

² JP 5-0, IV-2–IV-3.

³The 13 elements of operational design are objectives, military endstate, center of gravity, effects, culmination, lines of operation, lines of effort, decisive points, direct and indirect approach, operational reach, arranging operations, anticipation, and forces and functions. See JP 5-0, III-75, fig. III-23.

⁴Deborah Ascher Barnstone, *Beyond the Bauhaus: Cultural Modernity in Breslau, 1918–33* (Ann Arbor: University of Michigan Press, 2016), 81–107, available at <doi.org/10.2307/j.ctt1gk088m.7>.

⁵Horst W.J. Rittel and Melvin M. Webber, “Dilemmas in a General Theory of Planning,” *Policy Sciences* 4, no. 2 (1973), 155–169.

⁶Tom Ritchey, “Wicked Problems: Modelling Social Messes with Morphological Analysis,” *Acta Morphologica Generalis* 2, no. 1 (2013), available at <https://www.researchgate.net/publication/236885171_Wicked_Problems_Modelling_Social_Messes_with_Morphological_Analysis>.

⁷Edward C. Mann III, Gary Endersby, and Thomas R. Searle, *Thinking Effects: Effects-Based Methodology for Joint Operations* (Maxwell Air Force Base, AL: Air University Press, October 2002), available at <https://media.defense.gov/2017/nov/21/2001847048/-1/-1/0/cp_0015_mann_endersby_searle_thinking_effects.pdf>.

⁸Foundation for Critical Thinking Web site, available at <https://www.criticalthinking.org/>.

⁹Max Wertheimer, with a foreword by Kurt Riezler, “Gestalt Theory,” *Social Research* 11, no. 1 (February 1944), 78–99.

¹⁰ JP 5-0, IV-1.

¹¹ JP 3-13.4, *Military Deception* (Washington, DC: The Joint Staff, January 26, 2012), available at <https://jpsc.ndu.edu/portals/72/documents/jc2ios/additional_reading/1c3-jp_3-13-4_mildec.pdf>.

¹²David Kilcullen, *The Dragons and the Snakes: How the Rest Learned to Fight the West* (New York: Oxford Press, 2020), 163.

¹³Sun Tzu, *The Art of War* (New Delhi: Diamond Pocket Books, 2021), 6.

¹⁴ JP 5-0, IV-14.

¹⁵ JP 5-0, IV-25, fig. IV-8.

¹⁶“Mexico’s Long War: Drugs, Crime, and the Cartels,” Council on Foreign Relations, February 26, 2021, available at <https://www.cfr.org/backgrounder/mexicos-long-war-drugs-crime-and-cartels>.

¹⁷ JP 5-0, *Joint Planning* (Washington, DC: The Joint Staff, revised June 16, 2017), IV-43.

¹⁸ JP 5-0, IV-24.

¹⁹Andrew “Buster” Crabb, “Joint Operational Design, Re-Imagined . . .,” *Small Wars Journal*, October 26, 2020, available at <https://smallwarsjournal.com/jrnl/art/joint-operational-design-re-imagined>.

Joint Publications (JPs) Under Revision (to be signed within 6 months)

JP 3-01, *Countering Air and Missile Threats*

JP 3-03, *Joint Interdiction*

JP 3-15, *Barriers, Obstacles, and Mine Warfare in Joint Operations*

JP 3-20, *Security Cooperation*

JP 3-25, *Countering Threat Networks*

JP 3-33, *Joint Task Force Headquarters*

JP 3-42, *Joint Explosive Ordnance Disposal*

JP 3-52, *Joint Airspace Control*

JP 3-68, *Noncombatant Evacuation Operations*

JPs Revised (signed within last 6 months)

JP 2-0, *Joint Intelligence*

JP 3-0, *Joint Campaigns and Operations*

JP 3-04, *Information*

JP 3-07, *Joint Stability*

JP 3-35, *Joint Deployment and Redeployment Operations*