Mission Command Current and Future

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Rickey E. Smith
Director, Army Capabilities Integration Center (Forward)
US Army Training and Doctrine Command

http://www.arcic.army.mil/org-arcic-forward.aspx

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*
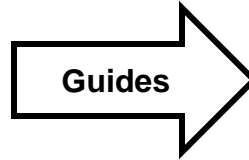
Mission Command

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**
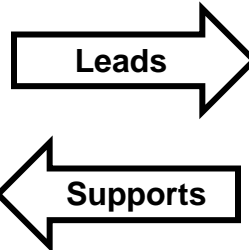
Staff Tasks:

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

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

C2 Agility

(Institute for Defense Analyses, The Agility Imperative - Expanding Operational Adaptability, 01 FEB 13)

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

distribution of information

C2 Approach Space

patterns of interaction

allocation of decision rights
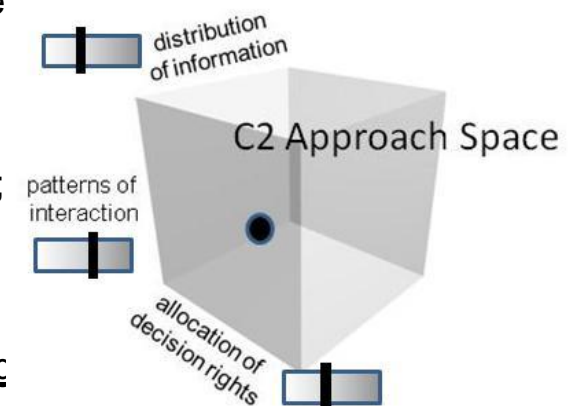
Operational Adaptability is a form of Agility

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

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

Adaptability

Similar Characteristics

Trust
Empowerment
Understanding
Authority
Decision Making
Leadership
Information Sharing
Communication
Structure
Degree of Control

- 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
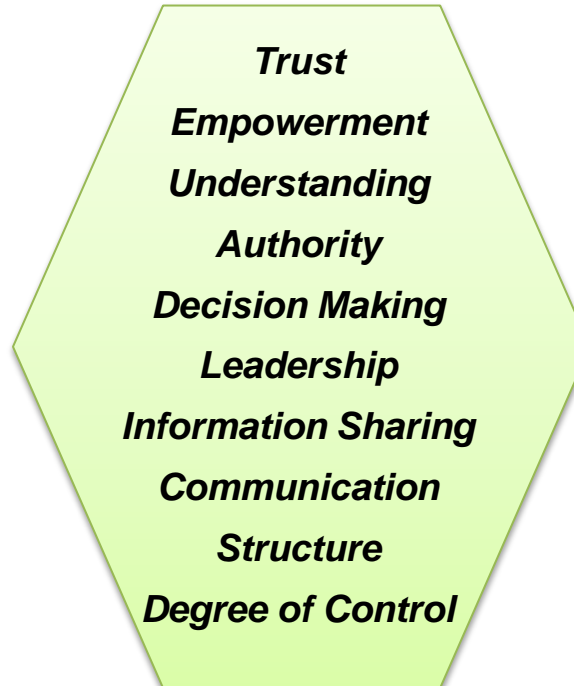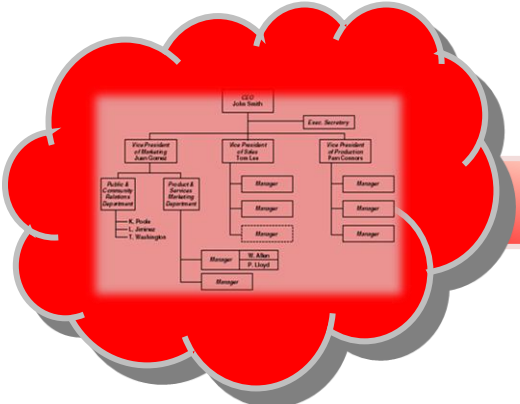
- Requires judgment (delegating authority, making decisions, degree of control, and allocating resources)

