

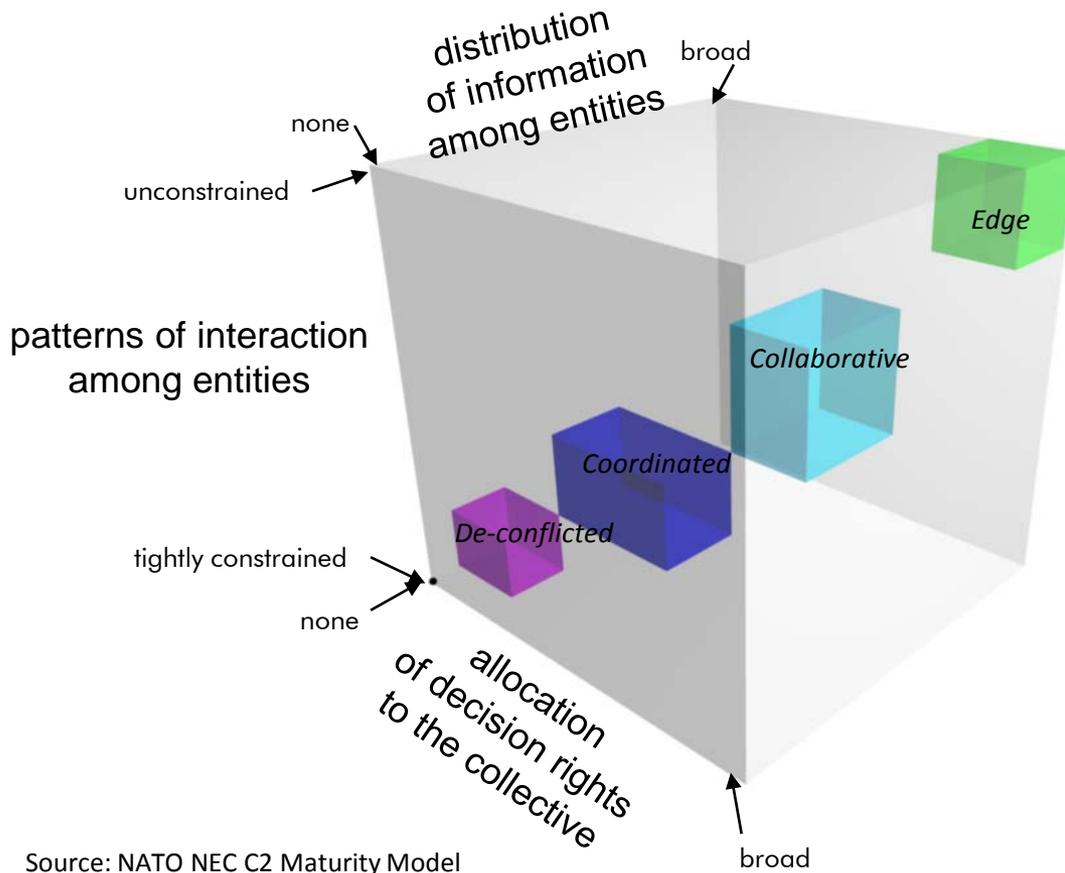
Mission Command & C2 Agility

**ICCRTS
19 June 2012**

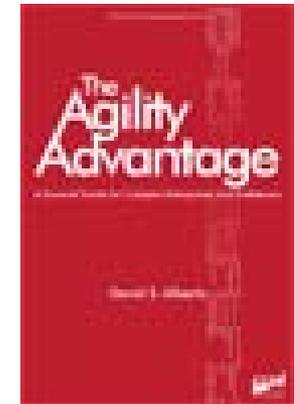
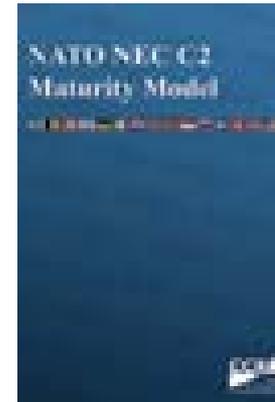
Network Enabled C2 Approaches

Most appropriate approach depends upon:

- *Mission complexity, dynamics, and risk*
- *Degree of shared understanding*
- *Quality of information available*
- *Trust*



Source: NATO NEC C2 Maturity Model



Mission Command

White Paper

3 April 2012



"Mission command is the conduct of military operations through decentralized execution based upon mission-type orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative and act aggressively and independently to accomplish the mission.

Joint Publication 3-0 "Joint Operations" 11 Aug 2011

A handwritten signature in black ink, reading "Martin E. Dempsey".

