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Mission Command Current and Future

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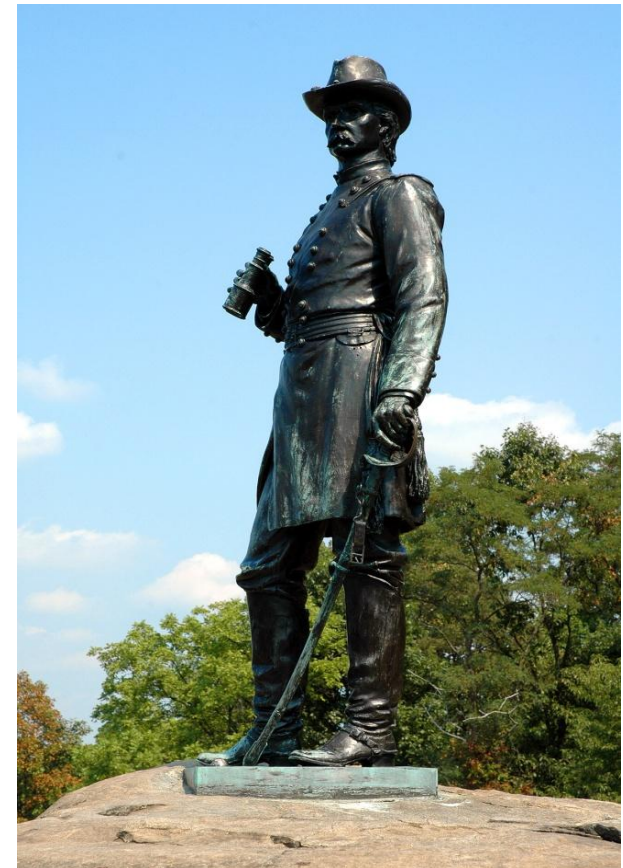
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Mission Command 150 Years Ago

Meanwhile, Meade noticed the danger in the vicinity of Little Round Top and instructed his chief engineer, BG Gouverneur Warren who was accompanying him, according to one of Warren's aides, as follows,

“Warren! I hear a little peppering going on in the direction of the little hill off yonder. I wish that you would ride over and if anything serious is going on ... attend to it.”

Extending the Line at Little Round Top, July 1863, John J. McGrath



“...operational adaptability -- the ability of Army leaders, Soldiers, and civilians to shape conditions and respond effectively to a broad range of missions and changing threats and situations with appropriate, flexible, and responsive capabilities.” *U.S. Army Capstone Concept*, Dec 2012



Mission Command



Mission Command

Exercise of **authority** and **direction** by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guides

Mission Command Warfighting Function

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

Guiding Principles

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads

Supports

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Mission Command System

- Personnel
- Information Systems
- Facilities and Equipment
- Networks
- Processes and Procedures

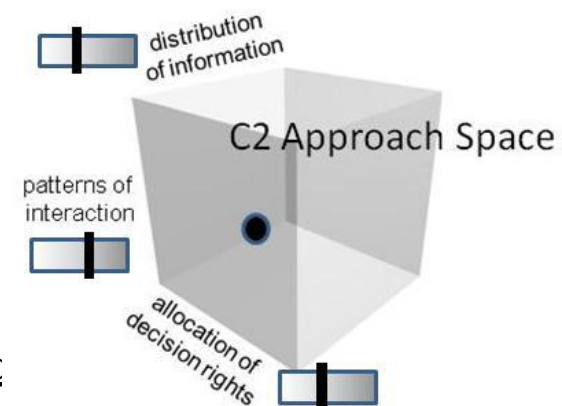
Together, the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.

What is C2 Agility?

- C2 Agility is defined as the **ability to maintain mission effectiveness proactively in the face of changing circumstances and stresses, including the ability to conceptualize, design, create and deploy a successful endeavor** (Source: NATO Studies, Analyses, and Simulation (SAS) Research Study Group 065, 2006-2009)
- Function of and enabled by People, Organizations, Processes, and Systems
- Emphasis on capability to successfully cope with changes in circumstances
- Attributes include patterns of interaction, distribution of information, and allocation of decision rights
 - Each attribute can be defined, observed, and measured; and comprise the “C2 Approach Space”

Why C2 Agility?

