

providing a common language to do so. Doctrine is about how to think, not what to think.

- **Believed:** Is taught, valued, and practiced. Doctrine is valued because it is shaped from a crucible of proven experience, not from imagination and/or unsupported consensus.
- **Dynamic:** Evolves in concert with technology, capabilities, and lessons learned. Doctrine is dynamic, but evolves purposefully.

Though doctrine is authoritative in that it codifies insights gained through experience, judgment is clearly required in its application. This important caveat can best be understood by reviewing the dynamic relationship between

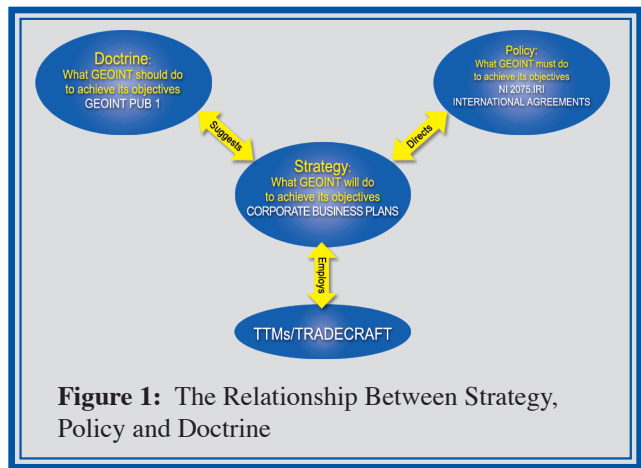


Figure 1: The Relationship Between Strategy, Policy and Doctrine

doctrine, policy, and strategy. Policy provides a statement of strategic guidance or direction that often describes what *must be* accomplished and the constraints that *must be* considered in pursuit of key objectives. Policy originates from a wide variety of sources to include the national security strategy. Where policy is directive, strategy describes how an organization *will* actually conduct its operations given its policy directions and doctrinal frame of reference. Strategy jointly originates in both policy (*what we must do*) and doctrine (*how we should do it*). Though neither policy nor strategy, doctrine makes both more effective in achieving national interests. Doctrine does this by serving as a source of collective wisdom, which suggests how an organization *should* organize and employ its capability. The foundation of who we are as a profession and how we should operate resides in doctrine.

NSG doctrine represents a system of enduring principles that guide and inform the planning and operations of the NSG at