MARTIN E. DEMPSEY
General, U.S. Army
Chairman of the Joint Chiefs of Staff

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Mission Command White Paper

Mission command is the conduct of military operations through decentralized execution based non mission-type orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative and act aggressively and independently to accomplish the mission. JP 3-0 “Joint Operations”

Imperatives

Our need to pursue, instill, and foster mission command is critical to our future success in defending the nation in an increasingly complex and uncertain environment

Conduct of mission command requires adaptable leaders at all levels

The Services and the Joint Force share the responsibility in ensuring that mission command is a common attribute of our Profession of Arms

I challenge every leader in the Joint Force to be a living example of mission command

Mission Command White Paper

Key Ideas

“Mission command is commander centric”

“In its highest state, shared context and understanding is implicit and intuitive between hierarchal and lateral echelons of command, enabling decentralized and distributed formations to perform as if they were centrally coordinated”

“Mission Command is not a mechanical process...Instead it is a continual cognitive effort...”

“In mission command the commander must understand the problem, envision the end state, and visualize the nature and design of the operation.”

Three Basic Principles:

Commander’s intent, mission type orders, decentralized execution

Mission Command White Paper

Key Ideas (2)

Three Key Attributes:

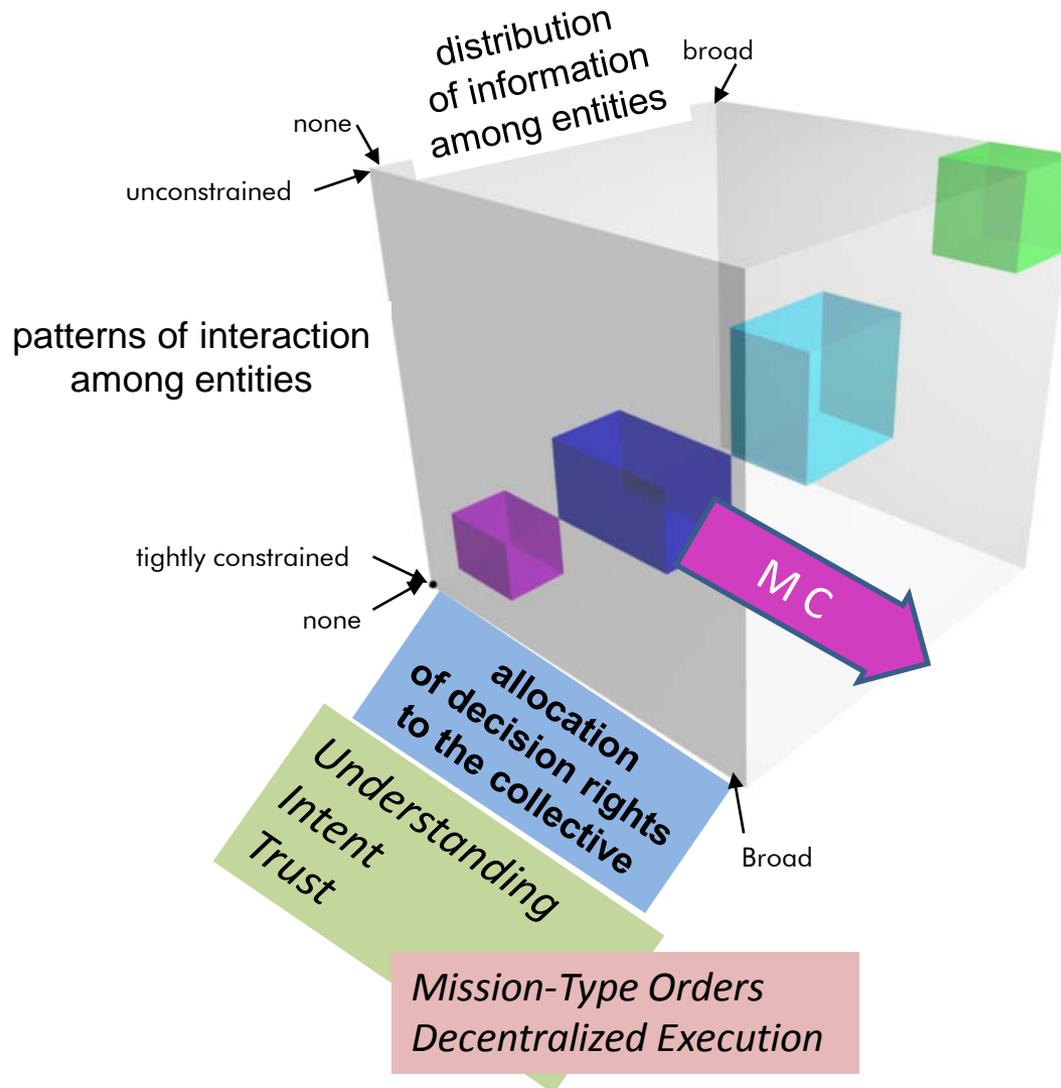
- *Understanding*
- *Intent*
- *Trust*

“leaders at all levels must contribute to the common operating assessment of context, “co-creating it” as operations and situations change. Created knowledge at the point of action is critical to operational and tactical agility. Understanding in mission command must flow from both bottom-up and top-down. Shared context is a critical enabler ofintent”

