



Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Okay. This is going to be a show of force, and a joint warfighting show of force. Again, we hope the bad guys are watching every minute. Thank you, everyone. Thanks again to all of you. We've had so many wonderful speakers already this week. It's my absolute honor and pleasure to introduce our next keynote speaker. The title of his presentation, Sharpening our Competitive Edge, Connecting the Joint Warfighting Concept, the JWC, to Warfighting Capabilities. As the nation's second highest ranking military officer, Admiral Christopher Grady oversees joint military requirements and represents the military in the National Security Council deputies meetings, among other things he does every hour. A career surface warfare officer. Affectionately known as the Old Salt in the Navy. He previously served as commander of U.S. Fleet Forces Command and U.S. Naval Forces Northern Command. Please join me and welcome the 12th Vice Chairman of the Joint Chiefs of Staff Admiral Christopher Grady.

Adm. Christopher Grady:

Well, ladies and gentlemen, thank you to AFA for the opportunity to be with you today. Orville, thank you for that great introduction.

I am always so impressed by symposiums like this. It's the opportunity for connection and reconnection and crosstalk with your fellow Airmen and Guardians. It's walking the floor, taking a spin in one of the sims maybe, and it's hearing more about where our latest technology is headed. Of course, it is an opportunity to hear directly from the Department of the Air Force leadership to really understand the direction that the services are headed. I'm here to tell you that the Department of the Air Force has no finer leaders than Secretary Kendall, General Brown, and General Saltzman. Leaders who deeply understand the complexities of the security threats ahead of us and are shaping their services to be resilient, ready, lethal, and combat credible in the face of those challenges. Gentlemen, thank you for your leadership. How about a round of applause for the secretary and the two chiefs.

Year on year, this conference plays host to some seminal events, like this year's commemoration of the 50th anniversary of the Vietnam War, and of course the annual awarding of the 12 Outstanding Airmen. AFA is also the venue where we get exciting news that is brought to the force. From discussions on uncrewed collaborative combat aircraft, to the announcement of initiatives for better aligning the Department of Air Force against the pacing challenge. From the release of a new mission statement, to the dissemination of essential personnel policies and programs to take care of Department of Air Force families, and our service members and our civilians. Now, of course, my favorite was when my great friend, Jay Raymond, was here to unveil the new service dress uniform for the Space Force. I am looking forward to, and please invite me back when you unveil the lightsaber that goes with it.

I'm also told that there's some folks walking around here. I was told that they were dressed up like Maverick. Is that true? I hope the answer is no, because you're going to have to get your own movie, Mr. Secretary, so ... Of course, joint force integration is uniform agnostic. I can tell you that at the joint staff and across the joint force, we are deep into this integration work that goes beyond the superficial, beyond just slapping a purple bumper sticker on and saying that it's good. This is because the security environment in which we find ourselves today is the most challenging that we have had in recent history. In response to the changing character of warfare in our modern era, our task is clear, bolster our defense, strengthen our global network of allies and partners, and accelerate the development of cutting-edge capabilities and new operational concepts.

There is an enduring nature to the strategic competition that we must manage. It demands an enterprise approach to design and to development and to employment of our nation's joint force. The challenges that we face now, that we will continue to face into the future, transcend the ability of a single service, a single combatant commander, a single industrial partner or a nation or a government to



address alone. We will win by integrating all of our nation's strengths. To do this, we as the joint force must sharpen our competitive edge.

The challenges we face on our horizon demand joint solutions. It is an absolute imperative that our warfighters, our technology and our strategies be attuned to the high-end fight. So to our Airmen and Guardians here today and externally, that is where we need you. In this era of multi-domain warfare, the Department of the Air Force makes essential contributions to our homeland defense. The Department of Defense projects hard power across the globe and the DAF is a big part of that. The Department of the Air Force delivers effects out to the very edge in nearly all of our warfighting domains, wherever the mission demands. And the Department of the Air Force ensures our joint force is prepared to deter aggression, and if called upon, to fight and to win.

The joint force requires ready, responsive, lethal, and resilient air and space components that recognize the complexities of the strategic competition, that realize their unique advantages in a multi-domain fight, and that enable the joint force to seize critical opportunities in this coming decisive decade. So to all Airmen and Guardians here, this work matters now. What we do in phase zero, will set us up to win in phase three. This is the challenge to all of us and should bring a clarity of purpose, as if every day was the last day of peace.

