



Command approach: Problem bounding vs problem solving in mission command

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Track 7 – C2 Approaches and Organisation**



Defence Research and
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Outline of talk

- Introduction and caveats
- Background – command approach concepts
- Review of relevant studies
- Conclusions



Land Doctrine: CF

“Mission Command ... has three enduring tenets: the importance of understanding a superior commander’s intent, a clear responsibility to fulfil that intent, and timely decision-making. The underlying requirement is the fundamental responsibility to act within the framework of the commander’s intentions.”

(CFP 300(3) Land Force Command)



Land Doctrine: UK

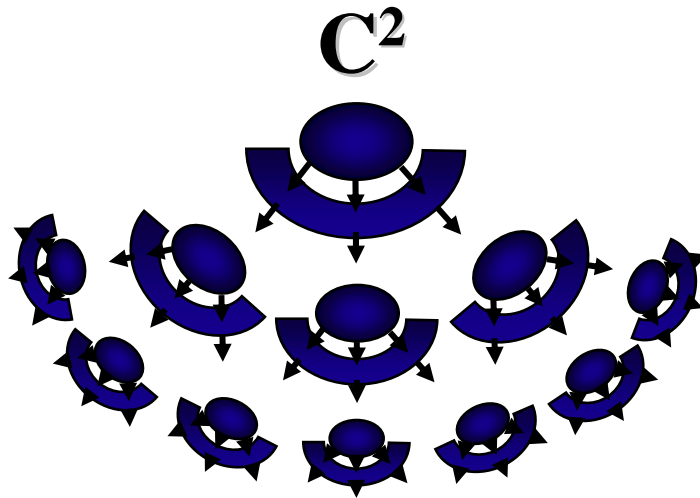
“Mission command also contributes to an effects-based approach as it stresses the importance of understanding what effect is to be achieved rather than determining the ways by which it would be achieved. At the tactical level, network-enabled capabilities enhance forward command.”

(UK ADP Land Operations 2005)