- Chairman of the Joint Chiefs of Staff Mission Command and Joint Education White Papers:
 - Response to increasingly complex environment and need for change
 - Calls for changes in Mission Command (C2) and Joint Education
 - Stresses that Joint Education must ensure leaders can:
 - Understand security environment and elements of national power;
 - Deal with surprise and uncertainty;
 - Anticipate and recognize change and lead transitions;
 - Operate on intent through trust, empowerment, and understanding



Operational Adaptability is a form of Agility



Converging Thoughts



C2 Agility

Leaders must...

- Understand security environment and elements of national power;
- Deal with surprise and uncertainty;
- Anticipate and recognize change and lead transitions;
- Operate on intent through trust, empowerment, and understanding

Adaptability

Mission Command

Principles of Mission Command

- Create shared understanding
- Provide clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk
- Build cohesive teams through mutual trust

Similar Characteristics

- Affects organizational effectiveness, efficiency, and force agility
- Ability to move in C2 approach space in response to changing circumstances
- Ability to change C2 approach is essential
- Need for more agility in spite of declining resources

Trust

Empowerment

Understanding

Authority

Decision Making

Leadership

Information Sharing

Communication

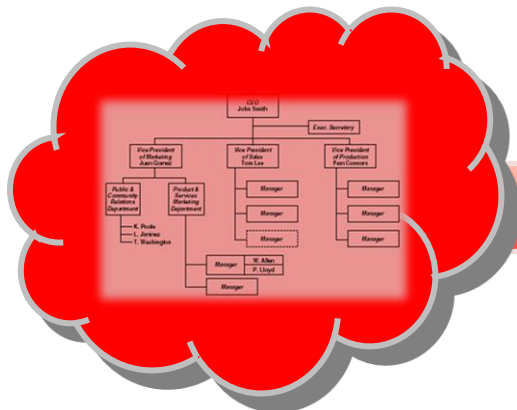
Structure

Degree of Control

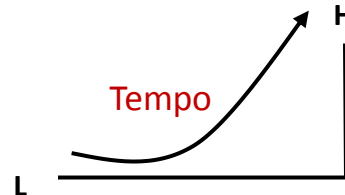
- Requires judgment (delegating authority, making decisions, degree of control, and allocating resources)
- Human skill sharpened by experience, study, and observation
- Systems and procedures used to improve the commander's understanding
- Supports Art of Command based on objectivity, facts, empirical methods, and analysis
- Used to overcome the physical and procedural constraints under which units operate

Complex Environment – Working Premise

Current Complex Operational Environment



Structural Complexity + Interactive Complexity =



Human interaction: velocity and mass

Momentum

ACTORS

More Complex Operational Environment



Interactive Complexity
Structural Complexity

Entry of US forces into a complex environment requires a calculated and controlled mix of engagement, shaping and force. Change unfavorable “order” – “mitigate disorder”



Operating with Degraded Network Intellectual Underpinnings



<i>Army Capstone Concept (Dec 2009)</i>	“While developing and protecting the Army’s technological advantages, the Army must remain prepared to operate degraded” “Because the network may be comprised and compromised and subject to enemy actions, units will have to be capable of fighting when networks are degraded”
<i>Army Operating Concept (Aug 2010)</i>	“Future Army forces requires the capability to continue the fight when communications or networks are compromised or degraded...” “Future Army forces require commanders to train and prepare to operate networks under suboptimal conditions”



FY14 and Beyond Warfighter Needs



NEAR TERM

- Replicate complex operational environments
- On-demand virtual training and rehearsal
- Virtual human (combatants, non-combatants, personal)

Training

- Standard and shareable geospatial data
- Highly mobile and scalable Command Post
- Dismounted mission command away from vehicles