In 2019, the Secretary of Defense tasked the joint force to develop a threat-informed response to great power competition and the rising military threats from mature and comprehensive peer adversaries. So from the outset, the joint warfighting concept that would develop from this task was intended to focus the joint force on the execution of the documents that define our strategic direction. The National Security Strategy, the National Defense Strategy, and the National Military Strategy, therefore, outline the what that the nation expects the military instrument of power to achieve. They define our most consequential challenges and prioritize our activities to address emerging threats and maintain our national security.

It is the joint warfighting concept that provides the how. The JWC encapsulates our best thinking on how the United States and its allies and partners can mitigate and defeat military threats from peer adversaries and others. It informs our department-wide operations, activities and investments. It encapsulates the wide range of thought on future warfighting across the department, and it includes the necessary level of specificity to guide the department in investment and modernization readiness and training, and necessary organizational changes in critical joint areas.

You see, in response to the task that the SecDef and in iterations ... from the SecDef and in iterations from the concept along the way, the JWC authors delivered on a logical evolution of thought that had been moving through the Defense Department for decades. What emerged then is a concept that serves as an analytical engine for the department to delve deeply into current blue capabilities, to understand red capabilities and intentions, and to drive joint Force Design and development with the pace that our strategic environment demands.

Now, our JWC authors were not just excellent strategists, they were real historians steeped in our department's critical lessons learned, our storied battles and our legacy of innovation. So it shouldn't surprise you that the JWC'S origin story can trace its roots to those of your own service cultures. That's because the Department of the Air Force has a long history of driving technological and strategic change to directly impact the battlefield.

Born from the Wright Brothers first flights in Kill Devil Hills, it was a mere six years until the Army Air Corps purchased to the first military aircraft, the 1909 Wright Military Flyer. Through World War I, air power went through multiple iterations, from reconnaissance, to dog fighting, to the first American aerial bombing with the 96th Aero Squadron. A few decades later, the Army Air Corps made their mark over the skies of Europe and the vast expanse of the Pacific. We relied on American air power from the



sheer mass of bomber strikes with fighter escorts against critical nodes in German infrastructure, to the audacity of a carrier launched raid against a deep enemy over 650 miles away.

In the '50s, in the '60s, the Air Force brought online the strategic missile and long range bomber capabilities essential to our nation's nuclear triad, to underpin the great power, peace. With them, the Air Force fielded high altitude platforms for undetected reconnaissance, crucially informing senior decision makers during the Cuban Missile Crisis. In partnership with other governmental entities and the industrial base, the development and deployment of the Corona program's satellite surveillance enhanced our intelligence capabilities with high resolution imagery and advanced analytics.

In Vietnam, tactical and technical advancements hearkened the advent of precision attack with an ingenious combination of modified laser kit and a conventional 2,000 pound bomb body, F-4 Phantoms dropped new laser-guided bombs to finally destroy the dragon's draw bridge. And of course the rapid employment of electronic attack platforms established the electromagnetic spectrum as a crucial battleground, with the audacious Wild Weasel missions delivering the SEAD and SAM hunting capabilities and tactics that we essentially still used today. The opening nights of the Gulf War saw this revolution continue with the employment of unified air command, Air Forces, Navy, and Marine elements employed precision-guided munitions, advanced radars, beyond visual range weapons, airborne electronic attack, stealth aircraft, and intercontinental bombers with long range cruise missiles against Iraqi centers of gravity, with great effect.

Throughout the subsequent campaigns in Iraq and Afghanistan, the Air Force continued to make clear that air power is a decisive element of the joint fight. Air power halted ISIS's 2014 offensive, allowing partnered forces to retake territory, preventing the overrun of Baghdad and Erbil. The Department Air Force's core functions were on full display, air superiority, global strike, rapid global mobility, ISR, and command and control. These operations served not only as a testament to the unmatched capabilities of the United States Air Force, but also highlighted its ability to adapt and respond to dynamic and multifaceted threats around the globe.

In 2019, the establishment of the Space Force mark space as a distinctive and critical warfighting domain. We created a service meant to realize the joint alignment and integration that is necessary for reliable and resilient space-based capabilities. A future-facing organization by design, the competencies of the Space Force enhance our domain awareness, our communications, our power projection, everything that we do. Amplifying and supporting the capabilities of our collective efforts. Of course there are many, many more examples. In all of this from the Department of the Air Force, you'll find the common refrains that I believe remain relevant to our joint force today, a flexible, innovative, tech-enabled, and mission-focused fighting force tuned into the objectives of our national defense strategy. A joint force that deeply understands its own strengths, as well as the objectives and strengths and weaknesses of its competitors, that moves to exploit adversary weakness in order to sharpen our enduring competitive advantage. A joint force that strengthens and accelerates the cycle of concept development, experimentation and war gaming, exercise and in training, and modeling and simulation, to constantly improve our collective interoperability and our lethality.

