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# Mission Command DOTMLPF Synch Meeting

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MC CoE Directorate of Training & Strategy

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Purpose: connect organizations and to share CTC & HST mission command (MC) trends, lessons learned, observations, and OE topics with MC CoE and other CAC organizations to inform on-going/future DOTMPLF MC capability efforts and reverse trends.

- 1000 – MC CoE introduction
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- 1105 – CALL Top 3 MC observations/lessons
- 1115 – AWG Adaptability Training
- 1125 – Key take-aways and conclusion

- **FORSCOM**
- **USAR**
- **ARNG**
- **MC CoE HQ**
  - **Combined Arms Doctrine Directorate (CADD)**
  - **Center for Army Lessons Learned (CALL)**
  - **MC CoE Capability Development Integration Directorate (CDID)**
  - **Center for Army Leadership (CAL)**
  - **Army Irregular Warfare Center (AIWC)**
- **CAC-T (Combat Training Center Directorate - CTCD)**
- **CAC-LD&E**
  - **Command and General Staff School (CGSS)**
  - **School of Advanced Leadership and Tactics (SALT)**
  - **School of Advanced Military Studies (SAMS)**
  - **School for Command Prep (SCP)**

\* Potential to expand in future

- Mission Command Resources Page:  
<http://usacac.army.mil/cac2/mccoe/mission-command.asp>
- ATN Mission Command Resources Page (CAC required):  
<https://atn.army.mil/media/dat/MC-Resources/mcresources.aspx>
- Updated MET 5.0 (Mission Command) tasks per METL, CATS, & CAR links on ATN at (CAC required) : <https://atn.army.mil/index.aspx>
- CALL Mission Command products:  
[https://call2.army.mil/doc\\_index.aspx?ID=27](https://call2.army.mil/doc_index.aspx?ID=27)
- ATN CTC Page (CAC required):  
[https://atn.army.mil/dsp\\_template.aspx?dpID=434](https://atn.army.mil/dsp_template.aspx?dpID=434)
- Leader Development Resources Page:  
<http://usacac.army.mil/CAC2/mccoe/aldr.asp>
- FORSCOM Leader Development Toolbox:  
<https://www.milsuite.mil/book/community/spaces/forscom-leader-development-toolbox>



• Army MC Doctrine at: <http://usacac.army.mil/cac2/Doctrine.asp>

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# JRTC Top 5 MC trends/issues

LTC Chris Cassibry

Brigade Mission Command Senior Trainer



# “Trends Reversal”



## JRTC Rotational Mission Command Trends

- **Creating a Shared Understanding** – Brigades continue to struggle with operationalizing a plan on how they will create shared understanding. The integration of Mission Command Systems specifically – information systems and personnel to enable the commander to balance the art of command with the science of control through a shared understanding of the operating environment.
- **Mission Orders** – Brigades have not defined what mission orders look like in their organizations. The result of not doing this leads to operations that are not synchronized and orders published with no clear operational framework identified. What does “simple” mean and look like... who is it “simple” for?
- **Mission Command Systems** – Brigades routinely don’t focus on the importance of mission command systems. *Leadership, training and knowledge* are the areas that we consistently observe creating the most friction in integrating and synchronizing the mission command systems.
  - **Leadership** – roles and responsibilities; lack of identifying someone to ensure the balancing of capacity and capability is effectively implemented in each system
  - **Training** – Brigades lack sufficient numbers of trained personnel in each system to ensure it is correctly established and implemented/integrated. This includes information systems, process and procedures, and facilities and equipment.
  - **Knowledge** – Brigades lack the knowledge on how to integrate their information systems; share point and ABCS. Specifically, dealing with ABCS it is the use of PASS/DDS to enable horizontal integration within the CP.
- **Conduct Airspace Control** – an additional task that the operational Army has lost the capacity to execute. Brigades struggle with synchronizing the planning effort and gaining control of the airspace during a joint forcible entry operation. Specifically, working with joint partners, utilizing combined graphics, and managing terrain to conduct simultaneous or sequential operations.

# NTC Top 5 MC trends/issues

LTC Joe Clark

Bronco 07, Mission Command Senior Trainer



# NTC Ops Grp/Bronco DATE WfF Trends



- Unit staffs are challenged in conducting the operations process.
- It has been observed that there is a reluctance to produce mission orders by unit staffs.
- Command and staff synchronization tools are not being developed.
- Unit staffs are challenged to thoroughly develop and define task organization.
- Commanders and staffs, at echelon, rarely execute rehearsals to standard. (IC Rxl, CAR, Fires Rxl, Sustainment Rxl)
- Commanders and their staffs must be able to define how tactical transitions will take place, as well as transitions between mission command nodes.
- Army Battle Command System operators and unit staffs lack knowledge of the roles and capabilities of the systems.



