



# *Field Manual (FM) 3-0* — A Blueprint for Full-Spectrum Conflict and Army Modernization

Ben Ennis

*FM 3-0 Operations*, dated February 2008, gives the U.S. Army's view of how to conduct prompt and sustained land operations. The manual draws on learned lessons from the last 6 years of combat in Iraq and Afghanistan. "*FM 3-0* is the blueprint for an uncertain future," says GEN William S. Wallace, Commanding General (CG), U.S. Army Training and Doctrine Command. "The Army must prepare for a full-spectrum conflict — not just major combat operations. Preparation for full-spectrum conflict and organizational change begins with doctrine. *FM 3-0* presents doctrine that will become a driver for change in the Army."

LTG William B. Caldwell IV, CG, U.S. Army Combined Arms Center, Fort Leavenworth, KS, adds that to understand the size and scope of changes in the doctrine, look back to the Army of pre-Sept. 11, 2001:

- The organizational structure was based on the division as the key warfighting element.
- Stability operations were considered, but were treated as a symptom of mission creep.
- Talk about the peace dividend due to a strategic pause was driving our acquisition process to potentially skip a generation of equipment.
- There was still a strong tendency toward risk aversion because of *Operation Southern Watch*, Bosnia, Beirut, and even, to some extent, Vietnam.

# Report Documentation Page

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Caldwell points out that today our reality is:

- The organization structure is based on the Brigade Combat Team (BCT) as the key warfighting element.
- Stability operations are considered a core mission of the military; full-spectrum operations means stability operations are just as important (and sometimes more important) than offensive and defensive operations.
- We are in a state of persistent conflict in a long-term global war.

- There is an emphasis on initiative and accepting risk to achieve decisive results.

According to Caldwell, *FM 3-0* provides the blueprint for a new training strategy, changes in organizational structure to respond to full-spectrum operations, and changes in leader development and professional military education to focus on adaptive and innovative leadership.

“This blueprint for the future looks beyond the current fight in Iraq and Afghanistan,” Caldwell continues. The implication of full-spectrum operations

still includes the requirement to remain fully capable to fight major combat operations in the future; the implication of information engagement requires a change in the cultural mindset; and the whole-of-government approach — inherent in all of our operations — requires not only a change in the military but also in the interagency process. “These changes, I believe, will be revolutionary — and *FM 3-0* provides the blueprint to move out,” he says.

*FM 3-0* major doctrinal changes include the following:

- ▼ **The FM emphasizes the critical nature and influence of information in operations.** Information engagement requires the integrated employment of related disciplines such as public affairs, psychological operations (PSYOPS), and combat camera. Information superiority is central to mission accomplishment and requires consistency between actions on the ground and the messages being presented to the audiences at all levels. Here, Soldiers from the U.S. Army’s 350th Tactical PSYOPS, 10th Mountain Div., drop leaflets over a village near Hawijah in Kirkuk province, Iraq. The leaflets are intended to promote the idea of self-government to area residents.

U.S. ARMY PHOTO BY SGT JAMES HUNTER.



- ▲ **The importance of stability operations is elevated to co-equal with offensive and defensive operations.** Stability operations embrace a whole-of-government approach, which uses all elements of national power to include diplomatic, information, military, and economic to achieve success. Stability operations are coordinated to maintain or reestablish a safe and secure environment and facilitate reconciliation among local or regional adversaries. Stability operations strive to establish political, legal, social, and economic institutions and support the transition to legitimate local governance. Here, SGT Brandon Griffis, 1st Platoon, Co. A, 1st Battalion (Bn), 502nd Infantry Regiment, 2nd BCT, 101st Airborne Division (Div.) (Air Assault), talks with an elderly Iraqi man during a dismounted patrol in Hurriyah, Iraq.



DOD PHOTO BY SSGT SAMUEL BENDET, U.S. AIR FORCE.