Today, the JWC stands as a unifying vision to guide future Force Design, future force development, and force employment. It is tied to our requirements work, our detailed analysis of blue and red capabilities, and our acquisition decisions. The JWC steers the joint force to ensure that we have the right people, the right equipment, the right training and roles and doctrine to deter, and if necessary, to win in a future conflict. So as AFA ends this evening, and you return to your squadrons and unpack the elements of the joint warfighting concept, I want you to see the Air Force Future Operating Concept all over it, and within it. That's because the Department of the Air Force is so critical to the overall joint force's necessity to seize the future through the JWC's supporting concepts that we call the key battles for



advantage. The central idea of the JWC calls for expanded maneuver of our joint force across physical and temporal dimensions to exploit our position of advantage.

We deliver those effects through pulsed operations, improving the capabilities of the joint force at a time and place of our choosing. We do this through our key battles for advantage, information advantage, command and control, joint fires, and the ability to win in contested logistics. An expanded maneuver demands rapid and persistent combat operations across the globe. This starts with a joint force that must sense and make sense of our extended battle space by fusing information from space, air, and terrestrial sensors, and making that information rapidly available and decision ready.

Coupled with the employment of crewed and uncrewed assets, our human machine teams will employ decisive advantage at carefully managed moments of a time. The B-21 and NGAD will operate in the most contested environments to employ advanced weapons against seemingly protected targets. Just like Doolittle's raid in World War II, the B-21 radar will reach into the enemy's homeland to show that they are in fact always vulnerable, and to show that these aircraft will be there when required unseen and devastatingly lethal. Joint fires, including anti-surface and precision strike, give our joint force the flexibility to employ all domain fires with mass in a manner that the adversary cannot predict or disrupt.

As an example, the LRASM will penetrate sophisticated naval air defense environments to destroy an adversary's capital ships. Hypersonics and maneuvering long range missiles will shorten the kill chain, while negating the impacts of robust integrated air defenses. With the advanced and accelerated production of the AIM-260 Joint Advanced Tactical Missile, both the expanded munitions capability and the advanced weapons capability of the joint force will be game changers. With non-traditional employment methods like the Rapid Dragon Missile System, we can deliver decisive effects en masse at the time and place of our choosing. That is pulsed operations. And our joint force, as always, will be backstopped by sentinel. Everything our nation does, will do, says, or will say is more credible when it is backed up by the most responsive leg of the nuclear triad. Of course, understanding the contested environments where we will fight in the future means that all elements of our defense apparatus must become accustomed to degradation. Whether our command and control nodes, our logistics hubs, our resupply lines, or even our civilian industrial facilities themselves, we must bake in resiliency and practice under these conditions.

It is imperative that our partners in the defense industry, many of whom are here today, see themselves in this, as part of the value proposition. We need their innovative approaches to discovery and design. We need their operational expertise and efficiencies, and their ability to rightsize capacity and production to meet our needs. We cannot do it without them. We will not only fight from the outside, from our main operating bases, but we will also fight from the inside by, with, and through our large network of allies and partners. A true competitive advantage. This intentional presence maximizes our response options and counters the time and distance problems that we are all too familiar with, say in the Pacific. That stand-in force will be able to confidently rely on the next generation tanker and rapid mobility elements to increase our global reach and strengthen our logistics forward. Seemingly endless waves of blue aircraft will only happen if they have the gas to get there, and nobody kicks ass without tanker gas. I figured that would get a good ...

The integration of space and cyber will assist the joint force in remaining threat informed, risk based, and data enabled to place decision advantage in the hands of our warfighters and senior leaders alike. Space-based, ground-moving target indications and airborne moving target indications will allow us to effectively track surface targets with persistence, where our legacy JSAR platforms could not survive. These constellations will provide us the ability to modernize and process, exploit and disseminate targeting information in real time to our shooters across all domains. Meanwhile, JWC'S focus on future C2 network resiliency will be the bread and butter of the Department of the Air Force. Ensuring that we



have resilient, space-based capabilities, and architectures both defensively and offensively that are so critical to providing service to the joint force.

