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## Mission Command — Transforming Command and Control

# Colonel (Retired) Dick Pedersen

DOD CCRP  
15<sup>th</sup> ICCRTS, 2010  
Santa Monica, CA



Dick Pedersen

## Mission Command — Transforming Command and Control

# Introduction

- The development of ideas about **future command and control is hampered** by the very term command and control.

2007

— Dr. David S. Alberts, DOD CCRP,

- Future commanders will combine and subsequently adapt some combination of combat, security, engagement, and relief and reconstruction. We need to create new joint and Service doctrine and **establish new methods for integrating our actions.**

— Admiral M.G. Mullen, CJCS, 15 Jan 2009

- The more widely the premises and practices of **mission command** are infused throughout the joint force, the more effective joint synergy will be.

— CCJO, 2009

- Emerging notions of **'mission command'** seek to change command and control definitions, ideas, methods, and lexicons.

— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010

## Mission Command — Transforming Command and Control

# Current Thinking

- **Mission command** is currently defined as the conduct of military operations through decentralized execution based on mission orders.
- **Battle command** is the art and science of understanding, visualizing, describing, directing, leading, and assessing forces to impose the commander's will on a hostile, thinking and adaptive enemy.
- **Command and control** is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission.
- The **command and control warfighting function** is the related tasks and systems that support commanders in exercising authority and direction.

—FM 3-0

## **Mission Command — Transforming Command and Control**

### **Why Changes to Current C2 Concepts are Needed**

- The principle problem with applying traditional C2 concepts in is the very idea of **‘commanding’ and ‘controlling’ means that are not under a military cdr’s command authority.**
- Military cdrs must not only apply military power to achieve military objectives, they must also insure the effective application and **integration of all national powers** to achieve more **holistic objectives**.
- Cdrs must not only optimize their potential **combat power**, they must optimize their potential **mission power**.

**Mission power** — the power to accomplish any and all missions across the full spectrum of conflict in any operational environment

— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010



## **Mission Command — Transforming Command and Control**

### **Why Changes to Current C2 Concepts are Needed**

- Current and potential future conflicts require that **new capabilities be developed** to round out national security capabilities.  
— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010
- **Unified action** is the synchronization, coordination, and integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.  
— FM 3-0
- For the military, this means simultaneously conducting and effectively **integrating offensive, defensive, irregular warfare, and stability operations** within complex environments.  
— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010

## **Mission Command — Transforming Command and Control**

### **Why Changes to Current C2 Concepts are Needed**

- Future operational environments are forecasted to be **competitive learning environments** involving many actors where intellectual challenges grow increasingly significant.  
— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010
- The true nature of such problems can only be **learned as operations are conducted**.  
— Commander's Appreciation and Campaign Design
- Commanders must not only continually act in order to learn, they must create **systems for learning as they act**.  
— Commander's Appreciation and Campaign Design
- Historically, when operational **problems were relatively simple and comparatively well structured**, most commanders were able to effectively integrate all the necessary activities to resolve the problems.  
— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010
- When operational environments and **problems are complex**, it is increasingly difficult for commanders to effectively integrate all the requisite activities called for by various problem solving concepts.  
— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010

## **Mission Command — Transforming Command and Control**

### **Why Changes to Current C2 Concepts are Needed**

- Contemporary challenges have shown that **complex problems** are not limited to the operational and strategic levels of war.
- Undoubtedly, emerging ideas of **mission command** will manifest themselves somewhat differently at each level of war as it will with each command echelon.
- What is needed is a way to **rapidly and continually evolve** and share reliable mental constructs of the problems at hand.
- **Traditional C2 concepts are ineffective** when operating within interagency or intergovernmental environments, or even in some multi-national environments.
- Given these considerations and the problems associated with current C2 concepts, it is appropriate to discuss how to **transform current C2 concepts** to be more relevant and useful.

— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010

## **Mission Command — Transforming Command and Control**

# **Mission Command-Emerging Context**

**Mission command**, in its emerging context, is the exercise of decentralized authority over military means and influence on other means by a properly designated military commander to understand and frame operational problems, visualize solutions, plan and describe actions, prepare for and direct execution, learn through action, continually assess results, and reframe as appropriate in order to prevail in full spectrum operations.

— COL (Ret) Dick Pedersen, 15<sup>th</sup> ICCRTS, 2010



**Proposed C2 Concept Refinements**

1. Add **framing** as a new major operations process activity.
2. Add **design** as a new operations process subcomponent used to conduct framing.
3. Improve the understanding of the **context** of key operation process subcomponents by describing them as the methods by which each major operations process activity is conducted,
4. Include experiential **learning** through action in conceptual thinking of mission command.
5. Improve the understanding of how battle command interacts with the operations process by describing the operations process as an **integral subset** of mission command.

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## Mission Command — Transforming Command and Control

# Genesis of Proposed C2 Concept Refinements

### Key Omni Fusion 09 Learning Demands

What modifications to **battle command concepts**, capabilities and force designs are required to better integrate *joint, interagency, intergovernmental, and multinational* operations when conducting full spectrum operations?

What capabilities are needed to improve the **operations process** in a *joint, interagency, intergovernmental, and multinational* environment?

How do senior leaders inculcate organizational **learning** while operating?

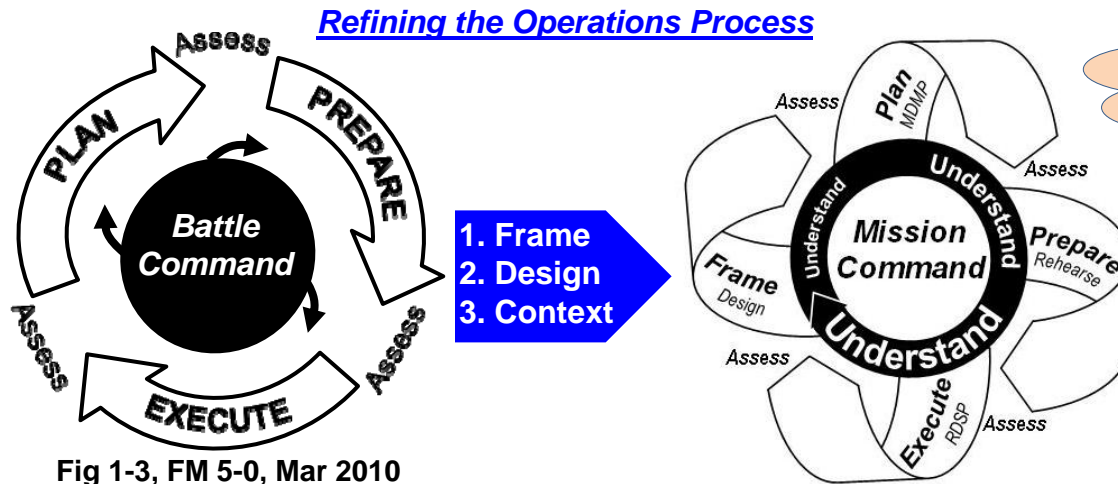
How must **design** adapt to support time compressed decision making?

### Proposed C2 Concept Refinements

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## Mission Command — Transforming Command and Control Refining the Operations Process