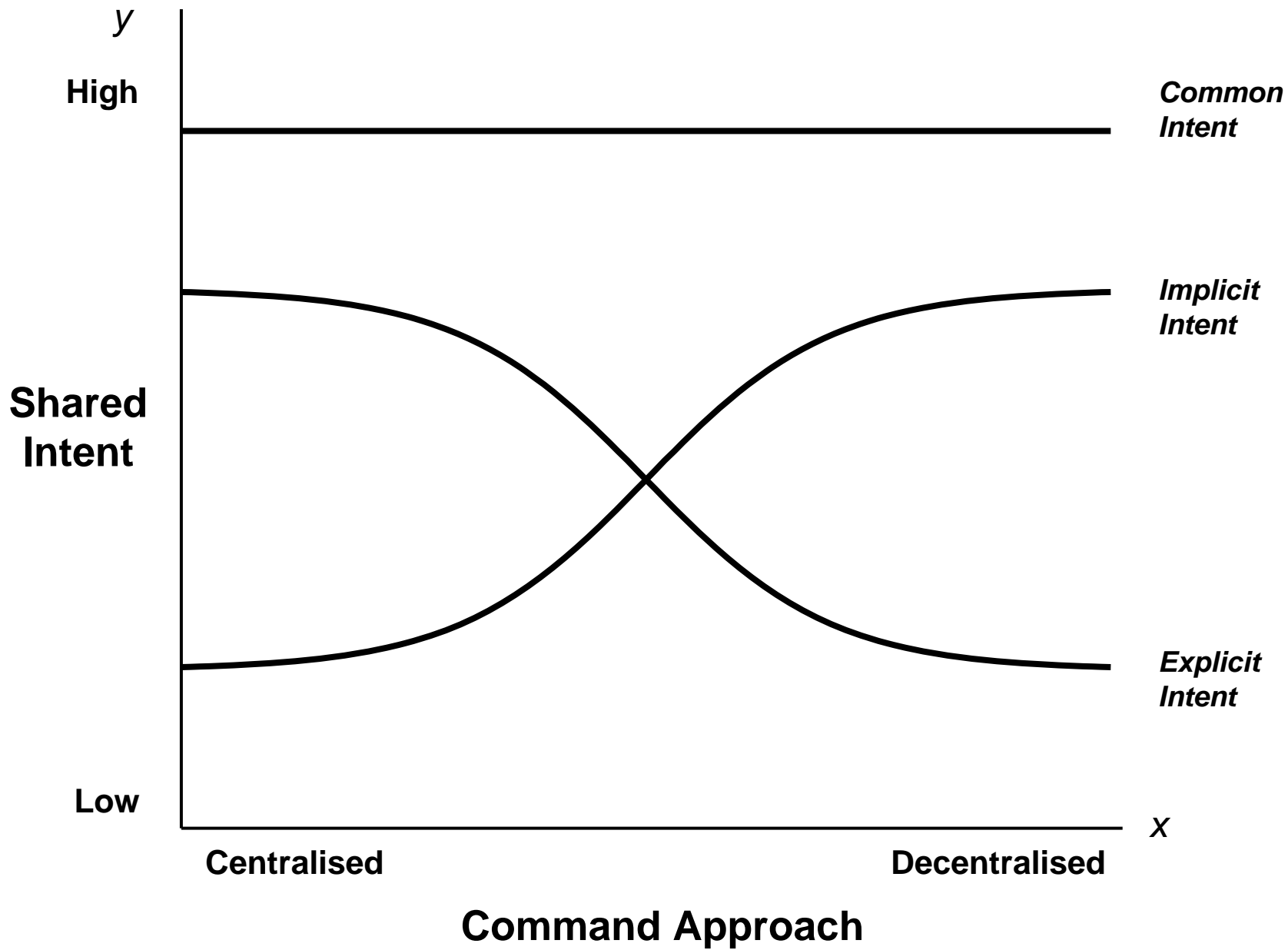
Conceptual Framework for C²

(Pigeau and McCann)