- 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
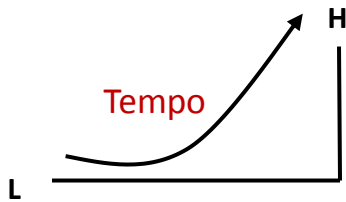
Complex Environment – Working Premise

Current Complex Operational Environment

Tempo

H

L

Human interaction: velocity and mass

Momentum

More Complex Operational Environment

ACTORS

Structural Complexity + **Interactive Complexity** =

Competitors Media
Terrorist Paramilitary
Radical Ideologues Hybrids
Criminal Criminals
Militias
Opportunists Coalition Partners
NGOs Population
Near Peer

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

Army Capstone Concept (Dec 2009)	"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**"
Army Operating Concept (Aug 2010)	"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

FAR TERM

Training

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

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

Mission Command

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

- 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
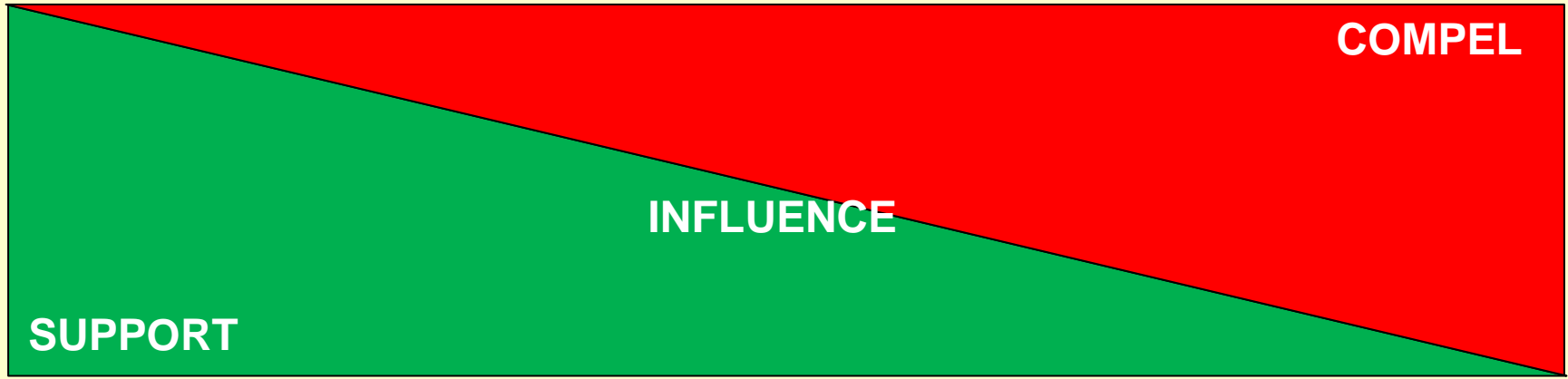
- Greater reliance on **non-traditional partners**

Trends demand a more adaptive, responsive, scalable Army and even more adaptable and capable leaders
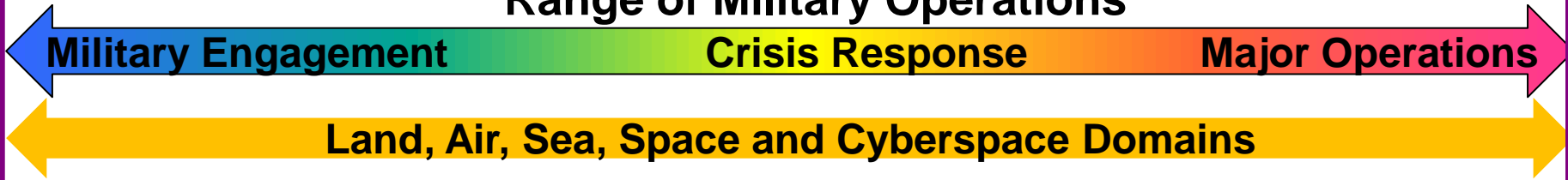
Strategic Landpower
Uniquely Positioned to Win the Clash of Wills

**Affecting
Populations, their Governments and Militaries**

COMPEL

INFLUENCE

SUPPORT

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