CJADC2, ABMS will integrate our next generation platforms and breakdown seams between domains for a truly globally integrated and informed force. As space and cyber and strike are not constrained by national boundaries or borders between combat and commanders, neither will our C2 networks. Underpinning all of this, all of the things that I just mentioned, is the most important element, the joint warfighter. The center of the universe for us. This mission command ethos that we talk so much about has become second nature to all Airmen and Guardians through the multi-capable Airmen model. It is essential to delivering on the joint warfighting concept.

We need joint warfighters to be imbued with mission commitment, steeped in the knowledge of the impact their tasks have on the overall mission and aware of the battle space around them. We need joint warfighters who are comfortable with being uncomfortable, and empowered by their leadership to make decisions, to take risks, and to thrive even under the uncertainty of fog and friction. We need the minds and the mindset of our Airmen and Guardians. Because when you study the JWC, the analytical rigor behind it and the direction it is sending us as a joint force, I want you to see yourselves reflected in it.

Now, following the Chairman's guidance, we realized Joint Warfighting Concept 3.0 as Joint Publication 1, Volume 1, called Joint Warfighting. This is important because it's gone from concept to doctrine. It marks a distinctive paradigm change. It emphasizes our proactive stance in a persistent, competitive environment, where military advantages aren't set in stone. We must think expansively beyond conventional operational domains. It is crucial for us, all of us, to understand that this isn't a one-time endeavor. Our required joint capabilities are ever evolving, echoing the fluidity of modern warfare, and they must be informed by the JWC tenets.

To truly bring this doctrine online, I need this community's help. The most consequential thinking, decisions, and investments we are making for our future in national defense are underway right now. We need to hear the voices of Airmen and Guardians in the joint force forums, exercises, and war games. We need your expertise, your skills, your perspectives. We need you to accelerate change within the joint force. We must adapt to meet the demands of the future fight. We cannot get this wrong. Accelerate change or lose, to be sure.

In nearly two years in the seat as the 12th Vice Chairman, I'll tell you that this role is a unique one. It sits squarely at the intersection where military advice, to policy, strategy, requirements, resourcing and operational dilemmas overlap. I have come to understand, or at least try to understand, the strategic discipline, the delicate balancing act that sits at the heart of the Force Design and development of our joint force. A balancing act between current readiness and future readiness. We are doing some of this pretty well. For instance, we're good at force development and force generation. The services are responsible for this aspect, buying the kit we need getting you and all of our service members trained and certified and ready for the fight. We're good at the force employment piece, the task and art of the combatant commands. Using the forces and capabilities built by the services and assigned by the Secretary of Defense to specific areas of responsibility based on the best military advice of our senior military leaders.

Now, where I think we can do better as a joint force is the future Force Design aspect. We have to hold ourselves accountable to the direction that we've been given by the Secretary of Defense. So I think by following a very clear line from our National Defense strategy to the underpinning concepts of the JWC and the Air Force's Future Operating Concept, which tell us how to beat our nation's defense priorities into the future. We're going to need to be able to solve our challenges in this FYDP, the next one and the one after that.



One of my major lines of effort as the Vice Chairman is pushing for more accountability in this process so that we can better realize the future Force Design imperative, bolstering deterrence, amplifying our global network of allies and partners, driving down risk, and fast tracking the development and innovative capabilities and operational concepts. Ongoing strategic demands is a competition and it requires a strategic and integrated approach. Fusing the abilities of each service, each command and partners into a joint and combined whole is more than the sum of its parts. We must ensure that when our services come together as the joint force, our nation is joined by our allies and partners. When we were propelled by the drive of American industry, we employ capabilities that are lethal, resilient, survivable, sustainable, agile, responsive, and credible. I think what the joint force needs right now is the visionary thinking, operational expertise in bold approaches that are embodied by each and every Airman and Guardian here. Sharpening our competitive advantage starts with each and every one of you. Thank you very much.

Voiceover:

Thank you, Admiral Grady. We now welcome back General Wright for a fireside chat.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Well, thank you Admiral Grady. As you look out across this audience and think about every Airman and Guardian in the room being a joint warfighter, following your lead and that of combatant commanders, thanks to their inspiration and the message to the world, that we're all about the joint fight. Among your many responsibilities, and in hearing Secretary Kendall earlier this week essentially asking Congress once more to allow the department, and really, all departments, to move forward, we're facing another possible government shutdown. Hundreds of general officer and naval officer nominations are being held up in the Department of the Air Force and across the department. So I'd like to take a moment, from your perspective, to address the impact of Senator Tuberville's hold on confirmations. From, again, your joint warfighting, and certainly, ethos and your perspective to fight and win across the world.

