

Provisional Translation
(English)

JMSDF
Capstone
Doctrine
(MDP 1)

海上自衛隊



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This doctrine is provisional English translation of “海上自衛隊基本ドクトリン (MDP 1)” (Japanese). In case of any discrepancy in translation, the original Japanese version shall prevail.

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Preface

Since its establishment in 1954, the Japan Maritime Self-Defense Force (JMSDF) has consistently played a role at sea to maintain Japan's peace and independence. Today's JMSDF is the fruit of the efforts and dedication of our predecessors.

Complying with the Constitution of Japan and other laws and regulations, and in accordance with the exclusively defense-oriented policy, we, JMSDF members, must fulfill our mission to defend the peace and independence of Japan with the power entrusted to us by the state under civilian control.

The purpose of the "JMSDF Capstone Doctrine" is to widely provide guidance and a conceptual framework to all JMSDF members – including SDF, civilian officials, technical and engineering officials, and instructors – executing their missions and tasks. It is hoped that all JMSDF members will utilize this doctrine and strive to perform their duties.

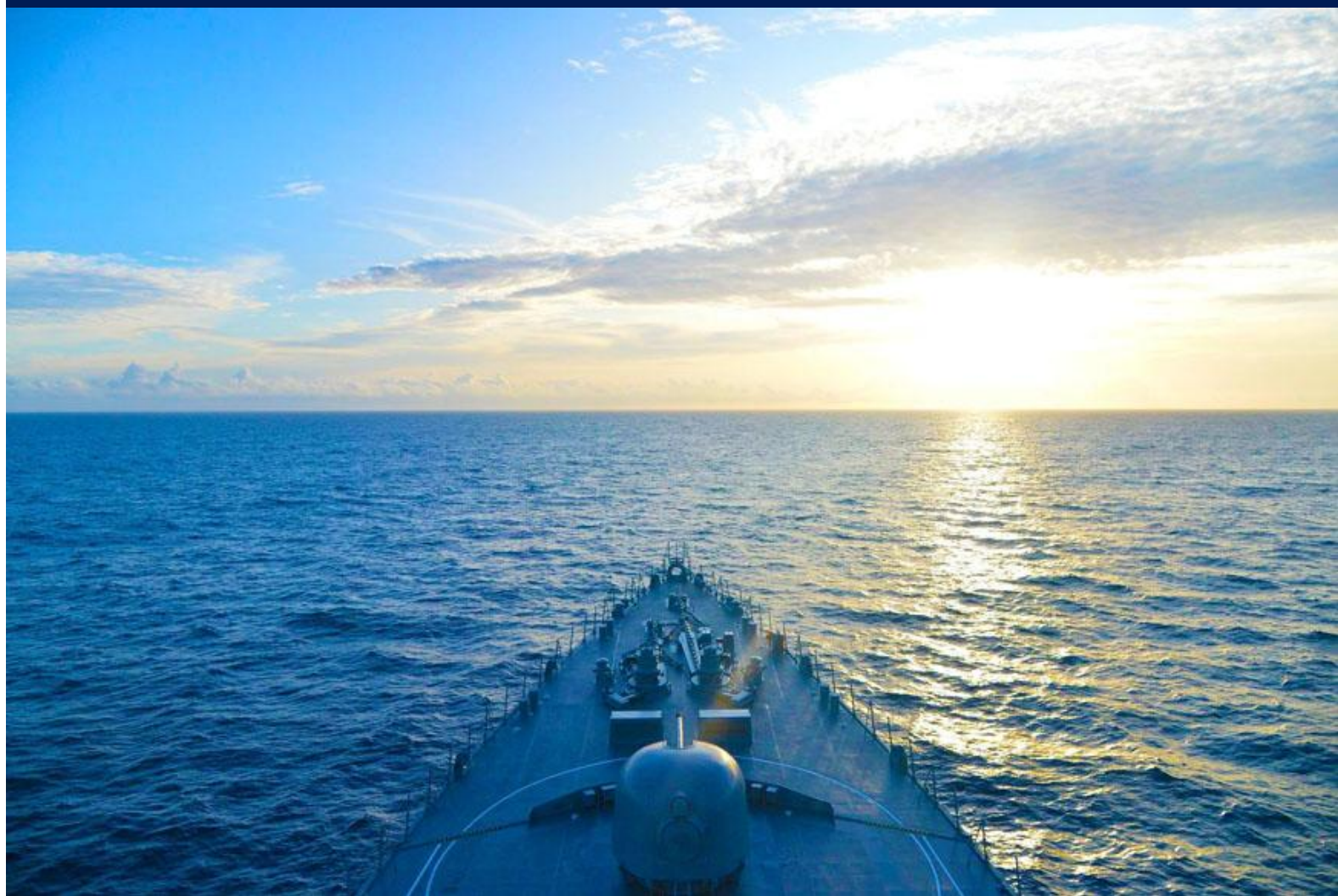
December 27, 2024

Admiral SAITO Akira,

Chief of Staff, Maritime Self-Defense Force



General Provisions



General Provisions

1. The mission of the JMSDF is to defend Japan, primarily at sea, and to maintain public order as necessary, in order to protect the peace and independence, and to maintain national security.
2. The Doctrine states “How it should be” as well as “How to think” in carrying out JMSDF missions and each individual’s responsibilities. The Doctrine does not provide answers or solutions to problems. When applying the doctrine, one must not be blind, and remain flexible and creative. It is essential that the Doctrine is constantly reviewed to avoid fixed thinking.
3. The concepts of sea power and navy help JMSDF members to understand the nature of other navies and maritime defense.
4. To uphold the Constitution and laws including international law and practices, to maintain defensive forces and deterrent posture as well as to support social welfare such as through economic security, are the basis and objectives of all JMSDF missions.
5. Joint operations and cooperation and collaboration with ally and partners are important in accomplishing Japan Self-Defense Forces (JSDF) missions.
6. Strategy, operations and tactics are inseparable, and defects in any of them will prevent the objectives of defense from being achieved. Therefore, not only in the development of defense capabilities, but also in the planning and implementation of operations, the close integration of the three levels of warfare should always be kept in mind, and be aligned with the objectives as a guiding principle.
7. Logistics in the activities of the JMSDF is a generic term for activities to recognize, secure and provide what is necessary for the force to create, maintain and demonstrate maritime defensive power. We must always remind ourselves that JMSDF activities cannot be conducted without logistics.
8. The execution of operations based on the concept of operational art, which aligns each objective from the national to the tactical level, is what enables

appropriate force employment.

9. Essential requirements to defend our country are to study military history and development of technology, to creatively establish and develop operations and tactics, and to continue to improve them.

10. Information superiority is the foundation of all activities and determines the accomplishment of mission.

11. Commanders must always be aware of the responsibility they bear as the core of their unit, and complete their mission by improving their moral character, knowledge and skills, developing their physical and mental strength, cultivating proper judgement, and improving command and leadership skills. Commanders must also recognize that they are the foundation for fostering a free and vigorous team culture and exercising positive leadership, which bring to life “Strength and Readiness” in the JMSDF.

12. All JMSDF members must have a strong sense of duty, maintain strict discipline, strive to cultivate leadership and seamanship, while understanding the common qualities required and exert oneself to acquire them.



Chapter 1

Sea Power



Chapter 1

Sea Power

The concept of sea power, which describes a nation's ability to exploit the oceans, has both broad and narrow academic meanings.¹ In a broad sense, sea power includes political, economic, commercial, and military aspects, and its objectives include (1) conducting and managing international trade, (2) utilizing and managing maritime resources, (3) conducting operations in times of conflict, (4) exercising diplomacy, deterrence and political influence.² In addition, in the context of geopolitics, countries in the interior of Eurasia are sometimes referred to as "land powers", while maritime nations whose borders are surrounded by oceans are indicated as "sea powers".³

In contrast, sea power in narrow sense mainly focuses on capability of the navy.⁴ These academic ideas on sea power are known to navies of other countries, and are considered influential on naval theory. Thus, in this chapter, the idea of "navy" will be organized based on an academic discussion regarding "sea power in the narrow sense" in order that each JMSDF member understands navies in other countries.

