



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

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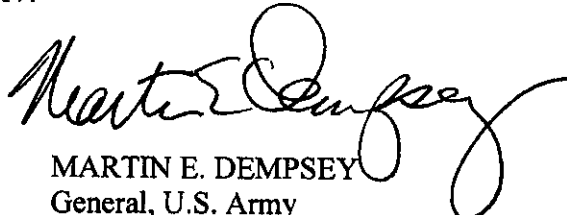
MEMORANDUM FOR CHIEFS OF THE MILITARY SERVICES
COMMANDERS OF THE COMBATANT COMMANDS
CHIEF, NATIONAL GUARD BUREAU
DIRECTORS OF THE JOINT STAFF DIRECTORATES

SUBJECT: Desired Leader Attributes for Joint Force 2020

1. One of my top priorities for developing Joint Force 2020 (JF2020) is to ensure that joint leader development is reinforced in military training and education programs and policy. Over the last 9 months, at my direction and under the guidance of the Joint Staff Director for Joint Force Development (J-7) and in conjunction with the J-7 staff, the Military Education Coordination Council (MECC) conducted a review of joint education. Its objective was to ensure that we are developing agile and adaptive leaders with the requisite values, strategic vision, and critical thinking skills to keep pace with the changing strategic environment. A primary focus of the review was to develop a set of Desired Leader Attributes (DLAs) required for the leaders of JF2020. After reviewing the MECC report's findings and recommendations, I approved a set of DLAs for adoption by the joint community as guideposts for joint officer leader development for JF2020 (an extract from the report is attached). This effort has significant implications as we move forward in meeting my intent to institutionalize the essential knowledge, skills, attributes, and behaviors that define our profession.
2. The six officer DLAs are the abilities to (1) understand the environment and the effect of all instruments of national power, (2) anticipate and adapt to surprise and uncertainty, (3) recognize change and lead transitions, (4) operate on intent through trust, empowerment, and understanding (Mission Command), (5) make ethical decisions based on the shared values of the Profession of Arms, and (6) think critically and strategically in applying joint warfighting principles and concepts to joint operations.
3. These officer DLAs will be codified in a future revision of CJCSI 1800.01, "Officer Professional Military Education Policy" (OPMEP). Much work remains within the OPMEP revision process to map the DLAs across the joint education continuum and develop associated learning outcomes. In the meantime, our joint education institutions must consider ways to address the DLAs within their current officer education curricula and as they revise their programs via their internal curriculum review processes.
4. The review also examined enlisted joint education in the context of JF2020. Though substantial progress was made on a new enlisted joint education continuum, the MECC subsequently determined that a separate and distinct set of DLAs should be developed to guide joint enlisted leader development for JF2020. That effort is currently ongoing under the purview of my Senior Enlisted Advisor in conjunction with J-7. We have already received formal Service inputs that will greatly inform that process.

5. Education is a fundamental pillar of leader development, but while these officer DLAs grew out of the joint education review, education is only part of the solution. Training and experience will play a large role if we are to fully achieve the DLAs for the future leaders of JF2020. The joint training community must consider the DLAs as they refine current, and create future, training programs to support JF2020 development. Joint functional communities should incorporate the DLAs into their education and training programs as appropriate. Our personnel management systems must also evolve to support achieving the DLAs as we seek to develop JF2020.

6. My point of contact is Major General Michael S. Stough, USAF; Vice Director for Joint Force Development, Joint Staff; 703-697-3017.



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Attachment:
As stated