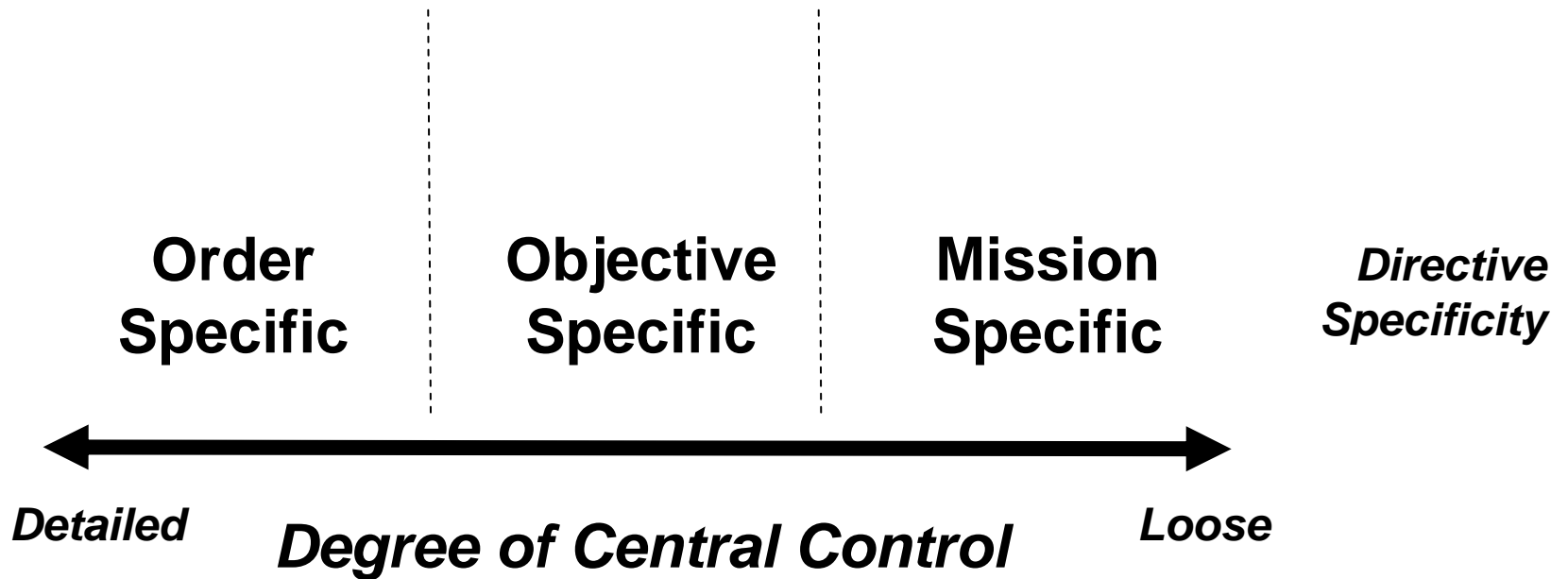
The establishment of common intent to achieve coordinated action.