1. Role of the Navy

Academically, navies are considered to have military, diplomatic and policing roles.⁵

(1) Military Role⁶

The objective of the military role of the navy can be broadly divided into four categories.

The first objective is to deter war. Deterrence plays the military role of "deterring the act of attack itself, by taking a stance indicating that a military response will be taken and damage caused, in the event that an enemy should

¹ Alfred Thayer Mahan, *The Influence of Sea Power upon History, 1660-1783*, Dover Publications, 1987, p. 28.

² Sam J. Tangredi, "Globalization and Sea Power: Overview and Context," Sam J. Tangredi, ed., *Globalization and Maritime Power*, National Defense University Press, 2002, p. 3.

³ Halford J. Mackinder, *Democratic Ideals and Reality*, National Defense University Press, 1996, pp. 54-55, 111, 184, 186.

⁴ Elinor C. Sloan, *Modern Military Strategy: An Introduction*, Second Edition, Routledge, 2017, p. 8; Mahan, *The Influence of Sea Power upon History*, p. 28.

⁵ Ken Booth, *Navies and Foreign Policy*, (Routledge Revivals), Routledge, 2014, pp. 15-16.

⁶ *Ibid.*, pp. 20-23.

attack.⁷ Such “the ability to discourage another country from aggression” is “deterrence”.⁸

The second objective is the defense of one’s own territory in wartime. This refers to the defeat of an invasion when deterrence fails.

The third objective is maintaining the international order particularly in the maritime domain. Safe and stable use of the sea is essential for the survival and prosperity of the state, and maintaining the international order at sea is considered a guarantee of this idea.

The fourth objective is to secure sea lanes. It has been said that “navies exist to protect commerce”.⁹ In both peacetime and wartime, navies throughout history have played a role in protecting sea lanes, and maintained life and prosperity of its own, allies and like-minded countries.

(2) Diplomatic Role¹⁰

The Navy has a role to create a desirable security environment by defense cooperation and exchanges. This contributes to preventing and deterring various threats.



(3) Policing Role¹¹

The police role of navies is to maintain sovereignty, secure maritime resources and sustain maritime order, as well as to contribute to domestic stability and development.

2. Character of the Navy

A navy is expected to demonstrate the following six characteristics.¹²

(1) Readiness

The Navy has the capability to act as military presence in peacetime activity and to respond immediately to contingencies. Such presence and readiness of sea power is especially effective in initial response to crises, and contributes to deterring aggression and ensuring stability of the region.

⁷ Japan Ministry of Defense, “(COMMENTARY) Deterrence,” *Defense of Japan 2010*, p. 317.

⁸ Japan Ministry of Defense, “FOCUS 2,” *Defense of Japan 2022*, Booklet, p. 3.

⁹ Mahan, *The Influence of Sea Power upon History*, p. 26.

¹⁰ Booth, *Navies and Foreign Policy*, pp. 18-20.

¹¹ *Ibid.*, pp. 17-18.

¹² John B. Hattendorf, “U.S. Naval Strategy in the 1990s,” *Newport Papers*, 27, 2006, pp. 91, 107-111, 161, 198.

(2) Self-Sustainability

Vessels and aircraft that constitute a navy are able to carry out missions independently carrying a certain amount of fuel, ammunition, food, water and spare equipment. In addition, navies have the capability to supply, repair and provide medical support to forces which are deployed for long periods at sea. Such self-sustainability is a key foundation to immediate response to any situation.

(3) Mobility

The Navy is able to use the ocean to maneuver quickly and easily to where it is needed when it is needed, and can sustainably demonstrate its capabilities over the long term through appropriate logistics that also utilize the private sector. Furthermore, it can easily disperse and concentrate its forces, avoiding surprise attacks by the opponent and concentrating its own offensive powers to inflict major damage on them. Mobility of naval power is a key element that determines the success or failure of maritime operations, on all strategic, operational, and tactical levels, and in offensive or defensive situations.

(4) Versatility

The Navy can provide a wide range of options in conducting operations in conflict, as well as in various situations including maritime security, civilian cooperation, international goodwill, demonstrating presence and deterrence. Particularly in conflict, the same force is capable of conducting various tasks such as striking the adversary with robust firepower, blocking their attack at sea, supporting land forces, conducting amphibious operations, projecting power, and securing maritime traffic.

(5) Flexibility

While a Navy has the readiness to deploy vessels and aircraft, it also has the sustainability to operate for an extended period. Additionally, its mobility allows conduct of various operations over a wide range of areas, from short-range coastal operations to long-range operations. Thus, navies have the flexibility in time, space, and resources to fulfill roles in various situations from peacetime to contingencies, in accordance with national policy and goals to be achieved.

(6) Internationality

Warships bearing the national flag or navy ensign are exempt from the

jurisdiction of any state other than the flag state.¹³ As such characteristics show, a naval power can act without violating the sovereignty of other nations based on the principle of freedom of navigation, and can represent the sovereignty of their state with the rights under international law. Furthermore, the ease of creating opportunities for international cooperation, exchange, exercise and training makes navies significantly more international in nature. These characteristics make navies well suited for maintaining and promoting national interests and controlling conflict escalation through international presence from peacetime.

3. Purpose of Use of Force

The Navy will use force when necessary, and academics have long argued that there are two purposes for the use of force: “sea control” and “power projection”.¹⁴ In addition to these two, it is recently asserted that there is also “sea denial,” which is the denial of the use of the sea by the other party.¹⁵ This arises from the fact that technological advancement has enabled modern military powers to project precise long-range fires, and the existence of firepower capable of targeting vessels afloat in high seas from ashore has become a critical factor to be considered in maritime operations. Thus, this section will look into the three concepts, “sea control”, “power projection” and “sea denial”.

¹³ Warships “belonging to the armed forces of a State bearing the external marks distinguishing such ships of its nationality, under the command of an officer duly commissioned by the government of the State and whose name appears in the appropriate service list or its equivalent, and manned by a crew which is under regular armed forces discipline” have complete immunity from the jurisdiction of any State other than the flag State on high seas (United Nations Convention of the Law of the Sea, Article 29 and Article 95). Also, warships are understood to have immunity from jurisdiction even in territory of other State same as diplomatic staffs. Kurosaki Masahiro, Sakamoto Shigeki, Nishimura Yumi, Ishigaki Tomoaki, Mori Tadashi, Mayama Akira, and Sakai Hironobu, *Bouei Jitsumu Kokusaihou (Law of Armed Conflict and International Security: A Practitioners’ Manual)*, Koubundou Publishers Inc., 2021, pp. 129-130.

¹⁴ The concept of “sea control” was asserted by Mahan and the concept of “power projection” was emphasized by Julian Corbett; Sloan, *Modern Military Strategy*, pp. 7-9.

¹⁵ *Ibid.*, pp. 15-16; Ushirogata Keitaro, *Kaiyo-senryaku ron: Taikoku wa Umi de Donoyouni Tatakau noka (Maritime Strategy: How Great Powers Fight at Sea)*, Keiso Shobo, 2019, pp. 11-14.

(1) Sea Control

Sea control is the practice of restricting the free use of the maritime domain by others while ensuring one's own freedom of action.¹⁶ Today, as the activities of human kind expand, the scope of sea control includes not only securing certain seas or geopolitical chokepoints, but also necessary coastal areas, islands, and the seabed.



On the other hand, a similar idea of securing “maritime superiority” refers to establishment of a temporary and partial sea control. Even when securing sea control of a vast area for long periods is difficult, temporary sea control of a certain area can contribute to strategic, operational, and tactical objectives. In such situations, the navy synchronizes with joint operations and secures maritime superiority in the necessary area at the required time.

(2) Power Projection

Power projection is recognized as the projection of force from the maritime domain to the necessary area including outside one's own territory.¹⁷

(3) Sea Denial

Sea denial is to impede and disrupt the actions of an enemy coming from sea, by using force from land or one's own coastal area towards the open ocean.¹⁸ Sea denial may also be understood as a measure to deny the opponents' freedom of action, even though it is not possible to gain complete control one's own sea area.¹⁹

¹⁶ Geoffrey Till, *Seapower: A Guide for the Twenty-first Century*, Fourth Edition, Routledge, 2018, p. 184.