# NTC Ops Grp/Bronco DATE WfF Trends



- Brigade Information Collection Managers struggle to effectively communicate their Information Collection (IC) Plan.
- Operations planners and current operations staff lack a coherent understanding of the intelligence collection plan.
- Sustainment planning and forecasting are an integral part of MDMP and must be synchronized with all other operations.
- LOGSTAT reporting has been challenged with accuracy and formatting.
- Sustainment analog tracking becomes critical in a decisive action training environment, though it is hardly ever used.

# MCTP Top 5 MC trends/issues

LTC Jeremy Stermer

Ops Group A, Mission Command OC/T

## MCTP Top 5 MC Trends

- MC trends relating to Commander's role:
  - CDRs not communicating and verifying guidance during critical phases of the operations process (Design, MA, COA Dev)
  - Lack of shared understanding between CDR and staff, regarding operational approach and framework, impacts mission orders and all subsequent products; CDR's priorities and coordination requirements for subordinates are not clear
- MC trends relating to staff's role:
  - Staffs fail to analyze, synthesize and organize information when presenting information to CDR
  - Poor use of systems and processes (KM and running estimates) results in a lack of shared understanding laterally amongst the staff, as well as outside of the HQ; inadequate information sharing prevents staffs from presenting CDR with opportunities and threats in anticipation of decisions or emerging risks (CCIR, DSM/DST, RDSP)
- MC on the move is a lost art; MC systems requirements are



onerous

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## Future Coordination with MCTP

- Upcoming opportunities to observe the operational force implementing MC systems or doctrine:
  - (3<sup>RD</sup> QTR) 3x Division WFX Exercises, all with multi-echelon training audiences (2 @ FLKS)
  - (4<sup>TH</sup> QTR) 3x Army Service Component level and one BDE WFX
- Potential to receive feedback from Senior Mentors on issues that impact commanders and how MC is being implemented
- MCTP POC for MC COE related issues is LTC Jeremy Stermer

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# JMRC Top 5 MC trends/issues

**MAJ Bill Higgins**

**Mission Command OC/T**

- Training
  - Home station training is the key to maximizing the time you get at a CTC.
- Coalition
  - The ability to establish a Common Operating Picture in a Multi-National environment is our future. Knowing what tools or options are available are key. (MIP, LNO with our system, manual COP)
  - FDO documentation for all systems
- NATO system requirements
  - Linked to the establishment of a COP, we must learn and remain well versed in NATO doctrine and ready to use or connect with their systems. (FAS)
- System requirements – Maintaining the valid authorization document (TDA)
  - Maintaining Hardware Currency
  - Maintaining Software Currency

# TRISA Top 3 OE issues for MC

**Mr. Fred Ennis**

**Division Chief, Scenarios and Studies Division**



# Mission Command Threat and OE Considerations



## Threat Trends

- **Multiple threat actors and interests**

- Regional and hybrid
- Non-attributable, non-state, quasi-state and/or criminal
- Temporary alignments and federations
- Amorphous
- Absence of hierarchy and centralized C2 (tactical)

- **Asymmetric opportunities from targeted investments in capabilities, force structure**

- Unmanned and robotic systems
- Cyber, EW and COTS technologies
- Weapons of Mass Destruction and Effect, especially chemical and biological

- **Smaller threat forces, more lethal and agile**

- Improving capability in ISR and Targeting
- Reduced decision, engagement timelines; increased speed and volume of threat-friendly interaction
- Able to seize local initiative, destroy critical nodes, employ spoofing / deception tactics

- **Emergence of a near peer competitor?**

## Trends in the Operational Environment

- Complex human terrain, socio-cultural milieu
- Megacities
- Digital sophistication



# HTS Top 3 OE issues for MC

LTC Trent Loucks

Deputy Director

**D/O/T/L/P Problem and Endstate:** The Human Terrain System facilitates a paradigm shift beyond a static PMESII/ASCOPE/ Western understanding in how commanders and staffs perceive, consider, and interact with local populations and UAP throughout the operations process and across the Range of Military Operations.