Common Intent: The sum of shared explicit intent plus operationally relevant shared implicit intent.

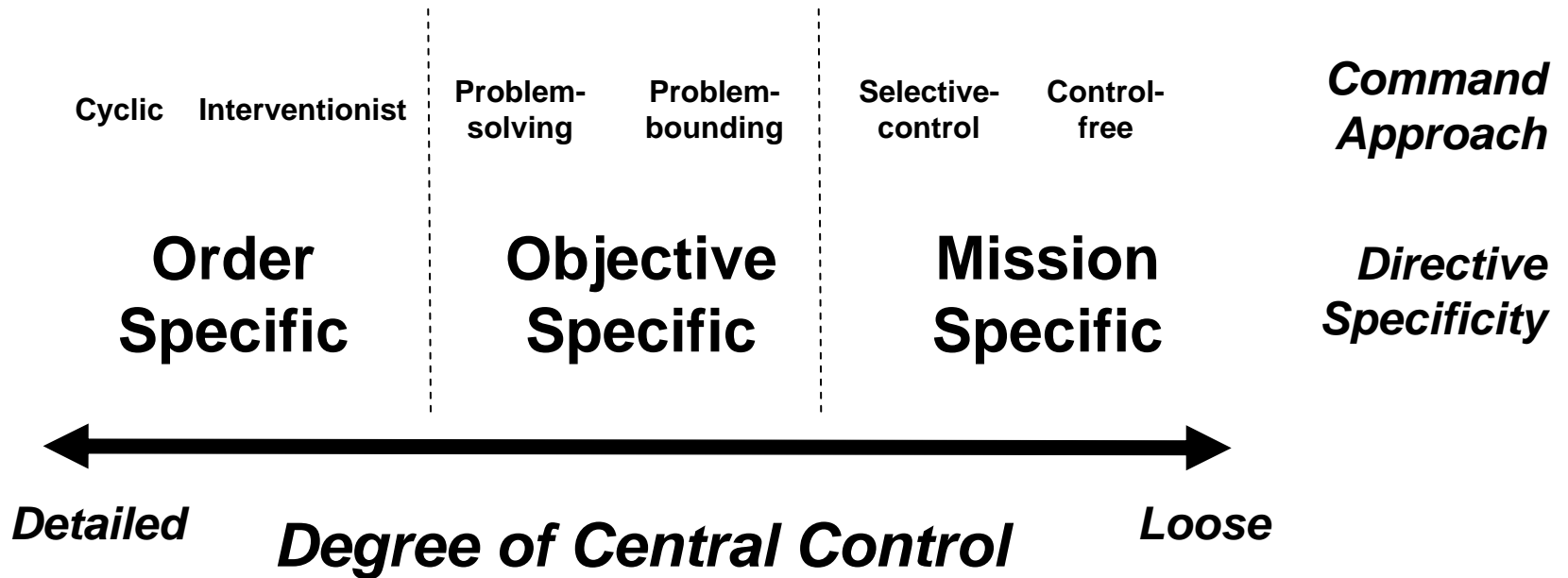