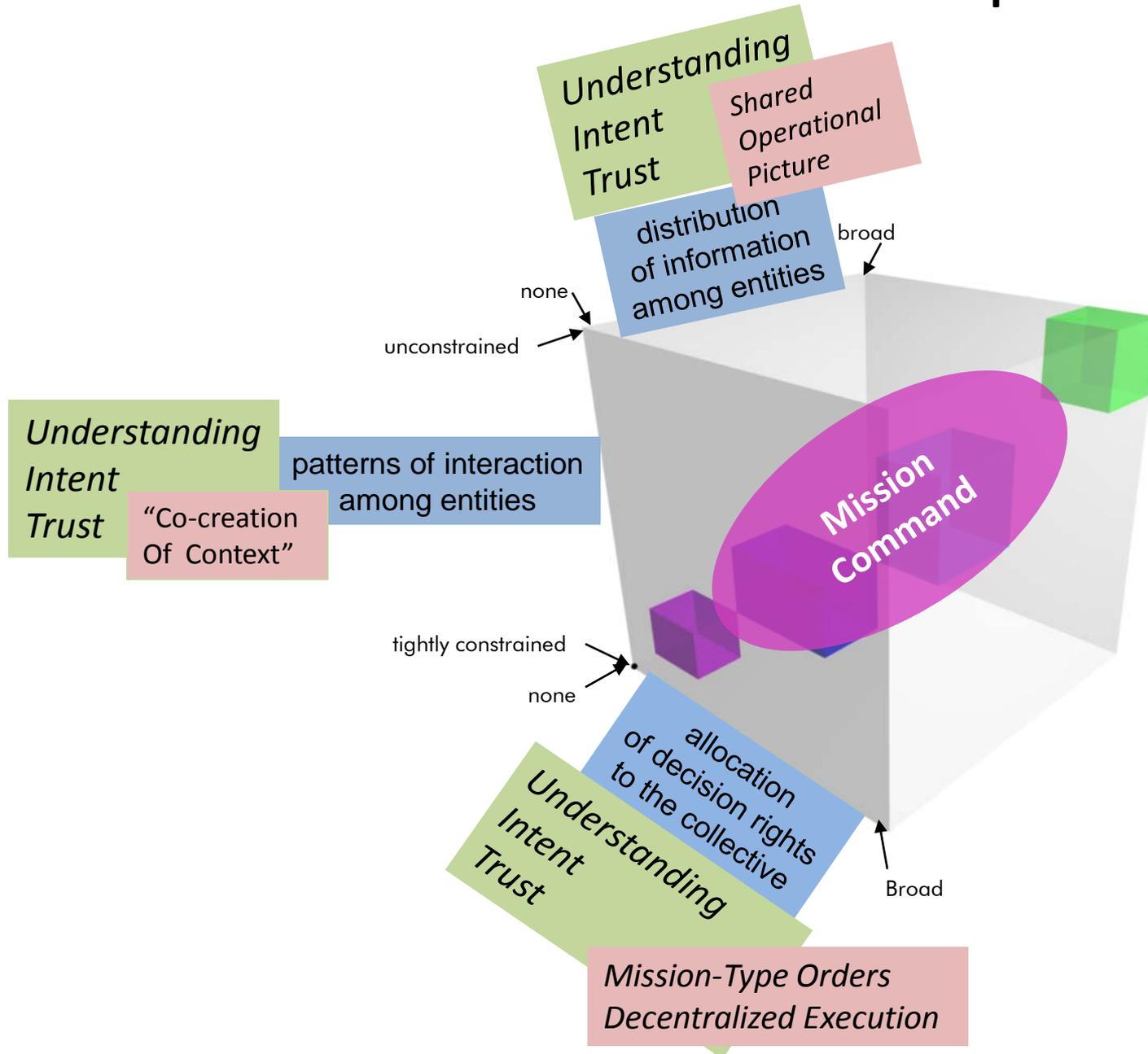
“..increasing need for the commander to frequently frame and reframe an environment of ill-structured problems to gain the context..”*