¹⁷ Ibid., pp. 250-255; Ushirogata, *Kaiyo-senryaku ron*, p. 12.

¹⁸ Ushirogata, *Kaiyo-senryaku ron*, p. 12.

¹⁹ Till, *Seapower*, pp. 193-194.

Chapter 2

Role of Maritime Defense Power: Defense Power and Maritime Defense Power



Chapter 2

Role of Maritime Defense Power: Defense Power and Maritime Defense Power

The maritime defense power is the power responsible for the defense and security of Japan's territory and surrounding waters, as well as ensuring the safety of maritime traffic and creating a desirable security environment.

In addition, the maritime defense power, together with the ground and air defense power is the ultimate means of ensuring Japan's national security through joint defense power. It represents Japan's will and capability to proactively defend to the end the independence of our nation and the life, bodies and property of Japanese nationals, as well as Japan's territorial land, waters and airspace.

This chapter describes Japan and the oceans, the history of JMSDF, the role of maritime defense forces, the goals to be achieved by the JMSDF, and the activities to accomplish those goals.

1. Japan and Sea

Japan is a maritime nation that depends heavily on the oceans for its survival and prosperity. The Japanese islands are located on the eastern margin of the Eurasian continent and consist of over 14,000 islands. They extend more than 3,000 kilometers from north to south. Therefore, although Japan's land area is approximately 380,000 square kilometers, ranking 61st in the world, its territorial waters and exclusive economic zone are 4.47 million square kilometers –which is almost twelve times of land area– ranking 6th in the world.²⁰



Since ancient times, the Japanese people have lived with the sea. As Japan has few resources and is surrounded by the ocean on all sides, it heavily depends on trade with foreign countries via sea lanes. Thus, ensuring the freedom of maritime use, especially stable sea lanes, is essential for the

²⁰ National Ocean Policy Secretariat, Cabinet Office, Government of Japan, *Umi no Mirai: Kaiyo Kihon Keikaku ni Motozuku Seifu no Torikumi (Future of Sea: Government's effort based on the Basic Plan on Ocean Policy)*, 2015, p. 2.

survival and prosperity of Japan. For that reason, it is crucial to maintain a defense force to deter and prevent aggression against Japan at sea.

2. History of the JMSDF

After World War II, the Japanese Ministry of the Navy was abolished on November 30, 1945. The Japanese Constitution promulgated in 1946 included provisions such as the renunciation of war and non-retention of military power. After the outbreak of the Korean War in June 1950, the Coastal Safety Force was founded on April 26, 1952 as an auxiliary organization to reinforce the Japan Coast Guard which was established in 1948. Later that year on August 1, it became the Safety Security Force, which was placed under the National Safety Agency, separating from the Japan Coast Guard. With the establishment of the Japan Defense Agency on July 1, 1954, it was renamed the Maritime Self-Defense Force, operating as the minimum necessary force to ensure Japan's right to self-defense.

April 26 is designated as "JMSDF Day", which derives from the date of the founding of the Coastal Safety Force mentioned above.

Based on the traditions and seamanship accumulated since its establishment, the JMSDF has continued to protect the peace and independence of Japan, a maritime nation, by developing and improving while adapting to changes in the domestic and international environment. The JMSDF must continue to keep progressing, always keeping in mind that "the achievement of our predecessors is the starting point of our own."



3. Objectives and Role of the Japan Maritime Self-Defense Force

The JMSDF, as a part of Japan's defense capability, must contribute to the achievement of defense objectives stated in the National Security Strategy, National Defense Strategy and relevant documents. To this end, the JMSDF must acquire functions and capabilities required of an armed defense force, secure the ability to deter an aggression against Japan, and support Japan's social welfare, such as through securing economic activities. Based on these ideas, the main objectives of the JMSDF can be organized into the following three categories.

The first objective is “defense of Japan’s territory and surrounding seas”. This is to deter armed attacks against Japan, violations of its sovereignty and unilateral changes to the status quo by force, and to protect Japan’s independence in the event that an aggression against Japan is launched.

The second objective is “securing the safety of maritime traffic”. This is to sustain the maritime order based on international law, ensure the safety of sea lanes and surrounding seas which support the economy of Japan, and protect the stable livelihoods of Japanese nationals.

The third objective is to “create a desirable security environment”. It is to prevent the emergence of threats against Japan, to contribute to the shaping/creation of an international security environment in which the laws-based international order is maintained, and to protect Japan’s national interests.

In order to achieve these objectives, the JMSDF must fulfill the following seven roles: (1) preventing and repelling aggression, (2) securing sea lines of communications (SLOCs), (3) maintaining public order, (4) ISR (Intelligence, surveillance and reconnaissance), (5) measures against unlawful activities at sea, (6) contribution to civilian livelihoods such as disaster relief and maritime economic activities, (7) contribution to building a more stable security environment.

4. JMSDF Activities

To achieve the mentioned JMSDF objectives, the following three activities will be undertaken, and these measures will be implemented in a multilayered and concurrent manner from peacetime and gray zone to conflict.

(1) Shaping the Environment

The JMSDF will contribute to creating a security environment which will not allow unilateral change of the status quo by force. To do so, the JMSDF takes on roles to prevent the emergence of threats by constantly improving the security environment through defense cooperation and exchange.

(2) Deterrence and Response starting in Peacetime

The JMSDF will deter and respond to unilateral attempts to change the status quo by force starting in peacetime. This is to be conducted through the strengthening of Japan’s own defense posture and cooperation with our ally and partners, leading to the deterrence of contingencies and prompt response

in the event of an occurrence of such situations.

(3) Response to Conflict

In the event of a conflict, the JMSDF will prevent and repel an invasion against Japan. When Japan's peace and security is threatened by an invasion, Japan will take the responsibility to eliminate the threat in cooperation with our ally and like-minded countries.

5. Joint Operations and Collaboration with Ally and Partners

The SDF shall be operated in a joint manner to effectively execute its missions. In addition to traditional operations such as the joint operation of ground, maritime and air defense forces, the SDF must continue to adapt rapidly to the changing ways of warfare, including utilization of space, cyber and electromagnetic domains, information warfare including the cognitive domain, and employment of equipment with advanced technologies such as unmanned assets. Cross-domain joint operations that bring together the capabilities of various SDF units and demonstrate them in the most effective manner are of utmost importance in achieving the SDF mission. While Japan places the Alliance with the United States (U.S.) as the cornerstone of Japan's security policy, strengthening cooperation with like-minded countries is also a significant element of Japan's defense strategy. In this regard, one of the important roles for the maritime forces is to ensure Japan's security through boosting the deterrence of the Japan-U.S. Alliance and multilateral and multilayered defense cooperation with like-minded countries.



Chapter 3

Activities of the JMSDF: Logistics and Operations



Chapter 3

Activities of the JMSDF: Logistics and Operations

Logistics and operations are inseparable, and defense objectives cannot be achieved with defects in either element.

This chapter will first organize the conceptual framework “levels of warfare” which is necessary in understanding the concept of operations. Then, it will move on to logistics, which is the basis of all JMSDF activities, “operational art” which is an idea governing the operational level, and key elements of unit operations, information warfare, maritime warfare areas, principles of war and organization and command.

1. Levels of Warfare²¹

An analysis of military history, both ancient and modern, reveals examples in which individual battles were won but strategic objectives were not achieved. To achieve national objectives, there are three levels of activities which need to be synchronized: strategic, operational and tactical.

(1) Strategic Level

Activities at the strategic level manifest the policy or strategy of the security on the national level and the use of the state’s comprehensive national capabilities, including diplomacy, defense, economy, technology and intelligence, to achieve that strategy.