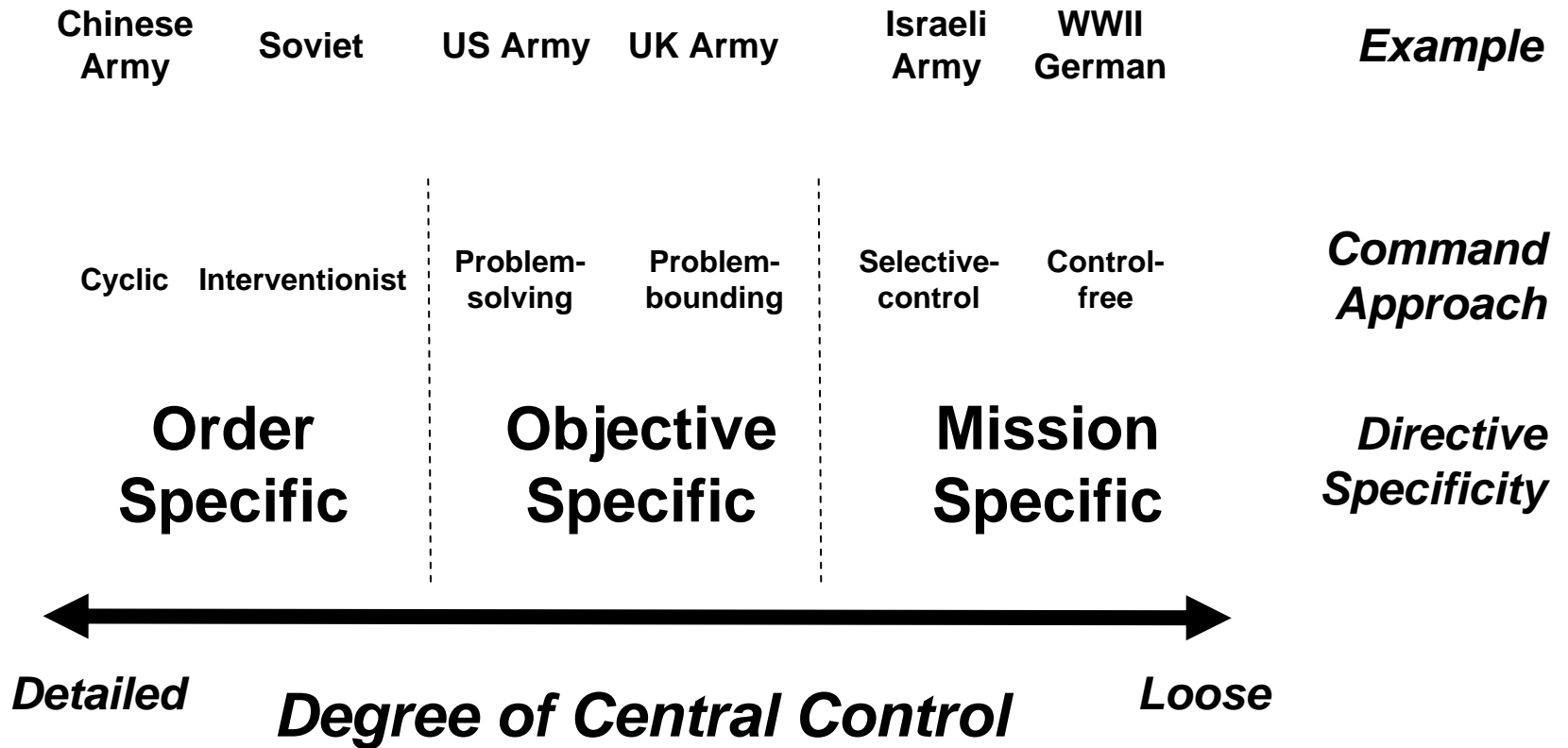


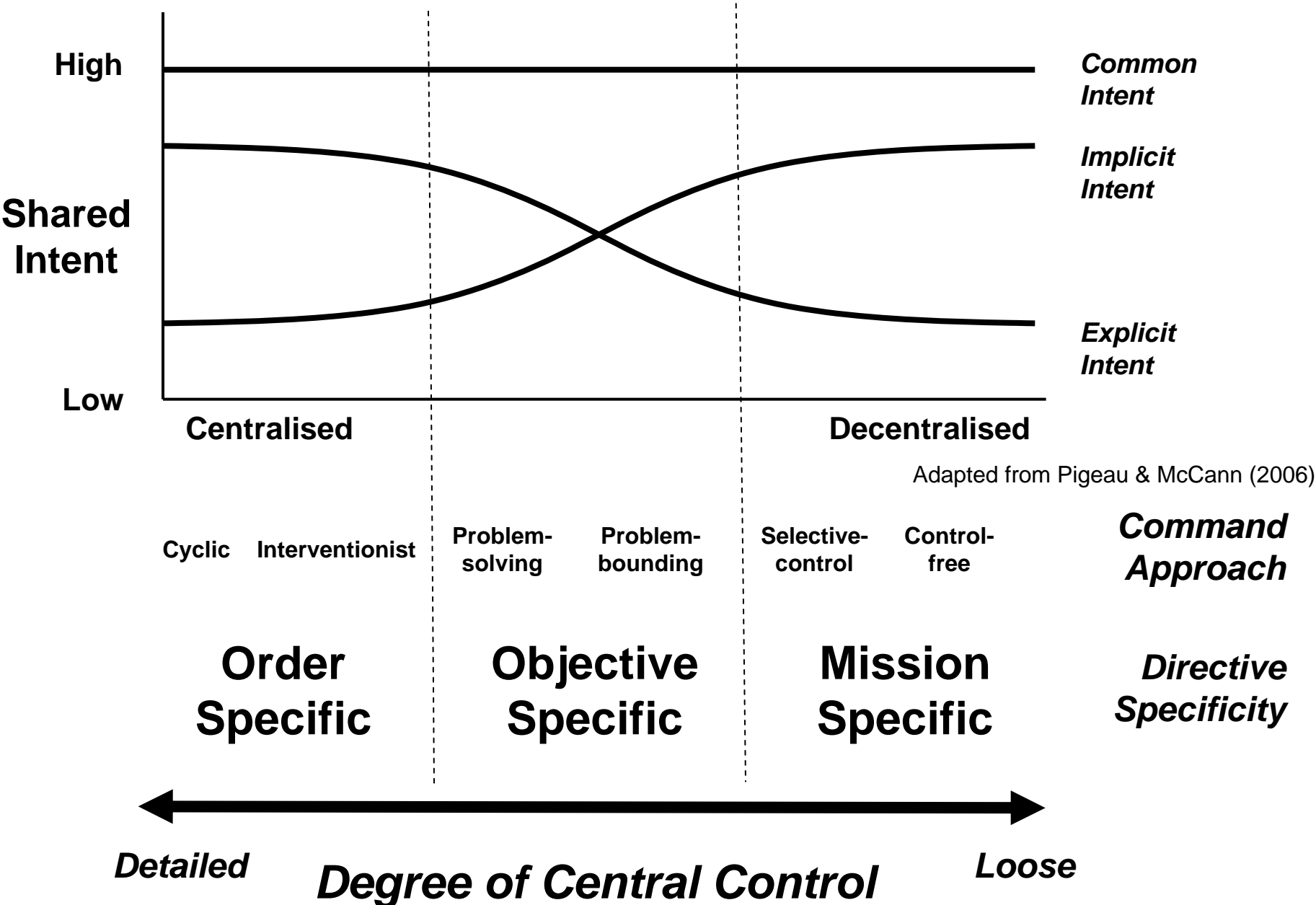
Adapted from Alberts & Hayes (1995)



