Agenda
• Global Operations Update
• How do you lead a Counterinsurgency?
• Closing Thought…Questions?
A complex blend of challenges facing all Combatant Commands, Services, and regional partners to source requirements with limited resources.
Closing Thought… Questions

"How we take care of those who are wounded and their families, and the families of the fallen, is right at the center of my life...they've done exactly what we've asked them to do. They've put themselves in harm's way, and many of them have not come back." - Admiral Mullen, CJCS

2009-2010 CJCS Priorities and Strategic Objectives

- Defend our Vital National Interests in the broader Middle East and South Central Asia
- Properly Balance Global Strategic Risk
- Health of the Force

Operation Iraqi Freedom
Kadhimiya, Iraq

Combined Joint Task Force Horn of Africa
Garman, Ethiopia

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How do you lead a Counterinsurgency?
General Petraeus’ Guidance on Counterinsurgency

- Secure and serve the population
- Walk
- Live with the people
- Act as one team
- Confront the culture of impunity
- Partner with the Afghan National Security Forces
- Help Afghans build accountable governance
- Promote local reintegration
- Pursue the enemy relentlessly
- Be first with the truth
- Fight hard and fight with discipline
- Fight the information war aggressively
- Identify and confront corrupt officials
- Manage expectations
- Foster lasting solutions
- Live our values
- Hold what we secure
- Maintain continuity through unit transitions
- Money is ammunition; don’t put it in wrong hands
- Empower subordinates
- Be a good guest
- Win the battle of wits
- Build relationships, but not just with those who seek you out
- Exercise initiative
Secure and serve the population.
The decisive terrain is the human terrain. The people are the center of gravity. Only by providing them security and earning their trust and confidence can the Afghan government and ISAF prevail.
Help Afghans build accountable governance. Afghanistan has a long history of representative self-government at all levels, from the village shura to the government in Kabul. Help the government and the people revive those traditions and develop checks and balances to prevent abuse.
Foster lasting solutions. Help Afghans create good governance and enduring security. Avoid compromises with malign actors that achieve short-term gains at the expense of long-term stability. Think hard before pursuing initiative that may not be sustainable in the long run. When it comes to projects, small is often beautiful.
Be a good guest.
Treat the Afghan people and their property with respect. Think about how you drive, how you patrol, how you relate to people, and how you help the community. View your actions through the eyes of the Afghans. Alienating Afghan civilians sows the seeds of our defeat.
Walk.

Stop by, don’t drive by. Patrol on foot whenever possible and engage the population. Take off your sunglasses. Situational awareness can only be gained by interacting face-to-face, not separated by ballistic glass or Oakleys.
Promote local reintegration.
Together with our Afghan partners, identify and separate the “reconcilables” from the “irreconcilables.” Identify and report obstacles to reintegration. Help your partners address grievances and strive to make the reconcilables part of the local solution, even as you identify and kill, capture, drive out, or “turn” the irreconcilables.