*Design as a cognitive tool

MCWP: Narrow Interpretation

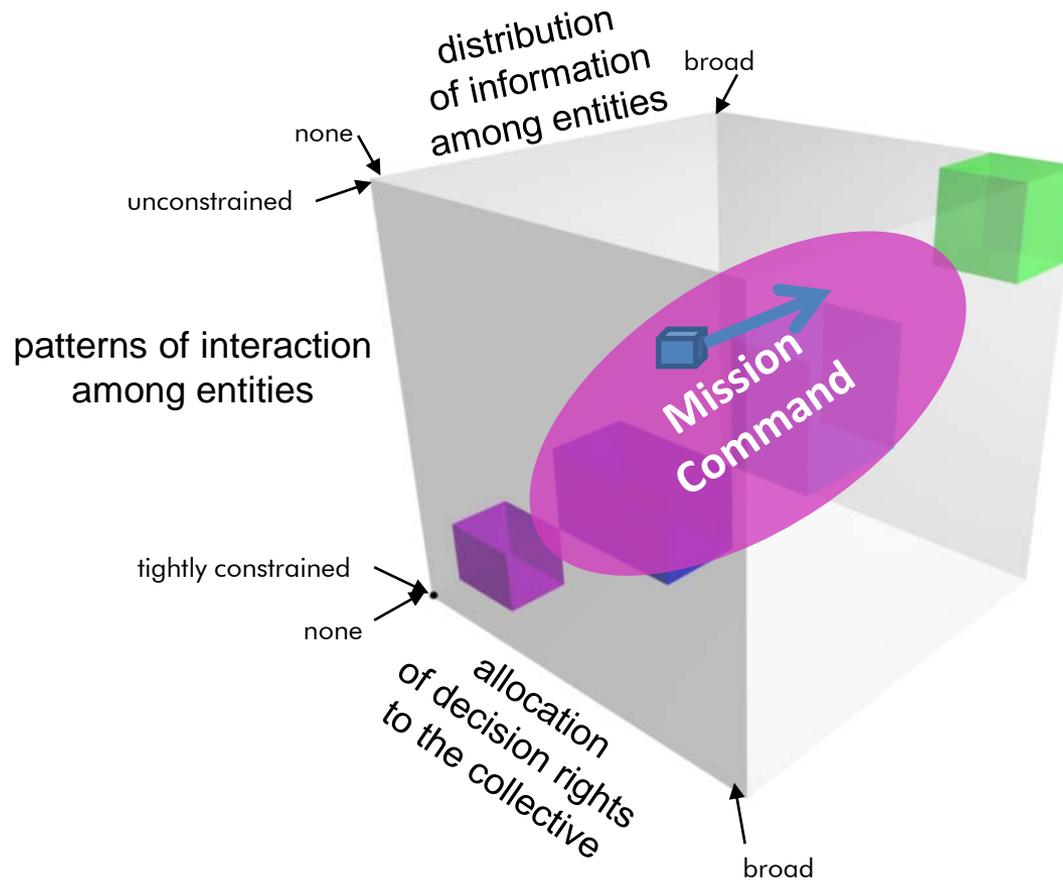


MCWP: Broad Interpretation



Mission Command

Ability to know when and how to adjust C2 approach = C2 Agility

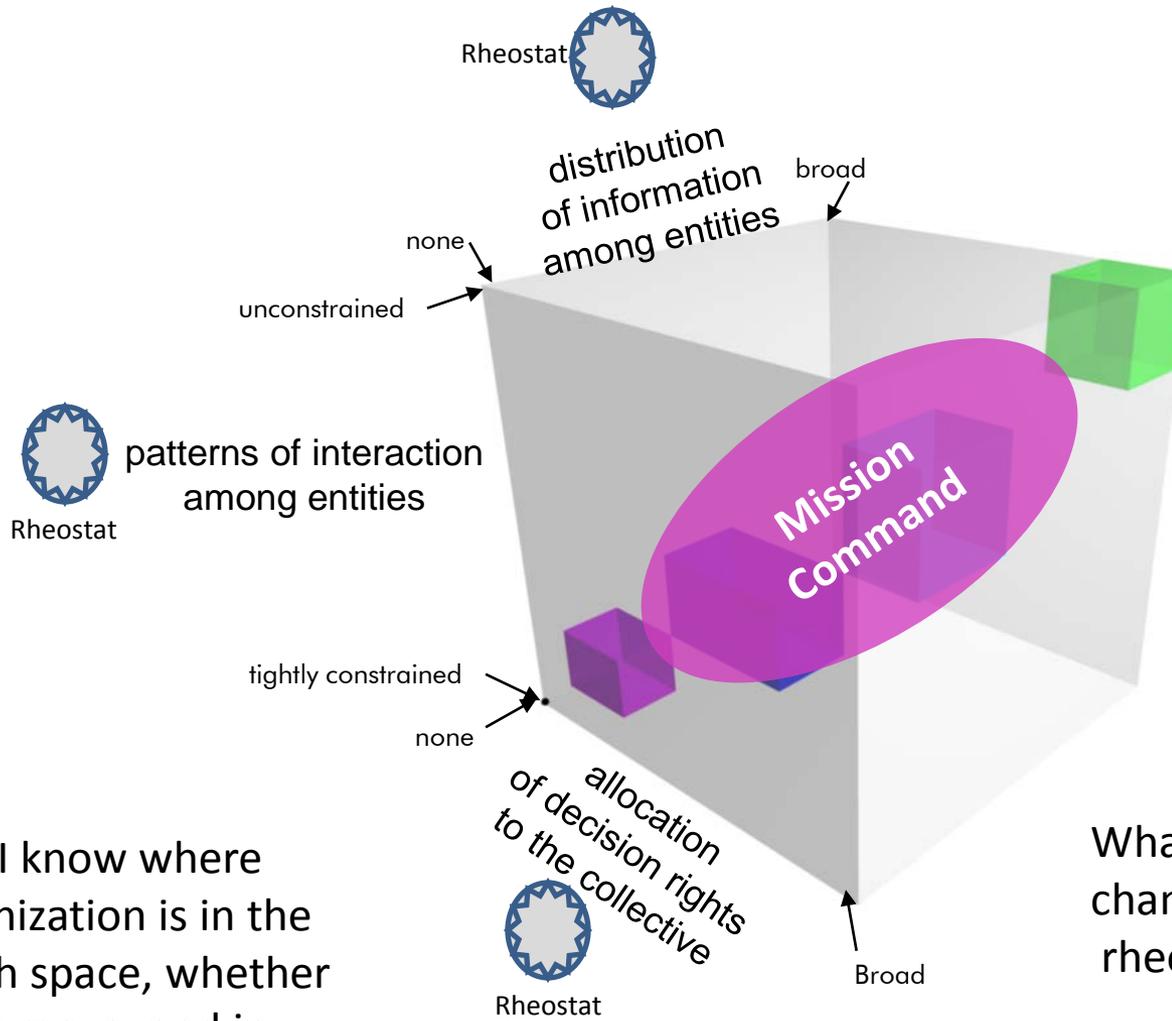


“Mission Command is not a mechanical process...Instead it is a continual cognitive effort...”

- Two primary change agents:*
- Complexity of “self” (organization)
 - Complexity and uncertainty of operational environment

Operator's Dilemma

Knowing when and how to adjust C2 approach?



How do I know where my organization is in the approach space, whether it should move, and in what direction?

What specifically must change if I turn each rheostat X notches ?

Mission Command & C2 Agility: Conclusion re Relationship

Mission Command White Paper indicates senior operators recognize a need to address C2 as an urgent critical issue

Mission Command White Paper sets the direction while C2 Agility theory provides a helpful framework to guide implementation

Opportunity exists now to leverage C2 Agility research of last two decades to move more rapidly than might otherwise have been the case toward true information age C2

Significant C2 Agility research must support operationalizing Mission Command, as broadly interpreted, or MC impetus will stall and research support will suffer

Operationalizing MC/C2 Agility

Research Tasks - Questions

Develop instrumented environments that can be used to give commanders experience with operating in different regions in the “MC Space”

Develop tools to visualize information sharing and collaborative behaviors and their implications for MC.

How to recognize whether the patterns of information and the distribution of information is appropriate (can support) for a given approach to MC / C2

How to assess enterprise shared awareness

How to recognize existing levels of trust and improve them if necessary.

How to select the most appropriate expression of intent and amount of ‘white space’ for a given mission – circumstances

How to implement the transition from one MC / C2 approach to another

Operational Implications: Operator Tasks

Embrace C2A as the theoretical framework for MC, through which it can be discussed, evaluated, taught, exercised, measured & improved

Learn to think of MC the way we think of task organizing forces and resources to improve mission effectiveness

Focus on need for greater adaptability, critical thinking and independent, rapid decision-making per MCWP. Education and training must foster MC

Reinforce efforts to incorporate “design” methods into problem understanding and broaden scope to include MC (broad interpretation)

Make other DOTMLP(F) adjustments, some not obvious, to realize MC

Conduct operational experiments to translate C2A theory into MC practice

Incorporate MC into exercises at all levels, as its practice is developed/refined