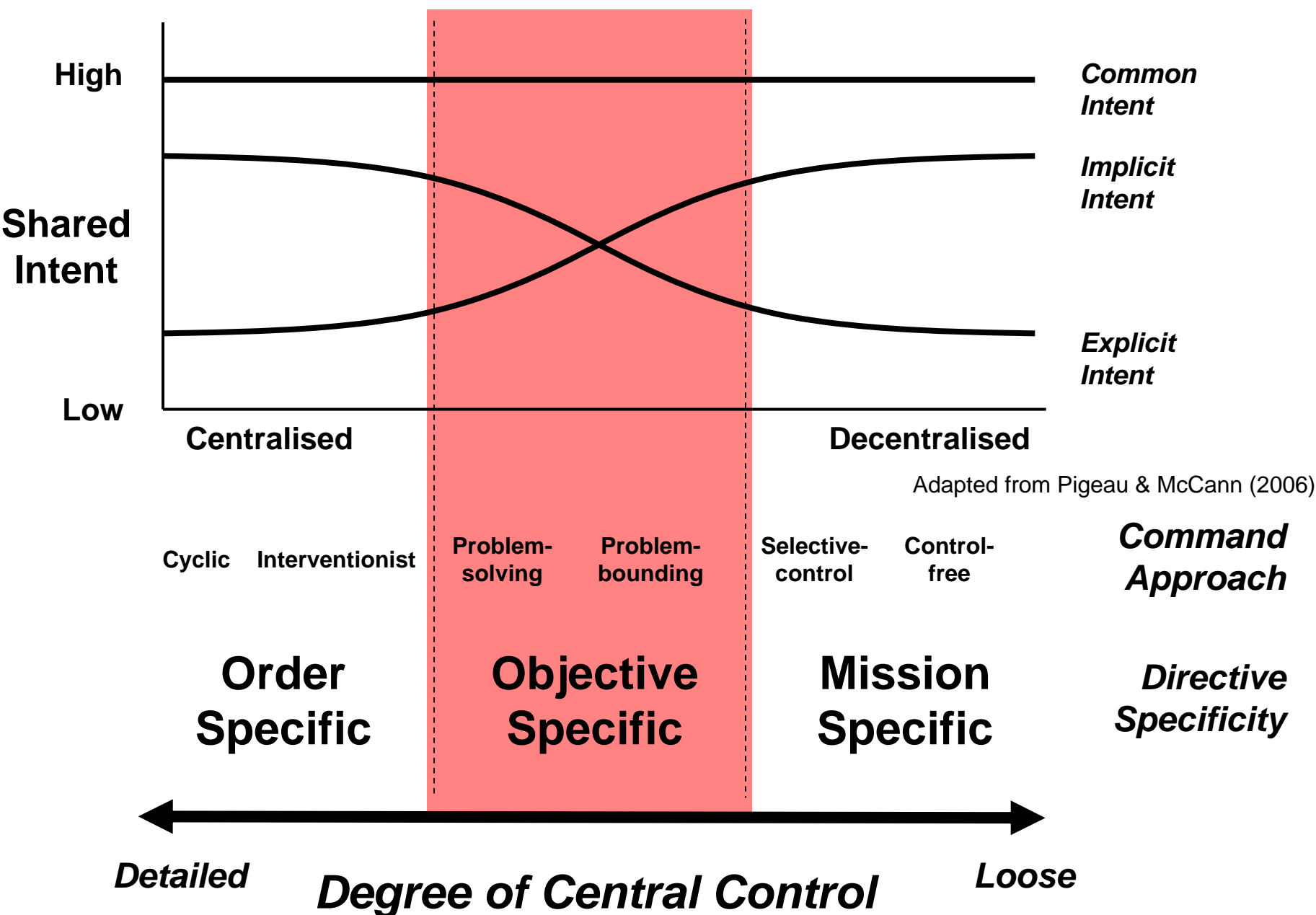
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