(2) Operational Level

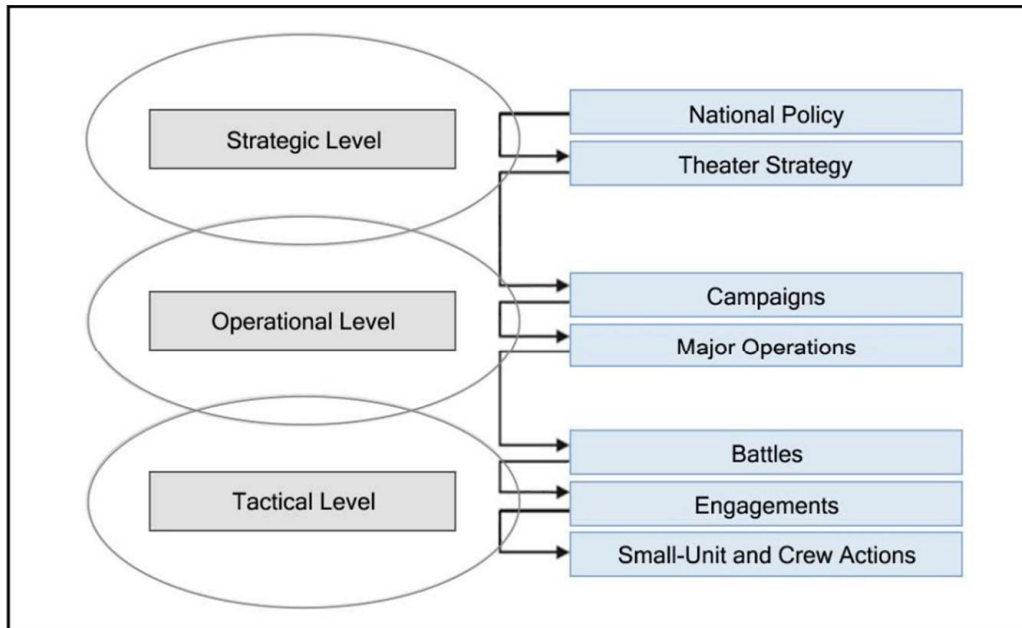
Operational-level activities are responsible for aligning the strategic and tactical level. The activities, procedures and concepts for the synchronization are collectively referred to as “Operational Art”. In order to achieve strategic objectives, it is necessary to establish operational objectives, integrate each activity and warfare area, and distribute resources and employ units appropriately.

²¹ e.g. The United States Navy, Marine Corps, and Coast Guard, *Naval Doctrine Publication 1, Naval Warfare*, April 2020, pp. 26-27; North Atlantic Treaty Organization (NATO), *Allied Joint Publication (AJP)-01, Allied Joint Doctrine*, Edition F Version 1, December 2022, pp. 36-37.

(3) Tactical Level

The tactical level is the unit actions and actions in each domain which are planned and executed to achieve operational objectives. This level is supported by the units' combat capabilities backed by a technical expertise.

The three levels are not fully separated from each other, and there is some overlap between them as shown below.



From The United States Navy, Marine Corps, and Coast Guard, *Naval Doctrine Publication 1, Naval Warfare*, April 2020, p. 27.

2. Logistics

Without logistics, JMSDF activities cannot be conducted. As maritime defense professionals, we must learn, consider and execute both logistics and operations.

(1) What is Logistics

Among JMSDF activities, logistics is a collective term which indicates various activities identifying, securing and providing resources (personnel, ports, air ports and base facilities, equipment and services including vessels and aircraft) necessary for the buildup, maintenance and exercise of maritime defense capabilities. History has taught us the importance of logistics as the



foundation of maritime operation, and it is the greatest determinant for operational sustainability. All units must remember that they are “unable to fight without logistics”.

Logistics is categorized into three levels, which are strategy, operations and tactics, and has ten functions: human resources, education and training, supply and financing, repair and maintenance, transportation, management, facilities, medical and health support, salvage, and research and development.

(2) Levels of Logistics

a. Strategic-level Logistics: Relationship with National Logistics

Strategic-level logistics refers to activities which prepare the necessary means to execute a strategy. The key is the establishment of a posture which enables all of the aforementioned ten functions to be exercised over a long period and a wide area. It must be noted that, as a characteristic of maritime defense power, the development and training of a fleet requires an enormous amount of time and resources. Furthermore, in strategic-level logistics, cooperation with industry and securing sea lanes are crucial. In other words, SDF capabilities to continue the fight cannot stand without the support of national logistics comprised of both the public and private sectors.

b. Operational-Level Logistics: Characteristics of Maritime Defense Capabilities

Logistics at the operational level is intended to sustain operations,²² and is the activities to quickly and accurately identify, secure and deliver what is necessary to the required location, according to the fires and maneuver of the units.

Bases are the starting point for fleet activity. Bases provide three functions: supply, repair, as well as support for human resources, such as crew change, manning and rest.

Logistic units must be flexible, sustainable and resilient to seamlessly respond to any situation or requests from the units, while coordinating with other operational functions such as protection, to provide agile support to forces deployed over a wide area.

Operational-level logistics is the link between national logistics and

²² Jan Angstrom and J. J. Widen, *Contemporary Military Theory: The Dynamics of War*, Routledge, 2015, p. 69; Moshe Kress, *Operational Logistics: The Art and Science of Sustaining Military Operations*, Springer Science+Business Media, 2002, p. 40.

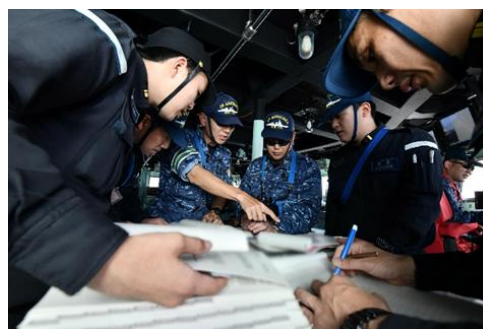
operations.²³ For Japan, a maritime nation, securing sea lanes is a prerequisite for the JMSDF to operate. The term “sea lanes” includes both meanings: “trade route” related to national logistics, and “supply route” for the sustainment of JMSDF operations.

c. Tactical-level Logistics: Exercise of a Units’ Full Capability

Logistics at the tactical level are the activities that enable the unit to execute its full capabilities. The main activities are supplying of fuel, ammunition, food, reserve supplies, repair of equipment and medical support. In tactical level logistics, efficiency is required to allocate units’ capabilities and sustain them appropriately.²⁴ Additionally, on scene where units operate, situations could change dramatically and can cause confusion.²⁵ Thus, it is always necessary to keep logistic priorities in mind.

3. Operational Art

The operational level is what links the strategic and tactical levels, and synchronizes all JMSDF activities including logistics. The key concept for this is operational art.



(1) Concept and Significance of Operational Art, Planning Process

Operational art is a concept that integrate all ways and means of the strategic, operational and tactical levels to achieve the end, while taking into account the risks on the operational level.²⁶ It is also a core concept of planning process procedures.

The planning process (*sakusen-yomuu* 作戦要務) is a series of procedures for determining the situation, making plans, preparing and transmitting orders and supervising the implementation of operations and actions of the JMSDF, as well as the reporting, notification and recording of these processes.²⁷ It is one of the means of implementing operational art.

²³ Brett A. Friedman, *On Operations: Operational Art and Military Disciplines*, Naval Institute Press, 2021, p. 105; Department of the Navy, U.S. Marine Corps, FMFRP 12-14, Henry E. Eccles, *Logistics in the National Defense*, April 1989, p. 10.

²⁴ Angstrom and Widen, *Contemporary Military Theory*, p. 69; Kress, *Operational Logistics*, pp. 27-28.

²⁵ Angstrom and Widen, *Contemporary Military Theory*, p. 69; Kress, *Operational Logistics*, p. 27.

²⁶ U.S. Joint Chiefs of Staff (JCS), *Joint Publication (JP) 5-0, Joint Planning*, December 2020, pp. I-1, I-3.

²⁷ *Kaijo-Jieitai Sakusen-Yomuu ni kansuru Tatsu (Official Notice of JMSDF Planning Process)*, JMSDF

The most important role in operational art is that of the commander, who uses operational art to synchronize and integrate units in time and space so that the activities of the forces under his command can contribute to the achievement of the strategic objective, even in difficult and complex situations. Therefore, commanders are required to answer the following four questions when conducting operational art.²⁸ These questions can also be applied to any task at any level of warfare (strategic, operational or tactical).