▶ *FM 3-0 doctrine continues to advocate Soldiers as the Army's centerpiece.* Army leaders and Soldiers should be given maximum latitude to exercise individual and small-unit initiative. Here, a Soldier from Alpha Co., 2nd Bn, 23rd Infantry Regiment, 4th BCT, 2nd Infantry Division (2ID) views a monitor in his Stryker vehicle to check if all is clear before deploying his team in Muqdadiyah, Iraq.

U.S. ARMY PHOTO BY SPC SHAWN M. CASSATT.



U.S. ARMY PHOTO BY CPT RICHARD YBARRA.



U.S. ARMY PHOTO BY SPC LARAYNE HURD.

▲ *FM 3-0 operational concept drives initiative, embraces risk, and focuses on creating opportunities to achieve decisive results.* The FM's operational concept emphasizes leaders and Soldiers seizing, retaining, and exploiting the initiative to achieve decisive results. Here, SGT Amaury Lantigua and SFC John Guy of Heavy Co., 3rd Squadron, 3rd Armored Cavalry Regiment, inspect a vehicle that was destined for use as a car bomb as a Kiowa helicopter provides cover in the Al-Rissala market of Mosul, Iraq.

▲ *The commander leverages experience, knowledge, and intuition to play the central role in full-spectrum operations, bridging battle command and operational art.* The commander has the central role in full-spectrum operations and must creatively apply battle command and operational art. Here, U.S. Army CPT Edmond Hardy, 1st Armored Div. Commander, 2nd Stryker Cavalry Regiment, 4th Squadron, holds an Iraqi child while giving orders during an aid mission in Baghdad, Iraq.

U.S. ARMY PHOTO BY SGT TIERNEY P. NOWLAND.



LTG N. Ross Thompson III, MILDEP to the Acting ASAALT, emphasizes that we are doing everything possible to meet Soldiers' needs by accelerating the delivery of vital equipment and new technologies. Here, U.S. Army 1LT James Cleary (right), 1st Bn, 38th Infantry Regiment, 4th Stryker Brigade, 2ID, uses a field radio in Baghdad during a combined cordon and search mission.

*FM 3-0* doctrine execution requires well-trained Soldiers and the finest weapons and equipment available. "This doctrine is the engine driving change in our concepts and designs for organizations, training, leader development, and the materiel solutions we need to support our modernization strategy," explains LTG N. Ross Thompson III, Military Deputy (MILDEP) to the Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT). "Army modernization is necessary, successful, and long overdue."

According to Thompson, just as the commercial market has been transformed to meet market demands, the Army is transforming to meet the needs of our Soldiers in an era of persistent conflict. "Our Soldiers are depending on us to get them what they need to accomplish their mission and return home safely," Thompson states. "We are doing everything possible to meet their needs by accelerating the delivery of vital equipment and new technologies.

"We are pushing the limits of technology to provide our Soldiers with the very

best weapons systems and equipment America can produce as quickly as possible," Thompson emphasizes. "Much of our effort centers on providing new, more robust communications capabilities to connect our Soldiers, our leaders, and the systems that support and protect them in unprecedented ways. We are succeeding in this critical aspect of our modernization. We are already delivering some measure of our desired capabilities to our Soldiers in Iraq and Afghanistan — providing a glimpse of what we will achieve in the future through the power of a modern, redundant network.

"Our modernization strategy is flexible, adaptive, and well suited to the uncertainties inherent to the environment in which we operate," Thompson adds. "We continuously refine and adapt our efforts to address new requirements in an effort to keep ahead of the ruthless-thinking, adaptive enemies we face. Development risk exists in any venture that seeks to move beyond the status quo; it must be actively managed and mitigated to the maximum extent possible. Without assuming some risk, however, progress will never occur. The real risk — to our Soldiers, our Army, and the cause we serve — lies not with a modernization effort that is both comprehensive and ambitious. Rather, the real risk lies with a failure to realize that the world has changed and that our Army must change accordingly."

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