Adm. Christopher Grady:

Yeah, thanks. First, CR's are bad. We need a budget. We got to get there. So they'll take that one off the table. Let's hope we don't get to a government shutdown. I know people were working really hard to prevent that from happening. On the holds piece ... First, let me say this, we need CQ Brown to be confirmed as the next Chairman of the Joint Chiefs of Staff.

He is definitely the right man at the right time to step into the big shoes that Mark Milley will leave when he steps aside. I'm a hundred percent behind him and standing by to support him. The holds, there's a lot that goes into that. I'll let others discuss that. But I do think there's some impacts. I think there's clearly impacts. The one that gets me the most is the impact on the ... the center of the universe, and the individual families and the Airmen that are involved here. There is a human cost to this and we need to be very attuned to that.

You know the numbers of how many people are being held up, what the triple down effect of that is. I would tell you that it goes beyond just the GOs and FOs. It goes all the way down to those O-5s who are looking up and waiting to move forward. We can't do it right now and that is challenging. The fact that folks can't plan for their moves or get their kids in school, that's also a challenge. So there's a very significant human dimension to this that I wish we could get past.

Next, there is a readiness impact as well, and that is that we want the most capable and experienced people leading our organization. As soon as we get past that, we will achieve that end state. We need to do that as soon as possible. Finally, I'm a little worried about the recruiting and retention piece of it as



well. I can't imagine what is running through the mind. I can imagine what is running through the mind of a young O-5 or O-6 who's looking up and going, "Is that what I want?" The answer is, "Yes, it is, because we will get past this." But I would certainly understand your questioning of, "Is that how we're going to be treated?" At any rate, this will work its way out, but there are some concerns that we should all have.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, sir. I promise we'll do everything possible to support you and Secretary Kendall in amplifying your voice. Let's talk a little bit about, recently, Deputy Secretary of Defense Hicks replicator initiative. Put that, if you would, as you're so able to do, in a joint warfighting perspective.

Adm. Christopher Grady:

Yeah, sure. First things first, replicator and AAS, or attritable autonomous systems, are different. The AAS is the first instantiation of replicator. Really, really exciting. The ability then to mobilize industry in 18 to 24 months to generate thousands of these attritable autonomous systems is a game changer. That's just the first use of this idea of replicator, which I think really taps into the innovation streak that's represented here in this room and by our industrial base partners. It is all about getting innovation to the force faster. That's what you should expect me and Secretary Kendall and the chief to do is to get it out into the hands of folks faster. The AAS concept itself is really promising, and I'm really excited about it. So we're going to work in support of the deputy secretary to bring this to fruition because it's that important to the joint force.

Just one last thing about the replicator. This is one example, one of these big ideas, these big moves that we're going to make that can come from you. So if you have good ideas on how to come forward and take advantage of replicator, or to think about how we can get things into the force faster, bring them up because we need your thoughts on how we can get things faster to the field.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, sir. You have a terrific worldwide experience in the joint and combined fight with our allies. We're blessed to have many allied military leaders with us today. So could you talk about your experience and the joint warfighting concept and your leadership focus as you would also strengthen partnerships with our allies? Again, in joint warfighting, combined warfighting concepts.

Adm. Christopher Grady:

If you were to stack up the great competitive advantages that we have as a nation and as a joint force, I think there's three that jump into mind for me right off the top. One is the center of the universe. It's our Soldiers, our Sailors, our Airmen, our Marines, our Guardians, and our Coast Guards. No one will beat them if we give them what they need to get the job done. That's one. The second is this industrial base that just champions innovation. Being good partners with them is a strategic competitive advantage that we have.

But the third is the allies and partners piece. It's the friends that we have and that others do not. Starting with the NDS through the National Security Strategy and the NMS, and even down to the joint warfighting concept then, we must do everything we can to work alongside of all of our allies and partners because we are certainly stronger together. Such great capability. I spent a lot of time with my colleagues in this realm. And as an example, you mentioned that I was the chairman of the Joint Requirements Oversight Council, the JROC, I do that and we have now launched the international JROC, where we identify concept required capabilities together. We do the gap analysis together and we



prioritize those gaps together so that we can bring the power of their authorities, the power of their industrial base together to solve those challenges.

