



KEY TAKEAWAY

The concept of deterrence is not new. But – given the urgent need to strengthen and sustain deterrence to protect vital U.S. national security interests – the Department of Defense must adopt a new approach to bring its full resources to bear in deterring aggression from competitors. Integrated Deterrence is weaving together cutting-edge technology, operational concepts, and state-of-the-art capabilities – alongside interagency counterparts and with Allies and partners – to dissuade aggression.

WHY DOES IT MATTER?

Our competitors are pursuing holistic strategies that employ varied forms of coercion, malign behavior, and aggression to achieve their objectives and weaken the foundations of a stable and open international system. Meeting the challenge requires a holistic response: Integrated Deterrence.

APPLYING INTEGRATED DETERRENCE

Integrated Deterrence requires maturing, evolving, and blending our approaches to deterrence – by denial, by imposing costs, and by being more resilient. It involves working across domains, theaters, and the spectrum of conflict to ensure each actor – whether a military service, a U.S. government agency, or an ally or partner – contributes its comparative advantage in deterring threats. For this approach to be effective in today’s interconnected threat environment, feedback loops are critical. The Department must understand how our adversaries perceive and respond to our actions, what impact we create, and how to measure it. This will allow us to calibrate our deterrent and evaluate its credibility.

WHO NEEDS TO TAKE ACTION?

The Department must act urgently to integrate deterrence activities:

- ▶ inside the Department of Defense
▶ across the U.S. interagency framework
▶ with our unmatched network of allies and partners around the world

Collaborating with U.S. interagency partners enables us to develop and employ a wide range of national security tools to deter aggression. Working with allies and partners, our greatest strategic advantage, ensures that the sum of our efforts is more than the total of our parts. Integrated Deterrence provides a common framework for collaboration, planning, and coordination with both, allowing us to connect easily and deliberately with partners on our priorities.

INTERRELATED AND MUTUALLY REINFORCING NDS STRATEGIC WAYS:

The Department will advance our priorities through integrated deterrence, campaigning, and actions that build enduring advantages.

Integrated deterrence is weaving together cutting-edge capabilities, operational concepts, and the comparative advantages of our interagency and international partners to seamlessly dissuade aggression in any domain, or theater.





KEY TAKEAWAY

Building enduring advantages means accelerating force development, capitalizing on the latest technology, and making investments in the extraordinary people of the Department of Defense, who remain our most valuable resource.

WHY DOES IT MATTER?

Achieving the priorities of this NDS requires broad and lasting change. Our competitors are increasingly and deliberately seeking to erode U.S. advantages. We must act now to ensure that the entire Defense enterprise is best positioned to support the Joint Force in preparing to deter and prevail in conflict.

OUR FIVE FOCUS AREAS

- Transform the Foundation of the Future Force: By rewarding rapid experimentation; better aligning requirements, resourcing, and acquisition; and, fielding emerging and cutting edge technologies from both commercial and military sectors.
Make the Right Technology Investments: By nurturing innovation ecosystems at home and through our technology relationships with Allies and partners; focusing research and development for advanced capabilities; and, fast-following to capitalize on commercially-led innovation where it makes sense.
Adapt and Fortify Our Defense Ecosystem: By bolstering support for our unparalleled network of research institutions, small business and innovative technology firms; and taking urgent action to better support manufacturing processes.
Strengthen Resilience and Adaptability: By ensuring elasticity and readiness in the defense ecosystem to adapt to emerging threats such as climate change; increasing resiliency of military installations; and adopting more efficient and clean-energy technologies.
Cultivating the Workforce We Need: By streamlining hiring practices, offering competitive incentives, and nurturing a range of professional career paths for both new and existing staff; leading with our values, ensuring that the Department reflects the diversity of the United States; and taking a zero tolerance approach to harassment, assault, and extremism of all forms.

WHO NEEDS TO TAKE ACTION?

Strong action, and in some cases urgent reform, is needed on these issues by components across the Department. This is not just an internal matter for the Department of Defense; other U.S. Federal departments and agencies, Congress, the private sector, and Allies and partners have a critical role to play. The Department needs to actively work in concert with these stakeholders to reinforce the enduring foundation for U.S. military advantage, for our continued collective security.

INTERRELATED AND MUTUALLY REINFORCING NDS STRATEGIC WAYS:

The Department will advance our priorities through integrated deterrence, campaigning, and actions that build enduring advantages.

To shore up the foundations for integrated deterrence and campaigning, we will act urgently to build enduring advantages by accelerating force development, capitalizing on the latest technology, and making investments in the extraordinary people of the Department, who remain our most valuable resource.





KEY TAKEAWAY

Campaigning is not business as usual. It involves the entire Department of Defense deliberately synchronizing all that we do to build warfighting advantage, close warfighting vulnerabilities, and disrupt adversary actions that threaten U.S. interests.

WHY DOES IT MATTER?

When Defense activities (e.g., joint exercises, experimentation, and information sharing with Allies and partners) are logically linked, sequenced, and strategy-aligned, they provide much greater impact than any one action in isolation. Campaigning initiatives will improve our baseline understanding of the operating environment. Some initiatives will be designed to sow doubt in the minds of our competitors. They will enhance deterrence, enable us to gain warfighting advantages, and erode strengths of our competitors.

CAMPAIGNING IN PRACTICE

Campaigning entails leveraging contributions from across the Department of Defense enterprise including the Combatant Commands, the Military Departments, Office of the Secretary of Defense components, and the Joint Staff. Campaigning initiatives will provide a range of options to oppose select, acute forms of coercion carried out by competitors. Examples include conducting:

- ▶ Operations in cyberspace to degrade competitors' malicious cyber activity and to prepare cyber capabilities to be used in crisis or conflict;
- ▶ Exercises to ensure that operational elements are ready to be used in the event of a crisis or armed conflict; and
- ▶ Tailored information operations to support and in some instances lead the Department responses to competitors' harmful activity.

WHO NEEDS TO TAKE ACTION?

Campaigning is a whole of Department effort. It requires combining traditional military best practices with innovative operations, activities, and investments to shift conditions in our favor. In campaigning, the Department will embrace a culture shift in leveraging its defense tools – working alongside the U.S. interagency partners as well as with Allies and partners – with intentionality.

Campaigning requires hand-in-glove cooperation with the U.S. interagency. In many cases, intelligence sharing, economic measures, diplomatic actions, and activities in the information domain conducted by other U.S. departments and agencies may prove most effective in achieving our objectives. The Department will be judicious in the use of defense resources to counter competitors' coercive behaviors in the gray zone.

We will collectively harness the comparative advantages of our unparalleled network of Allies and partners. Together, we will conduct complementary campaigning activities to uphold international laws and norms, promote mutual national security interests, and challenge malign activities.

INTERRELATED AND MUTUALLY REINFORCING NDS STRATEGIC WAYS:

The Department will advance our priorities through *integrated deterrence*, *campaigning*, and actions that *build enduring advantages*.

Campaigning is the sequencing of military initiatives to advance priorities over time. It strengthens deterrence by building warfighter advantage or closing warfighter vulnerabilities.