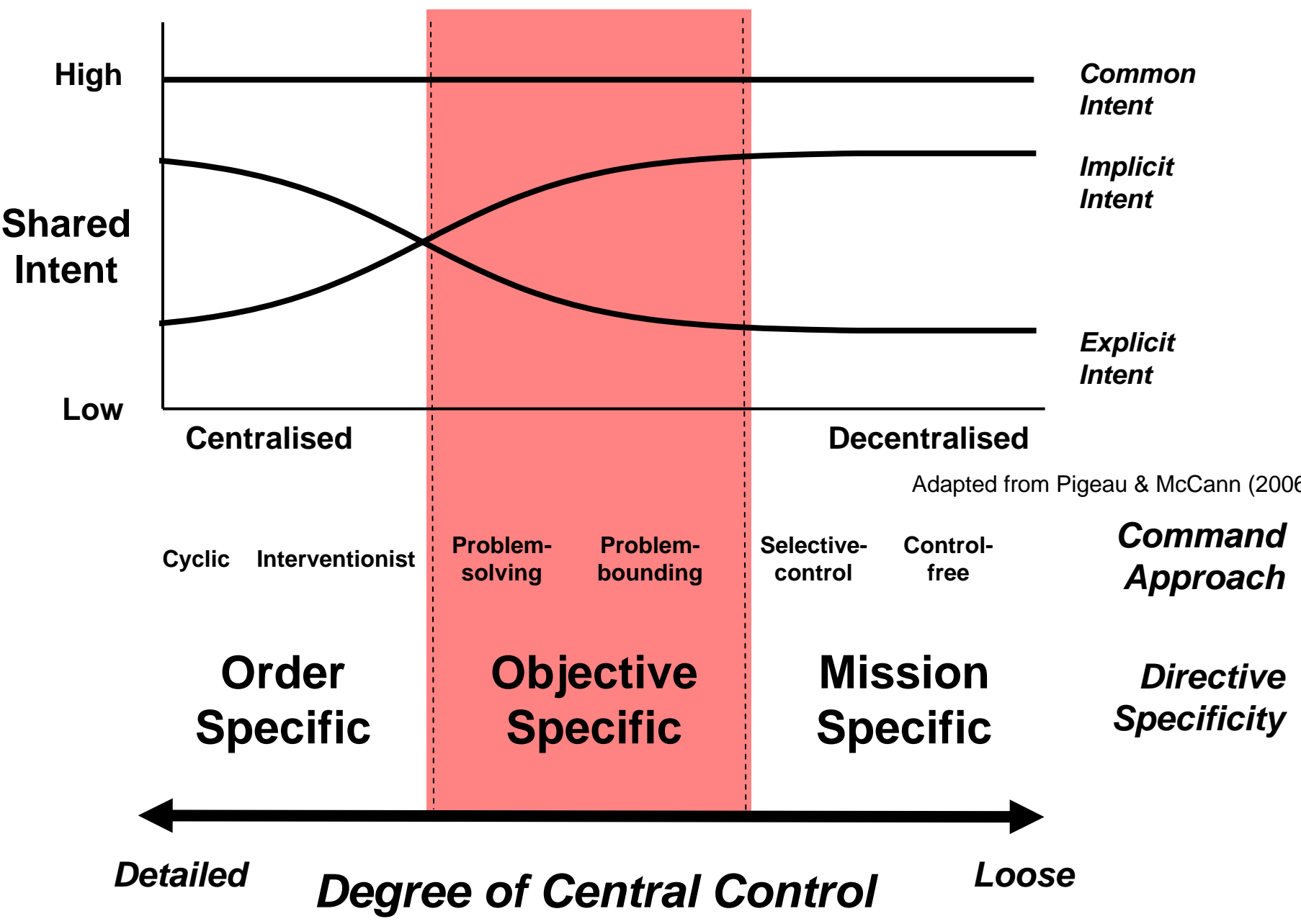




