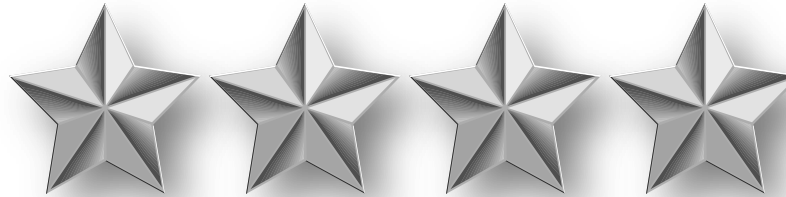




38th CSA Initial Guidance



*“...we must ensure that our Army remains our
Nation’s force of decisive action...”*

- CSA Confirmation Hearing, 21 July 2011

14 September 2011





CSA Intent



- Remain the most decisive land force in the world
- Sustain the high quality All-Volunteer Army
- Provide depth and versatility to the Joint Force
- Ensure effective employment of the force
- Provide flexibility for national security decision makers in defense of the Nation, at home and abroad

*“...we must sustain our all-volunteer Army today, and in the future, providing **depth** and **versatility** to the joint force, an Army that is more **effective** in its employment, provides greater **flexibility** for national decision-makers in defense of our interests at home and abroad.”*

- CSA Confirmation Hearing, 21 July 2011





Focus Areas



- **Provide trained and ready forces for Iraq, Afghanistan and elsewhere – win the current fight**
- **Develop a versatile mix of capabilities, formations, and equipment for the future**
 - Define key characteristics, e.g. agility, adaptability, depth, deployability, etc
- **Preserve the high quality All-Volunteer Force**
- **Foster continued commitment to the Profession of Arms**
- **Adapt Leader Development to meet future challenges**
- **Ensure small unit capabilities to defeat potential adversaries**
- **Strengthen Soldier & Family Programs – simpler, easier access**
- **Uphold Standards, Discipline, & Fitness**
- **Tell the Army Story**





Role of the Army in the Joint Force



Our Nation's Force of Decisive Action

- **Decisive in a range of missions:**
 - conducting regular & irregular warfare against conventional and hybrid threats
 - providing humanitarian assistance, at home and abroad
 - engaging with our allies while building partner capacity
 - supporting civil-authorities
- **Decisive and sustainable land power to enable the Joint Force**
- **Responsive to Combatant Commanders**
- **Maintains trust with the American people**





Leader Expectations



- **Communicate, communicate, communicate...**
- **Trust & Teamwork – climate you set**
- **Lead in difficult situations and environments – make timely and decisive decisions**
- **Provide clarity through intent – validate during circulation**
- **Continual risk assessment, aggressive in taking calculated risk**
- **Grow strategic leaders ... provide broadening opportunities**
- **Perform under stress – subordinates' touchstone**
- **Morally and ethically upright; barometer for your command**
- **Unimpeachable integrity and character – truthful in word and deed**
- **Adapt, innovate, and build inclusive teams**
- **Standards, Discipline, Fitness (5 Dimensions of Strength)**



America's Army



- **People are our Army**
 - The Strength of our Nation...Army Strong!
 - High Quality All-Volunteer Force
 - Uphold Standards, Discipline, & Fitness
 - Profession of Arms, Leader Development
 - Continued Commitment to Wounded Warriors
- **Nation's Force of Decisive Action – Ready Today, Prepared for Tomorrow**
 - Trained and Ready Forces
 - Versatile mix of capabilities, formations, and equipment
 - Flexibility for our national security decision makers
 - Responsible modernization and force structure
- **Meeting the Needs of the Nation**
 - Shared Sacrifice
 - Effective Employment
 - Energy Innovation
 - Transformation of the Institutional Army

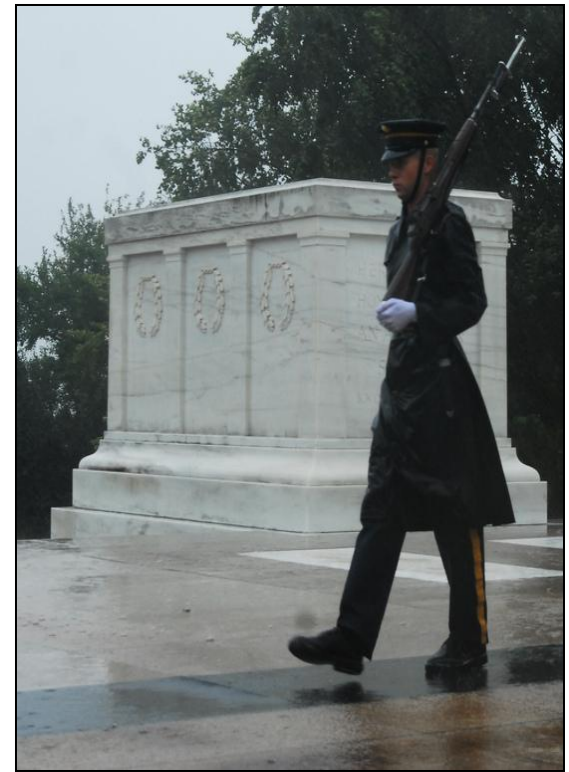




Bedrock of our Profession



- **Trust between Soldiers**
- **Trust between Soldiers and Leaders**
- **Trust between Soldiers, their Families and the Army**
- **Trust between the Army and the American People**





The Strength of our Nation



**The Strength of our Nation is our Army,
The Strength of our Army is our Soldiers,
The Strength of our Soldiers is our Families,
This is what makes us *Army Strong!***