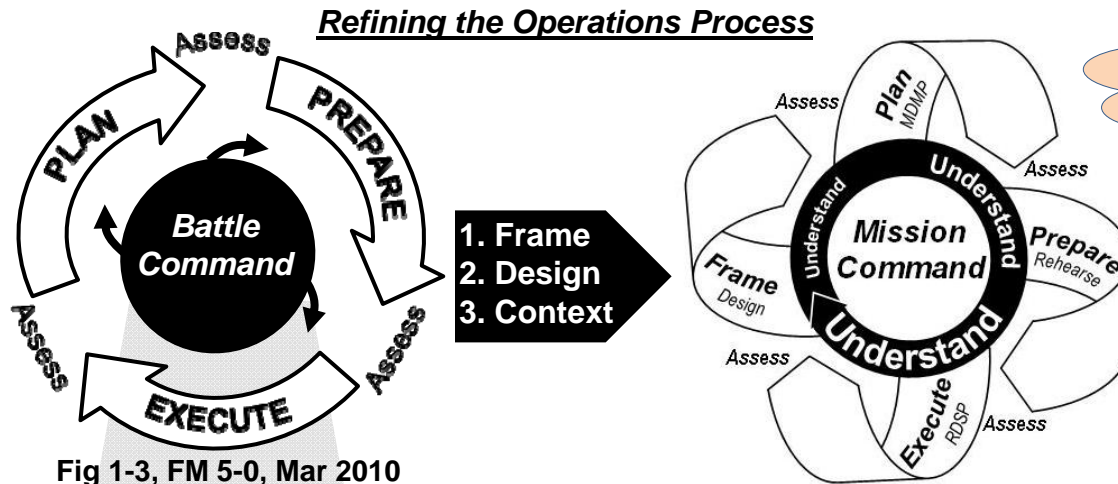


A mental model is a belief or idea  
about how something works.

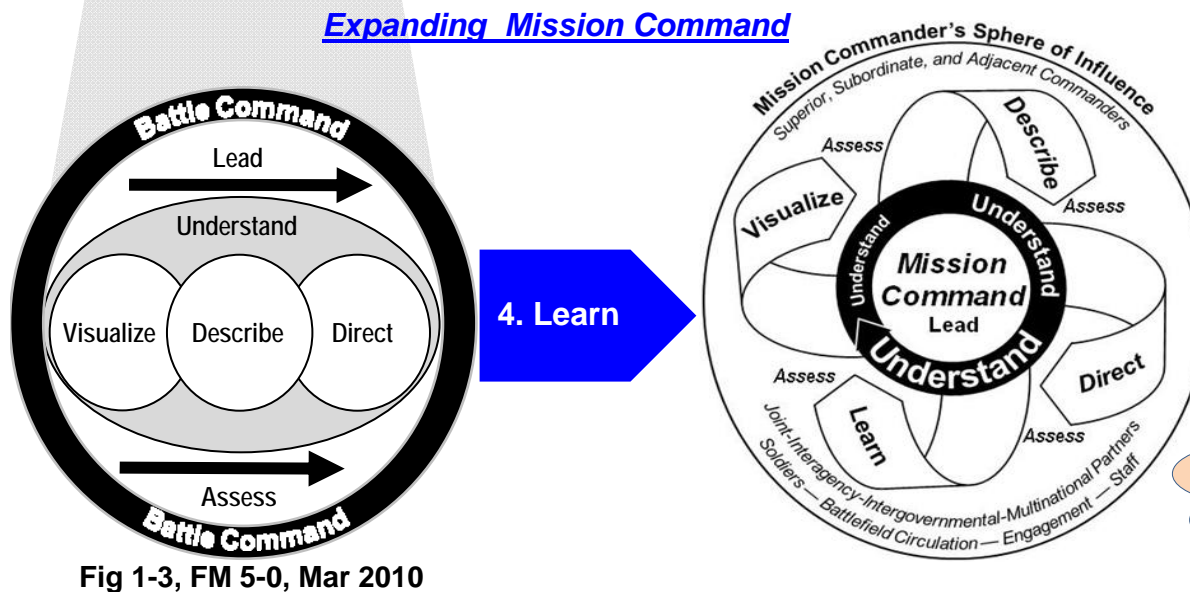
— Peter Senge

# Mission Command — Transforming Command and Control

## Expanding Mission Command



A mental model is a belief or idea about how something works.  
— Peter Senge



2-dimensional diagrams tend to make any role, process, or methodology appear linear. In fact, operating concepts are anything but linear.