Adapted from Alberts & Hayes (1995)



Adapted from Alberts & Hayes (1995)



Adapted from Pigeau & McCann (2006)

Adapted from Alberts & Hayes (1995)



Field Marshal Slim

“I have published under my name a good many operational orders and a good many directives... but there is one paragraph in the order that I have always written myself... the intention paragraph.”

Quoted in CFP 300(3)



Components of the CI Statement (Klein, 1993)
Mission objective(s) – Image of the desired outcomes
Purpose of the mission
Plan sequence
Key decisions
Constraints and considerations
Rationale for the plan
Anti-goals



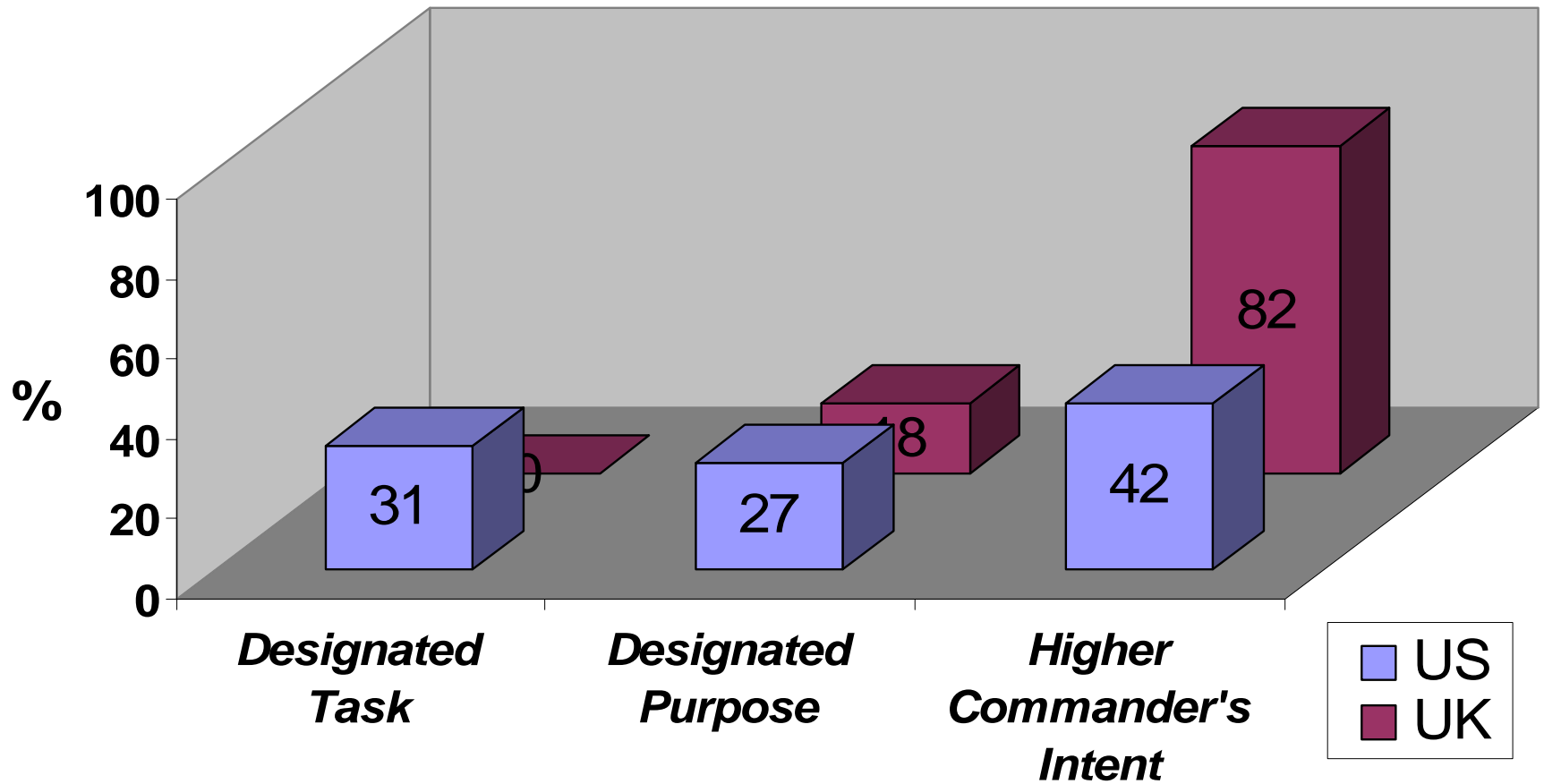
Components of the CI Statement (Klein, 1993)	Murphy (Aus)	Klein et al (USA)	Molloy et al (UK)
Mission objective(s) – Image of the desired outcomes			
Purpose of the mission			
Plan sequence			
Key decisions			
Constraints and considerations			
Rationale for the plan			
Anti-goals			



Components of the CI Statement (Klein, 1993 / Murphy, 2002)	Murphy (Aus)	Klein et al (USA)	Molloy et al (UK)
Mission objective(s)			
Image of the desired outcomes			
Purpose of the mission			
Plan sequence			
Key decisions			
Constraints and considerations			
Rationale for the plan			
Anti-goals			



Components of the CI Statement (Klein, 1993 / Murphy, 2002)	Murphy (Aus)	Klein et al (USA)	Molloy et al (UK)
Mission objective(s)	1	1	2
Clear image of the desired outcomes	2	1	1
Purpose of the mission	3	7	4
Plan sequence	4	3	3
Key decisions	5	6	
Constraints and considerations	6	5	7
Rationale for the plan	7	4	
Anti-goals	8	8	



What is more important to you as a commander?

n = 55 Army Officers
 28 from UK Joint Service Command and Staff College
 27 from US Army Command and General Staff College

Adapted from Firth (1993)



Conclusions

- More evidence / research required
- Development of a command approach assessment tool
- Historical updating in the light of recent campaigns
- Implications of differences
 - Joint operations
 - Multinational operations
 - The influence of new technology
 - ‘Full spectrum operations’
 - Risk
 - Future evolution of mission command

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