1. What is the objective and the desired end state? (Ends)
2. What sequence of actions is desirable to achieve the objectives and end state? (Ways)
3. What resources and actions are necessary for such sequence of actions? (Means)
4. What is the likelihood of failure and unacceptable consequences resulting from a sequence of such actions? (Risk)

JMSDF activities must have adaptability and flexibility. The reason why operational art is considered an “art” is because a significant operation is not only enabled by experience, knowledge or rules, but ultimately includes a broad area that is left to the knowledge, creativity and judgement of each commander and staff. For this, what is necessary is the insight and understanding of the commander, which is backed by the knowledge and theories of science, and the high level of expertise of the staff. In addition, to achieve strategic objectives guided by operational art, commanders and staff are required to have an understanding not only of the military, but also non-military fields. Using these foundations as a basis for dialogue between the commander and staff, and with the units under command, a common understanding of the challenges and solutions can quickly be formed and they can move to the planning and execution phase.

(2) Operations Design and Operations Management

Operational art is said to be an activity conducted through operational design and operational management by the commander and staff.²⁹

Official Notice No. 5, January 30, 2001.

²⁸ JCS, *JP 3-0, Joint Operations*, January 2017, Incorporating Change 1, October 2018, p. II-4; JCS, *JP 3-0, Joint Campaigns and Operations*, June 2022, p. II-6.

²⁹ NATO, *AJP-01, Allied Joint Doctrine*, Edition E Version 1, February 2017, pp. 4-5-4-6.

Generally, operational design is said to be the process of analyzing the operational environment, identifying issues, and examining the actions to achieve the operational objectives.³⁰ The course of actions derived from this concept is called the “operational approach.”³¹

Operational management is defined as the supervision of the execution of operations by integrating, coordinating, synchronizing and prioritizing the operations to be conducted as well as evaluating the progress of operations.³² In this process, the operations are evaluated by comprehensively utilizing each of the staff functions and, if necessary, revising plans to achieve objectives.³³

4. Essence of Battle

Reflecting on the history of war, the period leading up to the Vietnam War in the 1970s was a long period of “attrition warfare,” which used fires to deplete the physical forces of the enemy.³⁴ In general, attrition warfare lasted long periods and was costly in terms of human and material sacrifice, therefore, the size of a country’s national power had significant impact on the outcome of the war.³⁵

On the other hand, since the Gulf War in 1991, militaries of many countries avoided the strengths of their opponents and concentrated their own force to target COG (Center of Gravity) or CV (Critical Vulnerability), and have adopted “maneuver warfare” which allows themselves to achieve the objective with minimal losses.³⁶

COG or CV should be carefully considered as they are not limited to a physical force such as surface units, and could also be the command center or a leader’s will or psychology.

³⁰ Ibid., p. 4-5.

³¹ Ibid.; JCS, *JP 5-0*, pp. III-9-III-10.

³² NATO, *AJP-01*, Edition E, pp. 4-5-4-6.

³³ Ibid.

³⁴ The U.S. Army doctrine “Active Defense,” which was established after the Vietnam War, has been criticized as being oriented towards “attrition warfare,” triggering a debate that emphasizes “maneuver warfare”; Tamura Naoya, *Yohei-Shiso-Shi Nyuumon (Introduction to the History of Ideas on Military Use)*, Sakuhinsha, 2016, pp. 318-325, 333-334.

³⁵ Alex Vershinin, “The Attritional Art of War: Lessons from the Russian War on Ukraine,” RUSI Commentary, March 18, 2024.

³⁶ Tamura, *Yohei-Shiso-Shi Nyuumon*, pp. 324-334; JCS, *JP 3-0, Joint Operations*, Change 1, p. III-38; Lawrence Freedman, *Strategy: A History*, Oxford University Press, 2013, pp. 207-209; Daniel Moran, “Geography and Strategy,” John Baylis, James J. Wirtz, and Colin S. Gray, eds., *Strategy in the Contemporary World*, Third Edition, Oxford University Press, 2010, p. 128 (Box 6.1); Colin S. Gray, *Modern Strategy*, Oxford University Press, 1999, pp. 160-161; Sloan, *Modern Military Strategy*, p. 25.

Moreover, in maneuver warfare, a particular emphasis is placed on the commander's decision-making cycle and speed of action, and the superiority or inferiority of these speeds determines the success or failure of warfighting.

5. Information Warfare (IW)

Information warfare (IW) is an activity which spans multiple levels from strategic to tactical. It is used in traditional domains such as surface and underwater domains, as well as in the space, cyber and electro-magnetic and cognitive domains. Information warfare organically integrates the IW capabilities of other organizations to support the commander's decision making and operational units, and improve the effectiveness of operations and reduce, disable or destroy the operational capabilities of the opponent. Information warfare is the foundation of all operations, therefore, it is necessary to implement thorough measures for information security and to understand the characteristics of space, cyber and electromagnetic domains. Furthermore, it is important to enhance the effectiveness of IW by creating an environment that is advantageous to Japan.

6. Maritime Warfare Areas

"Maritime warfare areas" is a collective term for the tactics which forces conduct against various threats. For the JMSDF to conduct operations, the capabilities of maritime warfare areas play an important role along with operational art. To achieve strategic objectives, the capabilities are combined at the operational level, and executed at the tactical level. The capabilities of maritime warfare areas are reinforced through the training of each unit and member as well as the full performance of their equipment.

In the case of IW, information warfare spans all three warfare levels (strategic, operational, and tactical), while at the tactical level, IW may be classified as one of the maritime warfare areas.

(1) Above Water Warfare: AWW

Above water warfare (AWW) is a concept of warfare conducted above the waterline including anti-air warfare, anti-surface warfare, amphibious warfare, anti-ground warfare, special warfare and ballistic missile defense. AWW is mainly conducted using surface vessels, aircraft, missiles and electro-magnetic waves. Therefore, AWW requires an understanding of these

characteristics as well as the environmental characteristics in theater such as the weather, sea conditions and electromagnetic traits.

(2) Underwater Warfare: UWW

Underwater warfare (UWW) refers to warfare under the waterline, which includes anti-submarine warfare and mine-warfare. UWW is conducted using mainly submarines, torpedoes, mines and various sensors. Thus, in UWW, it is necessary to understand those characteristics as well as the marine environment and acoustic characteristics.

7. Principles of War

Whether JMSDF activities end in success or failure depends on the appropriate application of concepts of warfighting. There is no absolute principle to win a battle. However, principles for fighting effectively can be found through the study of military history.

The principles of war shown below shall be kept in mind when carrying out JMSDF activities, and are closely related to each other. However, they should not be blindly applied and should be used accordingly depending on the situation and mission to be achieved.



(1) Objective

This principle is to clearly define all military operations, properly select objectives and direct forces towards an attainable objective. Every plan and execution on the strategic, operational and tactical levels should be aligned to contribute to the national strategic objective to defend Japan.

(2) Mass

This principle means to operate at the optimum time and place through proper concentration of resources and combat power. By comparing the adversary's relative combat capabilities and focusing one's own power at a decisive time and place, a force can achieve superior combat power.

It must be noted that this principle does not necessarily indicate the gathering of a force in a single location, but rather, options to disperse forces to confuse the opponent or mitigate damage should also be considered.

(3) Initiative and promptness

The principle emphasizes the basis to secure one's own freedom of action, and proactively take the initiative in the fight. In other words, it is to act actively based on the decision-making cycle of the commander. To take initiative, promptness is required, implying that the commander's decision should be made in a swift manner.

(4) Maneuver

The principle of maneuver is to get ahead of the opponent to form a feasible force posture and gain advantage in combat power. The principle of maneuver should be applied in conjunction with the principles of "mass," "Initiative and promptness" and "surprise."

(5) Economy of Force

As resources are limited, this principle states that they must be used in the most effective way to achieve the objective. In all JMSDF operations, priorities must be clarified, and we must pursue our mission in the most effective and efficient manner. This means prioritize each task in all JMSDF activities and conduct tasks most effectively and efficiently.

(6) Unity of Command

The principle indicates that in each level of the command structure, the responsibility falls under one responsible commander. This brings all efforts of the force into one, making operations more effective to achieve the mission.