# Mission Command — Transforming Command and Control

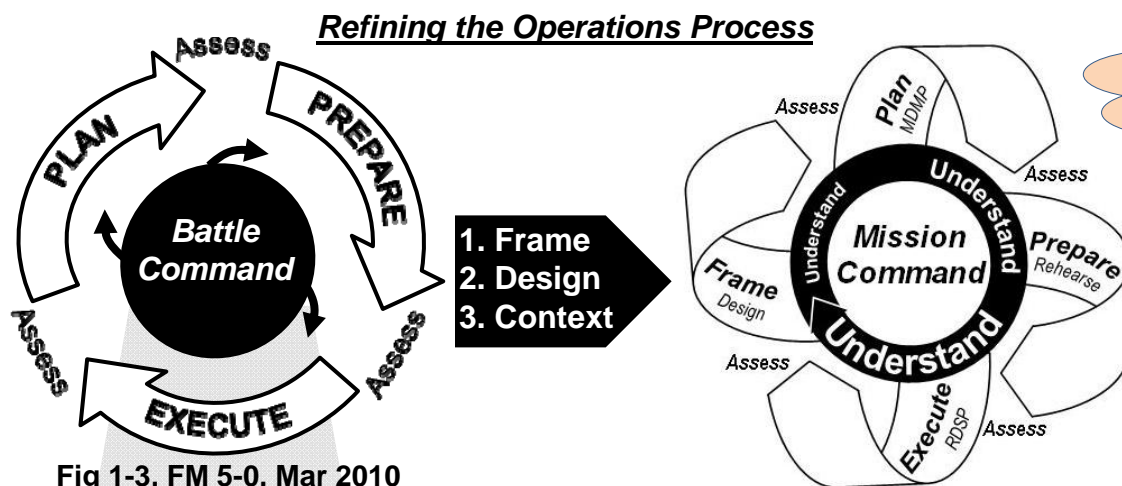


Fig 1-3, FM 5-0, Mar 2010

## Transforming Command and Control

### 5. Integrating the Operations Process within Mission Command

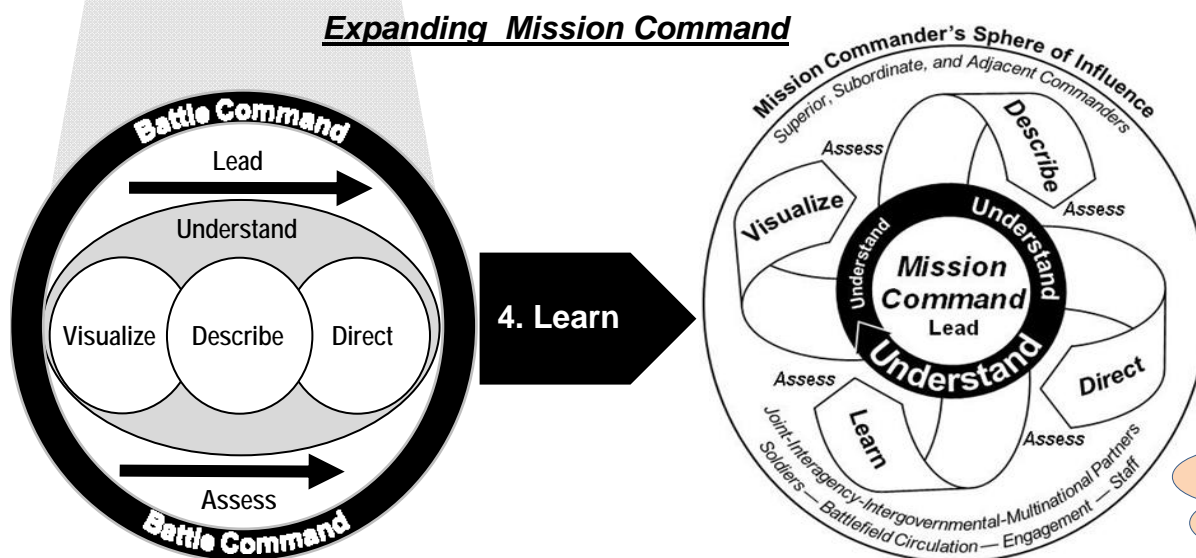