“Time and again, the U.S. has undertaken to engage in conflict without fully considering the physical, cultural, and social environments that comprise what some have called the "human domain"... In a word, the success of future strategic initiatives and the ability of the U.S. to shape a peaceful and prosperous global environment will rest more and more on our ability to understand, influence, or exercise control within the "human domain.”

-Strategic Landpower Task Force White Paper, “Strategic Landpower: Winning the Clash of Wills”, May 2013

“Looking to the future, the Army should have the foresight and courage to adapt its structures and prepare its soldiers for operating in the human domain...The changes required are largely cognitive and cultural in nature... Now is the time to... recognize, develop and combine human domain competencies with our traditional land domain competencies. The logic for a more complete study of the human domain is compelling... recognizing the human domain becomes a critical organizing and resourcing concept for supporting national security missions.”

- LTG Charles T. Cleveland, “Toward Strategic Landpower.” *Army Magazine*, July 2013

“Four doctrinal functions (ADRP 6-0) further define [Strategic End 3]” [including]: “Collect, create, and maintain relevant information and prepare knowledge products to support commanders’ and leaders’ understanding and visualization”

- Army Mission Command Strategy, June 2013

**Issue 1.** D/T/L: Develop and institute in doctrine and practice a **Human Terrain System Sociocultural Running Estimate** to increase the sociocultural understanding of the commander and staff. The **Sociocultural Running Estimate** is the starting point for detailed studies of specific sociocultural issues to inform the Operations Process.

“Their [HTS] capability would be critical to the continuous estimate process.”

– Unified Challenge MDMP Conference, FEB-MAR 2014

**Issue 2.** D/T/L: Institute in doctrine and practice Human Terrain System participation in **design and planning efforts** to develop a shared systemic sociocultural understanding of complex environments to identify operationally relevant issues, fill knowledge gaps, develop measures of effectiveness, and identify consequences of decisions.

“HTS is becoming a primary function of the Army design methodology.”

– Unified Challenge MDMP Conference, FEB-MAR 2014

**Issue 3.** D/O/T/L/P: Organize, train, equip and provide **standing Human Terrain System deployable capability** to conduct sociocultural research across the Range of Military Operations to inform the Operations Process.

Subtask 5.5: Develop an Enduring Human Terrain System Capability for the Army

- TRADOC Strategic Plan 2013

“There is no way the Army can reduce its size without doing things differently. HTS is critical to integrate in every phase, every MDMP, every ROC, every experiment, every exercise, etc.”

– Unified Challenge MDMP Conference, FEB-MAR 2014



# CALL Top 3 MC Observations/Lessons

COL Tory Scott

Deputy Director

## **Issue: Integration of Conventional Forces (CF) and Special Operational Forces (SOF)**

### **Discussion:**

- Recent stability operations stress interdependency of joint capabilities with a greater emphasis on integration SOF and CF at the tactical level
- SF operational detachments are routinely operating in brigades' AOs and relying on tactical and logistical support
- By default rather than design, CF and SoF have cooperated with different levels of success and effectiveness. Unit-generated Tactics, Techniques, and Procedures (TTP) based on leader personalities accounted for such successes rather than operating from a common doctrine. These TTPs and relationships ended when either the CF or SF unit redeployed and these informal procedures were lost or changed.

**Recommendation:** There is a need to review doctrine for command support relationship of CF and SOF operating in the same area of operation to ensure an overall unity of command and effort

## **Issue: Train for Mission Command on the move; practice jumping CPs, train the use of analog CP and traditional radio systems (FM)**

### **Discussion:**

- Observations from CTC DATE rotations have identified challenges with mission command on the move
- Mission Command on the move is only as good as where a commander positions himself, coupled with the systems a commander has at his disposal. Limitations on the digital systems in a commander's battle command vehicle while conducting mission command on the move must be understood and planned for and are reliant on the BCT's ability to provide network capability
- Effective mission command on the move begins with a comprehensive tactical operations center standing operating procedure (TOCSOP) that identifies the main command post, TAC, and command group composition, personnel, equipment, and functionality for all. Other considerations include: TOC/TAC layout, setup/tear down drills, TOC vs TAC functions/roles especially during displacement of the CPs

**Recommendation:** Training. Proficiency in mission command on the move will require repetitious home station training to achieve competency to “jump” mission command nodes and achieve standards in use of analog command post and traditional FM radio systems, while simultaneously maintaining digital communications. Efficiently jumping a TOC while maintaining effective Mission Command requires practice.