(7) Simplicity

In the preparation, planning and execution of an operation, there is a principle to maintain simplicity in the direction and avoid complexity. Simplicity is essential to carry out the mission and prevent misunderstanding of information in combat and confusion of commands.

(8) Surprise

This is a principle to conduct an effective attack at a time, place and in a manner not anticipated by the opponent, after the use of force has commenced. There are multiple examples of surprise attacks having a significant impact on the outcome of a battle. At the same time, it is necessary for our own forces to take precautionary measures to avoid being taken by surprise.

(9) Security

The principle to keep the security of information is to ensure freedom of action and the safety of the force. This is considered a prerequisite for mission accomplishment. Any leaks of information will put one's own forces in danger and allow the opponent to enjoy an advantage, losing the opportunity for victory. Moreover, such incidents will damage the trust which is essential for defense cooperation with other countries. Therefore, strict discipline is required for information security.

(10) Restraint

This principle is to avoid unnecessary use of force. In accordance with the fundamental defense policy of Japan, the use of force shall be kept to the minimum necessary.

(11) War Sustainability

This is a principle to exercise maritime defense by taking a prudent and long-term approach to protect national interests. As a basis for executing operations, it is critical to build a logistics system that can deliver human and material resources. The success of a battle depends on the establishment of such postures.

(12) Legitimacy

We must also follow the principle to maintain legitimacy based on international and domestic law. This legitimacy is based on the lawfulness and morality of our actions. It is always necessary to keep in mind that all JMSDF activities will be interpreted as a reflection of the nation's intent.

8. Organization and Command

For the JMSDF to accomplish its missions, it is essential to organize units suitable for the assigned missions and to clarify the chain of command to operate such units. Therefore, organization and command are a core part of operations and execution of missions.

(1) Organizational Structure

For commanders to carry out their assigned missions, the composition of units shall be determined according to the mission, and the systematization of the command relations among various commanders of units, as well as its sorted condition is referred to as the organizational structure.

In the organizational structure, there are fixed organizations (*koyuuhensei* 固有編成) and task organizations (*butaikubun* 部隊区分), along with specialized units organized on an ad hoc basis as allowed by law. A fixed organization refers to unique formations implemented by law. Task organizations refer to units that a commander with assigned missions classifies as necessary in implementing the mission, which can be mobilized according to law or exercises and training. In task organization, each force is called a “task force” and its commander is referred to as the “task force commander.”

(2) Command Relations³⁷

a. Chain of Command

The chain of command (*shikikeitou* 指揮系統) shows the vertical relationship of unit commanders who either give or receive commands. Senior commanders are called “*joukyuubutai-tou-no-cho* (上級部隊等の長)” and subordinate units and forces are called “*kakyu-butai-tou* (下級部隊等).”

b. Assignment

An assignment (*reizoku* 隷属) refers to the basic command relationship in which an organization permanently belongs under the head of a senior command and receives commands covering all of its tasks. In this relationship, the head of the senior command is called “*reizoku-jokyubutai-tou-no-cho* (隷属上級部隊等の長)” and assigned forces are called “*reikabutai-tou* (隷下部隊等).”

c. Chain of Command of Assigned Forces

Chain of command of assigned forces (*reizoku-keitou* 隷属系統) is the command relationship between the senior and assigned subordinate commands.

d. Attachment

An attachment (*haizoku* 配属) is where a unit is temporarily placed under a special command relationship, which is outside its original chain of command, in order to execute a part of its tasks. In this relationship, heads of the senior commands are called “*haizoku-jokyubutai-tou-no-cho* (配属上級部隊等の長: head of senior command for attached forces)” and attached forces are called “*haizokubutai-tou* (配属部隊等: attached forces).”

³⁷ *Jieitai no Unyo tou ni okeru Butai tou no Soshiki no Youryou oyobi Shiki ni kansuru Kunrei* (Instructions for Organization and Command in JSDF Operations), Ministry of Defense Instruction No. 17 of 2008 (Amended March 29, 2016).

e. Chain of Command of Attached Forces

Chain of command of attached forces (*haizoku-keitou* 配属系統) is the command relationship between the senior and assigned subordinate commands.

f. Task Organization (*Butai-kubun*)

Butai-kubun (部隊区分) refers to a task organization formed for a specified purpose, consisting of both *reizoku* and *haizoku*-affiliated commands.

g. Task Organization (*Henso*)

Henso (編組) refers to the act of temporary organizing a force by attaching or placing a command chain of attached forces under a task organization or bringing human resources and equipment from subordinate commands. These temporary forces are called “*hensobutai* (編組部隊).”

h. Direct Command

Direct command (*chokkatsu* 直轄) indicates the temporary direct command of certain tasks assigned to an assigned or attached force which is originally two or more echelons below. In this relationship, the senior commander is called “*chokkatsu-jokyubutai-tou-no-cho* (直轄上級部隊等の長: head of senior direct command)” and commanded forces are called “*chokkatsu butai-tou* (直轄部隊等: direct commanded forces).”

i. Temporary Command

Temporary command is the act of temporarily commanding a part of a force, which is not originally under the chain of assigned or attached commands, by appointing an attachment under the task organization. Temporary command does not require organizing a new force.

(3) Authority in Force Operation

a. Command and Supervision Authorities

The Prime Minister of Japan, on behalf of the cabinet, has supreme command and supervision authority over the JSDF. The Minister of Defense is in overall charge of the SDF duties in accordance with the provisions of the SDF Law, and command and supervision of the Ground, Maritime, and Air Self-Defense Forces is implemented through each Chief of Staff. The term “command and supervision” combines two types of authorities, “command” for force operation

and “supervision” for administrative matters. Heads of senior commands have command and supervision authority over assigned forces in accordance with the chain of command set forth by the Minister of Defense, except in cases where assigned forces directly or partially report to another command.

Furthermore, the Chiefs of Staff of Ground, Maritime, and Air Self-Defense Forces only have the authority to supervise, and do not hold command authorities. The Chief of Joint Staff provides centralized support for the operations of the SDF for the Defense Minister, and executes the Minister’s orders concerning operations of the SDF. Regarding the SDF operations, the Commander of the JSDF Joint Operations Command (JJOC) will centrally command the Ground, Maritime, Air Self-Defense Forces from peacetime.³⁸ The JJOC Commander has the authority to partially command by the order of the Defense Minister where smooth mission execution is to be achieved through joint operations.

b. Force User and Force Provider

The JMSDF introduced the Force User and Force Provider concept in 2008. In this concept, commanders are divided into two groups, those mainly in charge of commanding ready/proficient units, which respond to various situations (force users: e.g. Commander-in-Chief, Self Defense Fleet, Commandant of each District) and those who are mainly in charge of managing the readiness of the force (force providers: e.g. Commander, Fleet Escort Force).³⁹

Force users are subject to the chain of command of the Prime Minister and Minister of Defense, and implement command authority over attached or temporary forces. The Chief of Staff, JMSDF is also a force provider for joint operations.⁴⁰



³⁸ Japan Ministry of Defense, *Defense of Japan 2024*, p. 251.

³⁹ *Unyo tou ni kakaru Kaijo-jieitai no Taisei ni kansuru Tatsu (Official Notice of JMSDF Structure of Operations)*, JMSDF Official Notice No. 16, 2008 (Amended February 28, 2018).

⁴⁰ Japan Ministry of Defense, *Defense of Japan 2023*, p. 280.

Chapter 4

Leadership and Seamanship: Attributes for JMSDF members



Chapter 4

Leadership and Seamanship: Attributes for JMSDF members

What determines the strength of any organization, in any era, is the caliber of its leaders, and at the same time, the abilities of the people that make up the organization. This chapter focuses on people, and discuss leadership, command, control, and management, the nature of commanders and the qualities required of all JMSDF personnel.

What is stated about leadership matters to all members. In addition, those who have legitimate authority and responsibility as commanders should always keep in mind the factors mentioned in the command, leadership, commander section, but at the same time, they should be understood by all personnel as subject to their orders. Moreover, the qualities required of all JMSDF members are relevant to all members including SDF officials, administrative officials, technical and engineering officials, instructors regardless of whether they are leaders, followers, commanders, staff, or subordinates.

