Enemies;

When strategy is realistic, “Quality trumps Quantity.”

Establish an American Military High Command (C2I);

Create Joint Force Commands (JFC) inside the regional unified commands;

Apply, the Joint “ISR-Strike-Maneuver-Sustainment Framework” to conduct “All Arms-All Effects” Warfare.
In the struggle for badly needed change in thinking, organization, structure, technology, and human capital, the enemy is not external.

The enemy is us.

Questions?