## **Issue: Units are challenged in the synchronization of BCT capabilities and enablers**

### Discussion:

- Commanders achieve combined arms effects through effective mission command enabled by the mission command system: personnel, information systems, facilities and equipment, networks, processes, and procedures.
- Traditional, professional discussions on synchronization center on actions the BCT conducts during the planning phase of the operations process: Intelligence preparation of the battlefield (IPB), military decision making process (MDMP), targeting process, combined arms rehearsal (CAR), and fires rehearsal.
- BCTs are stretched to conduct simultaneous offense, defense, and stability operations. In this environment, BCT success depends on the brigade's ability to synchronize its actions and effects in time and space; many of the most critical operations a BCT will conduct in DATE require a high degree of BCT control to synchronize effects in small windows of time and space
- Current digital mission command systems give the BCT an important tool in synchronizing capabilities and enablers, DATE forces the BCT to transition between analog and digital mission command systems and to often operate off a degraded digital backbone, often negating the digital advantage
- To improve synchronization, many units focus their efforts in the planning phase of the operations process on the MDMP and targeting or in the preparation phase on brigade rehearsals
- Often overlooked, but equally important are three brigade staff events that occur during the preparation phase: the plans-to-operations transition, the OPSYNCH meeting, and the CUOPS rehearsal. Each of these events helps ensure the synchronization the brigade did during the planning phase and in key BCT-level rehearsals, gets carried forward into execution

Recommendation: Synchronization of BCT capabilities and enablers is difficult and requires training repetitions. Application of Best Practices can help BCTs understand how to apply matrices, checklists, and other tools useful during rehearsals and in development of products of synchronization to help staffs track application during operations. Practice at home station begins with analysis of what must be synchronized in time and space; and then how to do the synchronization.

# AWG Adaptability Training

**Mr. Dan French**

**Adaptive Soldier and Leader Training and Education (ASLTE)**



***Above all else, future Army forces will require organizations, Soldiers, and leaders who can understand and adapt to the complexity and uncertainty of future armed conflict.***

**The Army Capstone Concept**



**Adaptive Soldier/Leader Training  
and Education (ASLTE)**



# ADAPTIVE SOLDIER AND LEADER TRAINING AND EDUCATION (ASLTE)

**BLUF: Help the Army's meet the need to develop adaptive, thinking Soldiers and Leaders capable of meeting the challenges they will face in the future operational environment.**

- ASLTE promotes the development of adaptive thinking, individual initiative, collective agility, and builds confidence of participants in all aspects of training and education.
- Adaptive Soldier/Leader Training and Education (ASLTE) principles provide an integrated approach to planning, managing, and delivering instruction and leader development that applies to training, education, and self-development.

**ASLTE provides the tactical link to ALM 2015**





# Asymmetric Warfare Adaptive Leader Program (AWALP)

An off-shoot of our experience developing and implementing OBTE.

AWALP demonstrates, among other things:

- An approach to “grow” adaptive leaders
- Applying ASLTE to collective training
- How leaders develop teams rather than train individuals in a team

- Translate research and theory to practice
  - Institute for Defense Analysis papers
  - Army Research Institute studies
  - Recent study topic by RAND
- I-ADAPT model as focal lens for design
  - All events activate different adaptability dimensions
- Active engagement (<20% Classroom-based instruction)
  - Immersive problem solving
  - Enable adaptability by forcing thru conditions

- Experienced leader/trainers from BCTs in reset/train or ready cycle of ARFORGEN
- Two Phases over 10 days
- Phase 1: Learning, practicing adaptability at individual and team levels
- Phase 2: Apply new knowledge in mission sets that address current training gaps, friendly adaptations or emerging asymmetric threats

Adaptability (as an individual, as a leader, as a member of a team) is enhanced by challenging requirements that exploit or demand;

- confidence
- initiative
- accountability
- innovative problem solving
- decision making



# Adaptability Guiding Principles

***Train to Grow Problem Solving*** - teach Soldiers to “teach themselves” after course completion. The link from school to self-development and unit experience domains

***Train to Increase Intangibles*** - develop the intangible attributes of confidence, accountability and initiative

***Train to Increase Understanding and Awareness*** – teach through contextual understanding of the task and its mission application

***Train to Increase Deliberate Thought*** - condition Soldiers to always exercise a deliberate thought process while under stress

***Train to Improve Combat Performance*** - condition Soldiers to overcome the psychological and physiological effects of combat



- Key Take-Aways
- Way Forward
- Conclusion

## U.S. Army Combined Arms Center and Fort Leavenworth