Fig 1-3, FM 5-0, Mar 2010

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## Mission Command



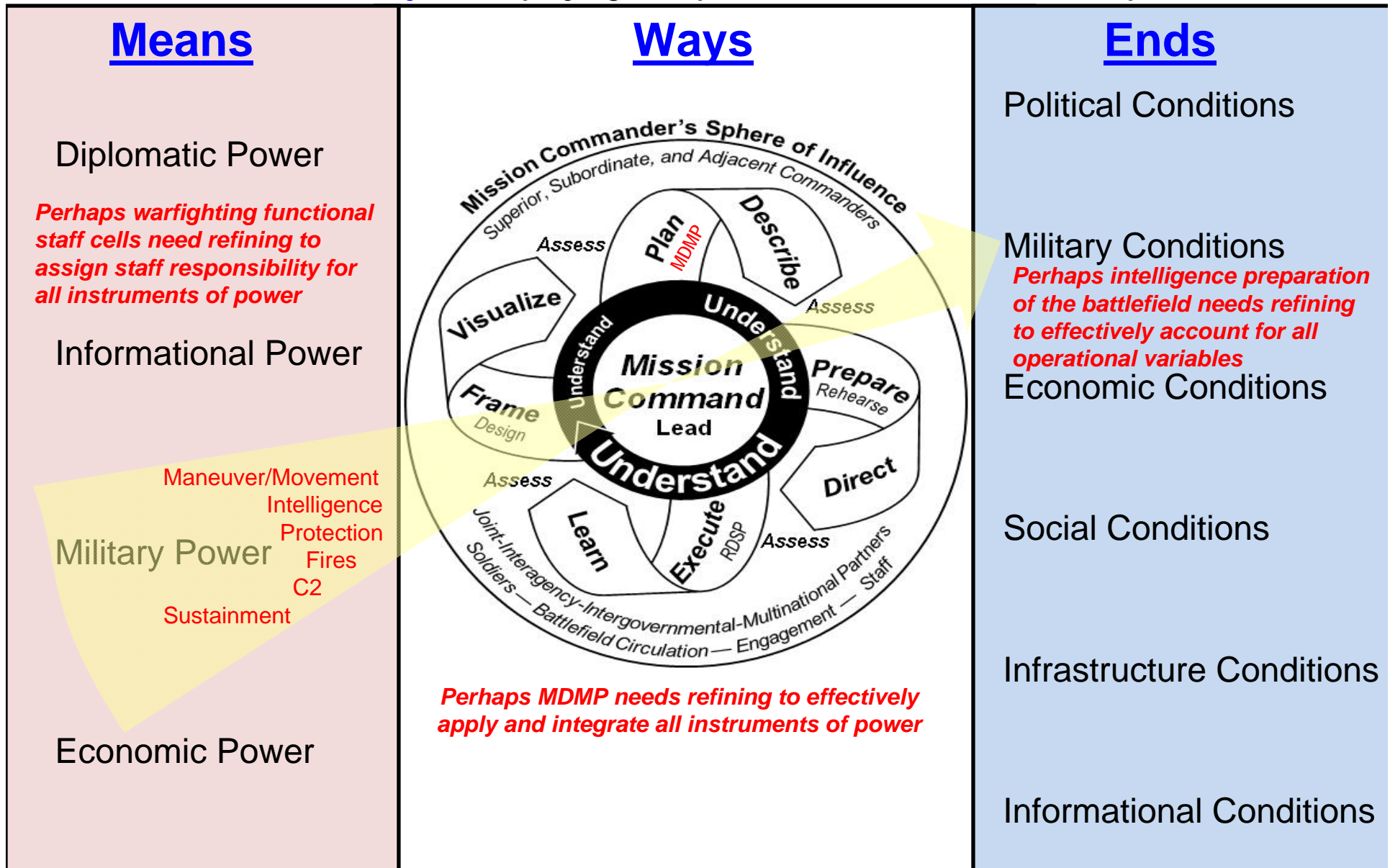
2-dimensional diagrams tend to make any role, process, or methodology appear linear. In fact, operating concepts are anything but linear.