Mission Command

FAR TERM

- Adaptable, learner-centric, networked tactical trainer
- Rapid capability for synchronized live training

- Airspace control in unified actions
- Location and navigation in complex environments

Capabilities Needs Analysis 15-19 Tier I (Critical) Priority Capability Gap

“Operations during networked degradation or failure”



Selected Deep Futures Strategic Trends



GEOSTRATEGIC TRENDS

- **Rapidly changing**, progressively **multipolar** world and rise of regional powers
- **Decreasing state authority** / super-empowered non-state actors

Maintaining the US position will require current and non-traditional partnerships

TECHNOLOGY

- Increasing reliance on distance and **virtual technology** for training, education and operations
- Development of **weapons of “mass confusion”**

US superiority no longer a given, while Technology is a likely game changer

HUMAN & ORGANIZATIONAL BEHAVIOR

- **Greater opportunity** for physical and psychological **enhancement**
- **Greater awareness** of global issues and networked action

Human considerations present new opportunities and challenges

MILITARY ART AND FORCE APPLICATION

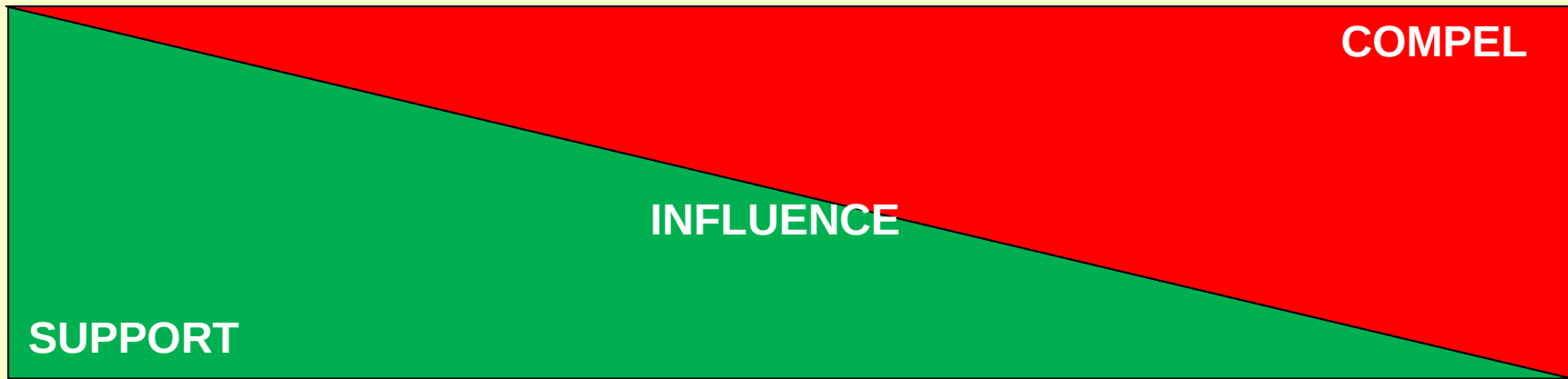
- Increasingly **complex operations**, including cyber, with many unfolding more rapidly
- Greater reliance on **non-traditional partners**

Trends demand a more adaptive, responsive, scalable Army and even more adaptable and capable leaders

Strategic Landpower

Uniquely Positioned to Win the Clash of Wills

**Affecting
Populations, their Governments and Militaries**



Range of Military Operations

Military Engagement

Crisis Response

Major Operations

Land, Air, Sea, Space and Cyberspace Domains

Strategic Landpower: Inherently joint, assures strategic success in peace and war; forces on land are uniquely positioned to understand, influence, and control the “human domain” ... fundamental to success



Closing Thoughts:

By moving to IP tactical network, have we provided our adversaries an easier challenge?

Does operating with a degraded network in the future involve greater C2 systems diversity?

How did WATSON® technology win Jeopardy?

***Greatest risk lies in the non-availability of a robust, global communications network due to enemy operations, budget shortfalls, failure of technology improvements, and others
US Army Capstone Concept, December 2012***