1. Leadership

(1) Concept of Leadership

Leadership is to guide the people in an organization in the direction of desirable actions for mission accomplishment through interaction with their seniors. The word “*Tousotsu* (統率: visionary leadership)” frequently used in the JMSDF is part of leadership.

Leadership brings out the abilities of members of the organization (followers) and directs them toward the achievement of organizational goals. It must be noted that leadership is not necessarily displayed only by commanders or high-ranking officials. For example, good leadership can be expected from a group of several sailors working together on a ship. There are also cases in which leadership should be taken by an individual with expertise or in a certain position. When a follower voluntarily assists the leader, it can greatly boost the demonstration of one’s leadership, contributing to the accomplishment of the mission.

(2) Leader and Followers

The relationship between leaders and followers is interactive. Both must communicate to each other and share their ideas. Followers generally act in accordance with leaders, but followers must also strive to accomplish their mission and support the leaders. Another expectation of a leader is to allow the followers to gain a sense of understanding and bring out their motivation and dedication towards duty.

2. Command, Leadership, Management

(1) Command

Command is the exercise of authority by a commander who has legitimate authority to operate his forces and accomplish his or her mission. Command authority (Shiki-ken 指揮権) is the legal basis to command. Command takes the form of an order.

Commanders are required to take into account the assigned mission and objective circumstances, to determine what should or should not be ordered, to deliver the order with strong conviction, and to assume responsibility until the order is carried out, the mission is accomplished, or the order is changed. The recipient member is then expected to trust the commanding officer and faithfully and immediately follow the order as long as the order given is lawful. The following are five principles of command to remember.

First, command authority shall be exercised by a duly authorized commander and within his/her purview, through a defined chain of command.

Second, a commander may delegate part of his/her authority after taking the necessary steps. However, in that case, he/she may not escape the responsibilities for the matters he/she delegated.

Third, it is imperative that the commander coordinate the actions of each unit to achieve unity of command in order to unify the efforts of each unit toward a common objective.

Fourth, authority and responsibility of commanders must be clear and properly harmonized with each other.

Fifth, command should always be consistent and continuous, without interruption under any circumstances.

(2) Visionary Leadership (*Tbusotsu* 統率)

Visionary leadership is the action of commanders giving inspiration to their subordinates with the abilities, character and wisdom learned from

experience, and draw upon the motivation to achieve mission within the members using psychological and scientific methods, in order to fully demonstrate the unit's capabilities.

Therefore, command and visionary leadership are inextricably linked, and it is only when they are combined that the command function can be performed at its highest level. The unity of force members depends on the visionary leadership of commanders, however, it is based on the ability, awareness, cooperation and dedication of each individual.

(3) Management

Management is the process of setting goals and achieving them by using resources in order to accomplish its duties in an organization. Management consists of constant actions including planning of resources (e.g. personnel, budget, materials and facility), organizing, directing, coordinating, controlling, and evaluating. In management, particular consideration must be given to resource and time management and efficiency in achieving goals.

3. Commander

The commander is the core of unit cohesion and center of command and visionary leadership, therefore, he or she must be aware of the responsibility, and must take all possible measures to accomplish the mission.

The prompt and precise decision-making by the commander and the unity of forces are the roots of a unit's combat power.



Therefore, commanders, under solemn discipline, shall always strive to nurture comradery, faithfulness, teamwork, and unity. Commanders shall avoid, to the fullest extent, monopolization of the authority bestowed upon them, and consider delegating the authority to execute order to members to boost their commitment. However, it must be noted that not only the individual delegated the execution, but also the commander who delegated the authority must be responsible for the outcome.

Staff or members of forces must support and follow with an understanding of the commander's responsibility. The following nine points should be noted as responsibilities of commander.

First, based on careful planning, commanders must clearly indicate their intentions and the duties of each unit under his command in order to complete their mission.

Second, commanders must maintain the readiness of the unit they command at all times, as well as direct the unit towards the given tasks with their abilities effectively. In the case that a commander is unable to take command or such difficulty arises, in accordance with predetermined procedures, the command must be succeeded in a timely manner.

Third, to respond to potential situations which exist or may arise in the future, the commander shall formulate operational plans and distribute them as necessary in accordance with required procedures.

Fourth, a commander must strictly adhere to the chain of command in executing the command. However, in cases where it is impracticable to follow the chain of command or in cases where following the chain of command would cause delays, which would lead to unacceptable consequences, commanders may deliver orders to lower commands directly, bypassing the command in the middle of the chain. In this case, the commander must notify the immediate command about the measure as soon as possible. Upon receiving the notice, he or she must take necessary means to comply with the order.

Fifth, the commander must command and supervise to fully demonstrate the capabilities of the staff. However, the staff are not placed in the chain of command, and do not have command authority over units. Therefore, staff must not act as if they were in command of the units.

Sixth, commanders must fully understand how one's own missions designated by a higher command correlate to the entire mission the senior commands must achieve, and must contribute to achieving the senior commander's objectives through the execution of their own duties. In this context, it is the responsibility of each commander and the senior commander to coordinate the activities of the commanders. In addition, commanders must utilize appropriate means of communication to ensure the reliable, safe, and prompt transmission of orders, reports, and notifications and strive for close cooperative coordination among units.

Seventh, commanders shall strive to understand and properly assess domestic and global situations relevant to the execution of their duties

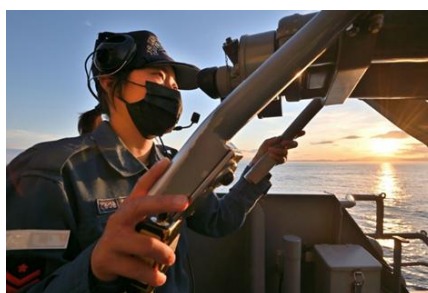
through the conduct of appropriate intelligence activities. Subordinate commanders shall report the necessary information to higher commanders as they require.

Eighth, a commander may, shouldering personal responsibility, carry out what he or she deems to be the best action when it is clearly detrimental to execute the order as received due to a change in the situation, and he or she cannot afford to wait for another order. This is considered “independent decision-making” and must be consistent with government policy and the intent of senior commanders, as well as contribute to the campaign objective, and shall emanate from a genuine sense of duty.

Lastly, commanders must understand that, in light of the nature of ever-changing maritime operations, the essence of command is to indicate the mission or goal to be achieved by the recipient, and entrust the method of execution to the recipient. For a commander to give mission commands (a command in which the commander does not limit the scope of action and delegates the method of execution to the recipient) after the unit has fully understood the commander’s intent, he or she must value the planning process, and strive to cultivate awareness of aligned objectives and sound judgement through communication with staff and members.

4. Qualities required of All JMSDF Members: Based on Seamanship

The qualities required of JMSDF members can be described in a single sentence: “Each member must defend their post and carry out their duties with a strong sense of mission and responsibility.” JMSDF members, for whom the sea is both a place to live and act, shall demonstrate seamanship, overcome the harsh environment and complete their missions.



In JMSDF, the term “seamanship” can be interpreted in two ways, “competence” and “qualities and mindset” as sailors, and has served as the source of JMSDF’s traditional spirit and identity. As for seamanship, from origins long ago in the art of navigation in the Age of Sail and fostered by the experience and wisdom gained from operating ships for many years, today it still means “the behavior and discipline needed to deal flexibly with the many situations nature presents at sea.” For JMSDF, seamanship is the spiritual foundation for the qualities required of our members including “the essence

of the service” and “the mindset of SDF officials,” which are at the core. Moreover, the English term “service” is often used to describe “public service” or “military service”. From this we can understand that the essence of an organization in defense is the dedication to the people and the nation based on a sense of mission. Therefore, JMSDF members, who defend at sea, must honor their contribution to the people and the nation as maritime defense professionals.

For this reason, JMSDF members should put forth the following 12 qualities which are rooted in its culture since its establishment. The more qualities each individual has, the stronger the organization will be.

(1) Duty and Responsibility

Organizations demonstrate its full capability when the members who make up the organization fulfill their own duties at their own stations. The JMSDF is an organization which defends the peace and independence of Japan. Therefore, JMSDF members who comprise this organization must perform their duties with courage and perseverance, be heedless of danger or hardship, even in life-and-death situations.