We're starting with the UK and Australia and I spend a lot of time with my counterparts there, just oh, by the way, if they're listening, they have more authorities than I do within their structure. I don't get to say no to Secretary Kendall. They do. They have the hammer. So I have to work quite closely with the services on that. But this is going to show great promise. And I know that because as we've rolled out the first two of these IJROCs, others have come. This is kind of, if you build it, they will come. Others are very interested and I'm very interested in bringing them in, an example then of working by with and through our allies and partners.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks again, sir. I read your testimony, and your wife, your spouse, Christine, was with you. This morning, we talked a lot about how important family readiness is to combat readiness, and thanks to Christine for her service over the years. So could you amplify a bit as you have both shared in public, just how important our families and our spouses are to fighting and winning in and around the world?

Adm. Christopher Grady::

Yeah, it's absolutely critical. I always say that a stronger family means a stronger force. That family readiness directly contributes to operational readiness. You obviously echo the same sentiment and I think each and every one of you do here. Our families don't raise their right hand like we do, but they're there to support us every step of the way. And so we owe it to them, and frankly, it's probably why we do this job anyway, is because of what our families mean to us and what they represent to the larger society that we serve. But they do undertake their own sacrifices and provide their own support in their own ways. And so for our families then, we owe them a big round of applause because we certainly can't do it without them.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

It's too great an opportunity to miss, mid-February in Aurora, we're going to have our AFA Warfare Symposium. Certainly Airmen and Guardians in the joint fight, how do you fight and win across the INDOPACOM theater and certainly in close coordination, collaboration, mutual support with their Soldier and Sailor and Marine counterparts. So this is a terrific opportunity at an unclassified level, kind of pick your brain on how do you see a fight in the INDOPACOM theater unfolding in joint context of what you use so well described in the joint warfighting concept?

Adm. Christopher Grady::

Yeah, it's certainly a challenging fight there. The thing that we're going to have to overcome, and this is where replicator and AAS and things is mass and the fact that it's an away game for us and we're fighting a home team there. So we're going to have to think about how we bring the tenants to the JWC into the fight across the joint services from expanded maneuver and pulsed operations, how we're going to set the conditions that allow us to go in, deliver the effects that we need and combat. I don't know what your scenario is there, but-

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Just INDOPACOM.

Adm. Christopher Grady::





So at any rate, that's a big challenge, but I think it's one that we have to think differently about than we have in the past, and we're going to have to bring new capabilities to the fight. The other thing that I would stress too though is no fight is regional, and so every fight is a global fight. So as we think about how we're going to fight in the Indo-Pacific and support the Indo-Pacific commander and his initiatives out there, how does the rest of the globe respond? I think it's not a good idea to just think it's going to happen right there. We should be thinking about how we can get after problems from a global perspective.

So that's a decision for our national command authority on whether they want to expand horizontally like that, but we need to think about those options as well and give them the choices that they will have to make there. I'll tell you one thing though, that fight will be a joint fight and it'll start with the standing forces like we talked about. It won't be just the Navy going in to do its thing or the Air Force doing its thing. It will be a joint fight and we will fail if we don't do it, which is why the JWC and the work that the secretary and the two chiefs have embarked on to bring this together in the joint room is going to be so critical.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Well, another opportunity for us, you just visited I think Guam and Joint Base Pearl Harbor-Hickam, certainly the hubs for a hub and spoke level of capability employment. So could you talk a little bit about just how important really our hubs are in that part of the world?

Adm. Christopher Grady::

Let me just single up on Guam. First, thanks to Guam, I mean, those folks there are great hosts. They understand the importance they are as a linchpin node for what we're going to do out there, and I was super impressed with everybody I met there and I mean the Guamanians themselves. So thanks to them. I met with the governor and super impressive, doing all the right things. There's some risk there and a lot depends on what we do in Guam, and I think the department starting right here is very focused on that. So if the strategy is going to, in many respects, focus on Guam, then we need to make the appropriate investments to make sure that that we're ready and capable to execute from Guam.

So again, to the Guamanians, thanks, and to the team that's on the ground there and it's just truly a joint team. They're working hard with what they have, working through the typhoon and the rest, but they know, they clearly know that their mission and what they do there is central to the in INDOPACOM commander's fight, and we need to work through that risk and give them what they need to pull that together.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Is there similar thoughts on Joint Base Pearl Harbor-Hickam?

Adm. Christopher Grady::

Oh, very much so. Very much so. And as always, it's good to go back to the islands and see the team there doing such great work.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Well, I think we all can agree what an honor to be here in the same room with an exemplary joint warfighter, a proven joint warfighter. You inspire us, sir. I'd follow you anywhere to any fight. So God bless and a round of applause for Admiral Grady.