# Mission Command — Transforming Command and Control

## The Next Steps in New Thinking

Mission Command— **ways** of employing full spectrum **means** to achieve full spectrum **ends**



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# Mission Command — Transforming Command and Control

## Questions/Comments?

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### Dick Pedersen's Related Publications

'Institutionalizing 'Organizational Learning' while Operating,'  
Army Magazine. Vol 59, No 9, Sep 2009,  
<http://www.encyclopedia.com/Army/publications.aspx?date=200909&pageNumber=1>

'Irregular Warfare: Operational Theme or Full-Spectrum Operation?,'  
Small Wars Journal, 7 Apr 09,  
<http://smallwarsjournal.com/blog/journal/docs-temp/210-pedersen.pdf>

'Defeating Militant Islamic Extremists,'  
US Army War College SRP, 9 Apr 02,  
<<http://tardir/tiffs/a402073.tiff>>



## Backup Slide

### Transforming Thinking to 'Layers of War'

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#### Current Mental Model

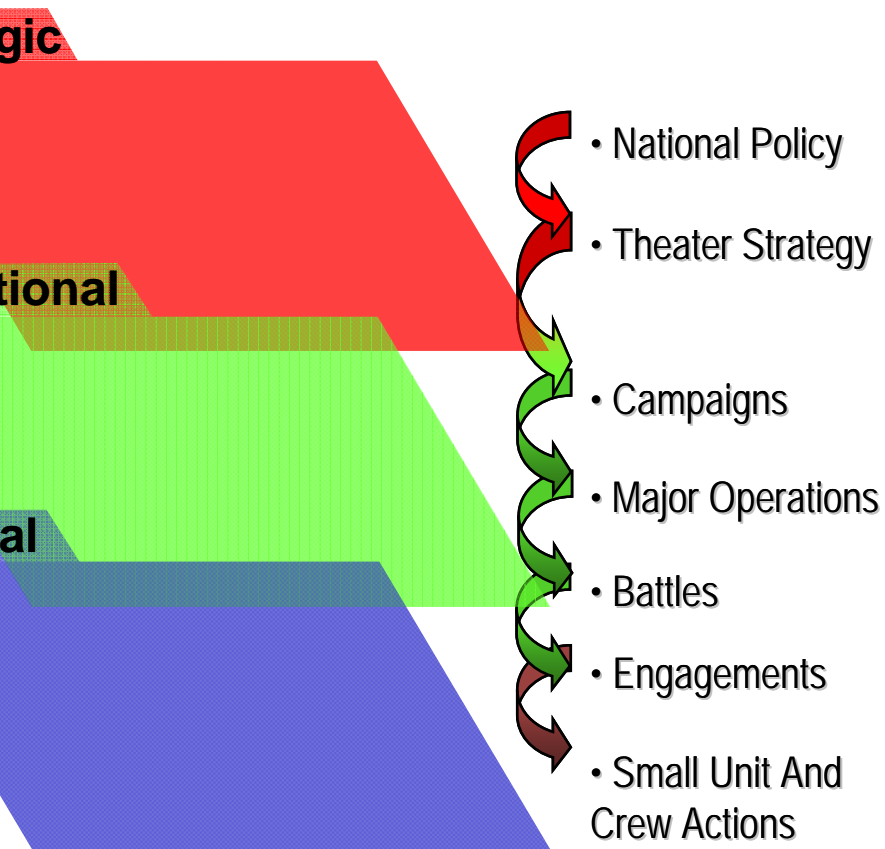
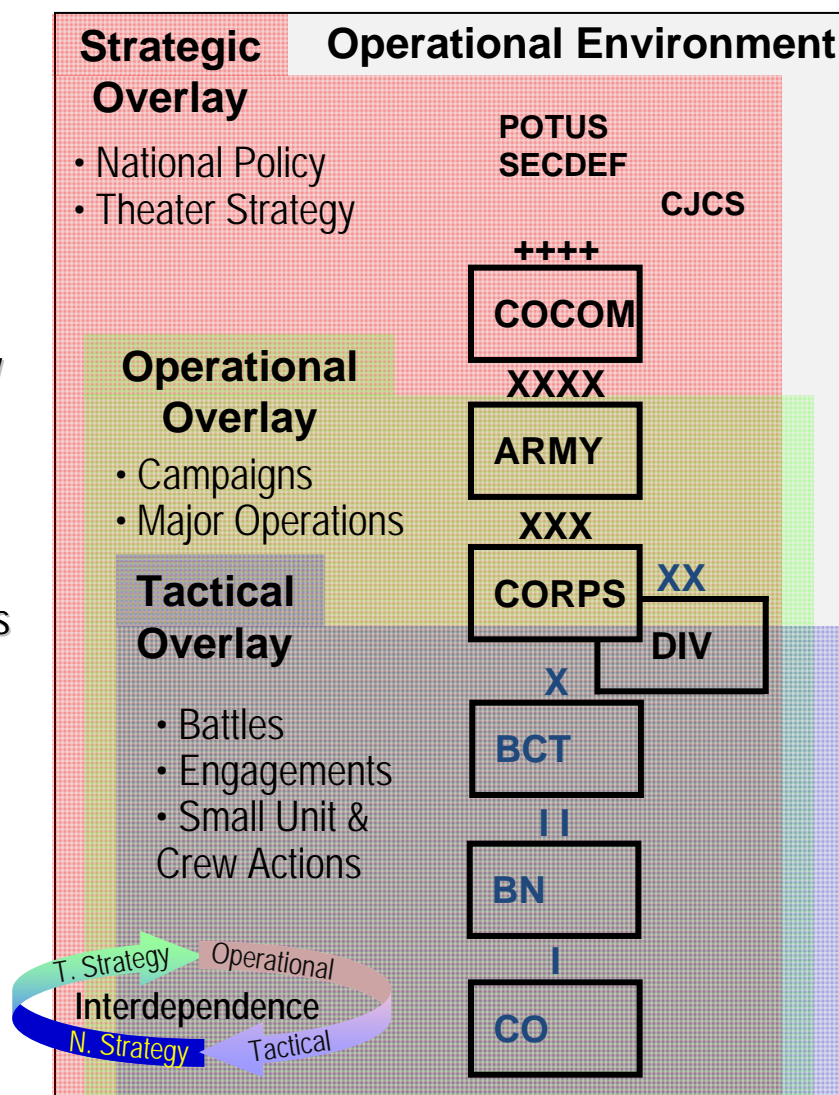


Fig 6-1. Levels of War  
(FM 3-0, Feb 2008)

#### A Future Mental Model?



## Backup Slide

### Mission Command—Finding the Right Balance

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Provides Leadership Throughout The Process

Cdrs  
ce  
by ...

Critical to **effective**  
**Mission Command**  
is...

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**ment** throughout  
cess

... Mission Cdrs preserving  
**time for their own**  
**Thoughts & Reflections**  
on the issues

Cdr Continually **"Assessing"**