JMSDF members must always remember that what lies at the very core is the loyalty to the people and the nation. In the morning and at the end of every single day, JMSDF members salute the national anthem and flag because they symbolize the people and the nation. The people and the nation we protect are also our families and hometowns, and we must perform our duties with a strong sense of responsibility.



(2) Discipline and Ethics

Discipline is what controls an organization and directs it toward a single objective. JSDF members who devote themselves to defense and manages powerful weapons must maintain strict discipline, even in emergency situations. In addition to discipline, JMSDF members, who must fulfill the people’s trust, are required to have high ethical standards. In particular, all members must remain conscious of eliminating harassment of any kind, compliance and information security.

Harassment is an infringement of basic human rights. To fulfill its roles in the defense of Japan, the JMSDF must take harassment prevention measures to create a healthy organizational culture and ensure the mental and physical health of each and every member. We must never forget that any actions against compliance may arouse suspicion among the public and result in less public trust for JMSDF activities. Information security is not only important as a principle of war that leads us to victory, but also forms the basis of the discipline that JMSDF members must observe as “the duty of confidentiality”. The lack of discipline related to information security damages the trust of not only the people of our own country, but also our ally and like-minded countries.

(3) Foresight

Due to the nature of sea duties, JMSDF members must be able to foresee sudden changes in environmental conditions and unexpected events, and respond flexibly and appropriately in a timely manner. Therefore, they must always be prepared and have an alternative plan.

(4) Calm, Agile and Decisive

Many maritime operations involve risks. However, JMSDF members are required to carry out their duties regardless of the dangers involved. Thus, to carry out operations safely and efficiently in such environments, it is necessary to make prompt decisions, and take agile actions while staying calm.

(5) Indomitable Spirit

We must carry out our duties under unclear, uncertain and rapidly-changing environments for an extended period while maintaining a firm sense of purpose, which requires an indomitable physical strength and spirit.

(6) Ability to think

In order to conduct missions at sea using naval vessels and aircraft equipped with modern equipment and the latest technology, we must be able to track global trends and think flexibly, logically, and rationally based on calm and precise analysis. Based on long-term, multifaceted, and fundamental perspectives, we must have the ability to think and decide the objective, ways, means, and risk of the operation and rationally to carry out the mission rather than from a conceptual perspective.

“Critical thinking” is one of the methods which supports such thinking. Although the word “critical” has a negative nuance, “critical thinking” itself is not necessarily negative in nuance, but it is said to be “the ability to think logically and objectively based on appropriate standards and evidence, free from past customs, authority and preconceptions”.⁴¹

When people think, logical and rational thinking is sometimes disturbed by assumption and subjectivity.⁴² Critical thinking is a method to draw logical conclusions by being aware of and eliminating such tendencies and understanding things objectively.⁴³

(7) Dignified Conduct

As we must live up to the expectations of our citizens, JMSDF members are always under the spotlight. Due to the nature of our duties, we have many opportunities to come into contact with and attract the attention of people from other countries. They will learn about Japan, the Japanese people and the JMSDF through our members. Therefore, we must not only maintain our dignity as JSDF members, but also be polite, well-dressed, and have dignified demeanor and behavior.

(8) Mutual Respect, Diversity and Fairness

JMSDF members have many situations in which multiple personnel form a team to carry out missions in an environment where contact with the outside world is restricted for a certain period of time, such as ships and aircraft, requiring teamwork. Thus, all JMSDF members must respect each other and the diversity of each individual regardless of rank, age, gender and personal characteristics, and is treated fairly. Every JMSDF member is an irreplaceable talent. Especially when a senior instructs his or her subordinates, they must respect their personality as a matter of course, but must also recognize they have family and strive to provide warmth in the

⁴¹ Eugene B. Zechmeister and James E. Johnson, *Kuriteikaru Shinkingu: Nyuumon hen (Critical Thinking Primer)*, Miyamoto Hiroaki, Michita Yasushi, Taniguchi Takashi, and Kikuchi Satoru, trans., Kitaohji Shobo Co., Ltd., 1996, pp. ii, 4. These citations are a preface and a note by translators. Originally published as Eugene B. Zechmeister and James E. Johnson, *Critical Thinking: A Functional Approach*, Thomson Brooks/Cole Publishing Co., 1992; Okamoto Yoshiyuki and Eguchi Natsuo, *Kuriteikaru Shinkingu (Critical Thinking)*, Firstpress Inc., 2007, p. 1.

⁴² Zechmeister and Johnson, *Kuriteikaru Shinkingu*, pp. 16-21.

⁴³ Graduate School of Management, GLOBIS University, *GLOBIS MBA Kuriteikaru Shinkingu (GLOBIS MBA Critical Thinking)*, Third Edition, Diamond Inc., 2012, pp. 10-15.

midst of harshness. Mutual respect, diversity and fairness are key elements of a strong organization.

(9) Self Improvement

In order to cultivate indomitable physique and spirit, each JMSDF member shall constantly improve his or her knowledge, virtue, and physical strength. In particular, lessons learned from military history studies provide significant implications for connecting the past with the present and looking ahead to the future.

The sum of our efforts to continue learning will contribute to the organizational strength. JMSDF members shall strive to keep improving, as our learning does not end in school education.

(10) Communication skill and internationality

Communication skills are the basis for building good relationships between superiors, subordinates, and colleagues. It is, so to speak, a basis for moving people. These communication skills are also essential in joint activities with other forces, whole-of-government efforts with other ministries and agencies, and combined operations with allies and like-minded countries. Furthermore, as we are directly connected to the global community through various media, it is necessary to be aware that all external communications by the JMSDF are Strategic Communication (SC). Like naval powers, the JMSDF has an international aspect, and is required to play a diplomatic role. For JMSDF members, who must take on such roles, it is vital that we have high communication skills.

(11) Tradition and Creation

Generally, in the world, navies are characterized by common sense, rational thinking, and have common ideas and discipline developed through the years at sea. Seamanship is one of the many naval traditions that have much in common regardless of the time or place.

Thus, while it is important to pass on knowledge based on experience, it constitutes only a part of the ideas that make up an organization, and we must refrain from making these ideas absolute or universal. It is important to constantly incorporate new ideas and renew existing ideas to accurately respond to the ever-changing circumstances like it is with the sea. Therefore,

what we consider the tradition in the JMSDF is not a matter of handing down, but a continuation of constant creation.

(12) Humor

In the JMSDF, there is a saying, “humor is a breath of fresh air”. Even in a tense situation at sea, a workplace with an open atmosphere, where the senior officer can lighten the mood with humor, is a source of strength. Without a relaxed mind, we cannot come up with any humor, therefore, superiors must always try to keep a relaxed mind.

Needless to say, the premise is that humor should maintain dignity, and be based on mutual respect of members. Therefore, one must not offend others with undignified humor, and must not cause harassment of any kind.



Conclusion



Conclusion

The JMSDF Capstone Doctrine provides the mindset to conduct daily tasks, guidance and ideas to be followed in organizational management and operations, and the principles of maritime operations, all for the contribution to Japan's national security.

The JMSDF has the responsibility to defend our people and territory to the end as a maritime defense power. Under the most severe and complex security environment since the end of World War II, the JMSDF must fulfill our mission to drastically reinforce the maritime defense capabilities and operate them to defend the peace and independence of Japan.

To accomplish the mission, the JMSDF Capstone Doctrine describes effective means to efficiently synchronize organizational management including JMSDF force operations and education and training. In addition, it will also enhance the strengthening of the JMSDF-U.S. Navy relations, as well as those with navies of like-minded countries in support of freedom and democracy. Above all, it is hoped that the JMSDF will be able to think and act creatively ahead of the advancement of the times.

Since its establishment in 1954, the JMSDF has pursued "strength and readiness" as Japan's single maritime defense power. We, JMSDF members who serve our nation, must respect each other, objectively foresee the future, and maintain our posture to learn from history and also adapt. It will require each and every member respect flexibility of thought, and the imagination to "think the unthinkable," and maintain a strong will to continue to innovate oneself.



