

## INTELLIGENCE

Intelligence is for commanders. Intelligence is evaluated information about the enemy used by commanders for making decisions in battle. Superior intelligence is no less critical in deciding the outcome of battle than superior firepower or mobility. Indeed, intelligence can be the single most decisive combat multiplier on the battlefield and, as such, is crucial for the commander's concentrating the right amount of his combat power at the right place and time. Without good intelligence he cannot win and, most probably, deprived of intelligence will be defeated quickly and decisively. Commanders must know this. And they must know how to obtain intelligence.

All military forces can be detected, located, and identified through some intelligence means. Every force has a signature or footprint, each has telltales or spoor which can be found by an opposing intelligence apparatus. The commander must know what sort of information to look for--the telltales, the spoor. He must have an intimate knowledge of the information-gathering capability of his own command and an understanding of the capabilities available to him via requests upon superiors or supporters.

The commander plans intelligence. It is the commander who must decide how to dispose his information-gathering capability. He devises his intelligence plan with all the care he would devote to his scheme of maneuver for fire support plan.

In effect, he casts an information-gathering net over the battlefield, a net comprized in part of mechanical, electronic or photographic sensors, and in part of humans tasked to collect and report information. The commander's decision to concentrate intelligence assets should reflect his overall concept of operations, and his sensings of risks. Once the battle is joined, he will have to redispse these as adroitly as he shifts weapons. The commander focuses and directs operations to gain intelligence, remains intimately involved in evaluation of information throughout the battle, and checks often for swift and certain dissemination. Thus, the quality of intelligence is a measure of the skill of the commander: his ability to acquire timely information, to discern its proper meaning, and to react forehandedly will open the easy path to accomplishing his mission, and to winning over his adversary no matter what the latter's strength.

The commander trains for intelligence. If properly trained, all components of a force can act as an information gathering and reporting sources. Training toward such proficiency must, however, progress constantly, even in the midst of combat. Day-by-day, the commander should seek to enhance the intelligence potential of his subordinates. Feedback, or recognition for worthwhile contributions to intelligence, an immediate benefit from same should figure prominently in this training.

A flow of information, however copious, does not guarantee intelligence. The ordering, sorting, sifting, and weighing of information is essential to finding what is needed for the commander's decision.

Properly trained intelligence staffs are important for these purposes, and the commander can train them by his own vigorous participation in the evaluation process. And even when properly evaluated, information does not become intelligence until it is provided to those leaders who can use it for decision. Again, participation by the commander in accurate and timely transmission of intelligence is important for proper training.

The commander who wants sound and timely intelligence trains his force to know the enemy well. Particularly those elements upon which he relies heavily for information gathering--cavalry, aviation, ground observation posts, scouts, patrols, forward observers--must know the enemy thoroughly: threat weapon capabilities, the structure of enemy units, their capabilities for movement, and their usual disposition and method of operation.