Mission Command

1. This change replaces the mission command staff task of *conduct inform and influence activities* with *synchronize information-related capabilities*.

2. A triangle (Δ) marks new material.

3. ADP 6-0, 17 May 2012, is changed as follows:

Remove Old Pages	Insert New Pages
pages iii through iv	pages iii through iv
pages 9 through 12	pages 9 through 12

4. File this transmittal sheet in front of the publication for reference purposes.

By order of the Secretary of the Army:

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General, United States Army
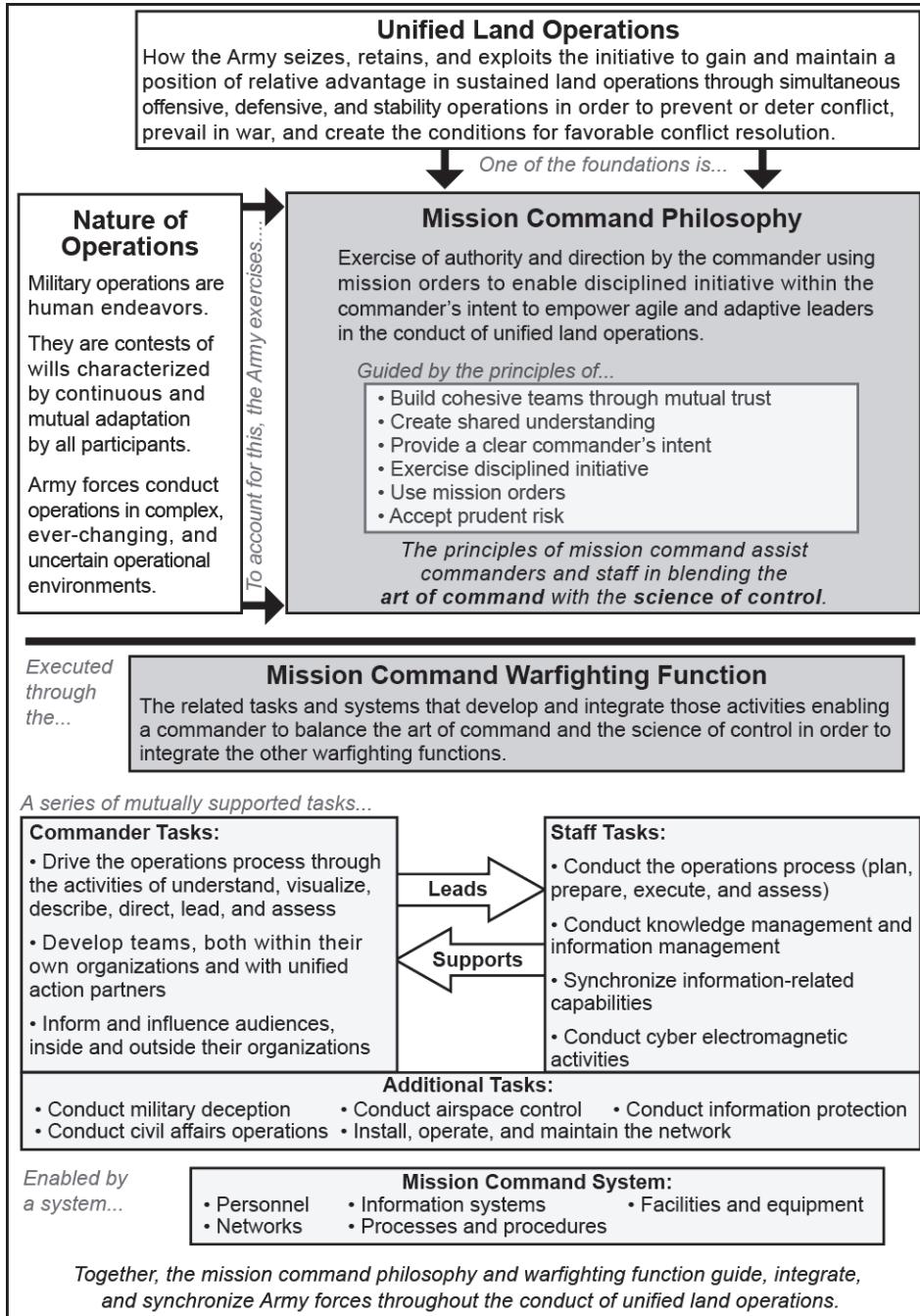*Chief of Staff*

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Unified Land Operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

One of the foundations is...

Nature of Operations

Military operations are human endeavors.

They are contests of wills characterized by continuous and mutual adaptation by all participants.

Army forces conduct operations in complex, ever-changing, and uncertain operational environments.

To account for this, the Army exercises...

Mission Command Philosophy

Exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of...

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

The principles of mission command assist commanders and staff in blending the **art of command** *with the* **science of control**.

Executed through the...

Mission Command Warfighting Function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supported tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead, and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads

Supports

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, and assess)
- Conduct knowledge management and information management
- Synchronize information-related capabilities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information protection

Enabled by a system...

Mission Command System:

- Personnel
- Networks
- Information systems
- Processes and procedures
- Facilities and equipment

Together, the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.

Δ Figure 1. The exercise of mission command

37. Communication has an importance far beyond simply exchanging information. Commanders use communication to strengthen bonds within a command. Communication builds trust, cooperation, cohesion, and shared understanding. The traditional view of communication within military organizations is that subordinates send commanders information, and commanders provide subordinates with decisions and instructions. Mission command requires interactive communications characterized by continuous vertical and horizontal feedback. Feedback provides the means to improve and confirm situational understanding.

Structure

Δ 38. Organizational structure helps commanders exercise control. Structure refers to a defined organization that establishes relationships and guides interactions among elements. It also includes procedures that facilitate coordination among an organization's groups and activities. Structure is both internal (such as a command post) and external (such as command and support relationships among subordinate forces). Commanders apply Army doctrine for organizing Army command posts and command and support relationships.

Degree of Control

39. A key aspect of mission command is determining the appropriate degree of control to impose on subordinates. Commanders concentrate and synchronize multiple units to mass effects, and they centralize or decentralize control of operations as needed to ensure units can adapt to changing situations. The appropriate degree of control varies with each situation and is not easy to determine. Effective commanders impose enough control to maximize total combat power while allowing subordinates freedom of action. Commanders strive to provide subordinates the resources and the freedom to take action to develop the situation. Commanders and subordinates understand what risks the higher commander will accept and what risks will remain with the subordinate commander. The appropriate degree of control affords subordinates sufficient latitude to exploit opportunities to seize, retain, and exploit the initiative.

THE MISSION COMMAND WARFIGHTING FUNCTION

40. The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0). As a warfighting function, mission command consists of the related tasks and a mission command system that support the exercise of authority and direction by the commander. Through the mission command warfighting function, commanders integrate the other warfighting functions into a coherent whole to mass the effects of combat power at the decisive place and time.

MISSION COMMAND WARFIGHTING FUNCTION TASKS

41. The mission command warfighting function tasks highlight what commanders and staff do to integrate the other warfighting functions. The mission command warfighting function tasks include mutually supporting commander, staff, and additional tasks. The commander leads the staff tasks, and the staff tasks fully support the commander in executing the commander tasks. Commanders, assisted by their staff, integrate numerous processes and activities within the headquarters and across the force, as they exercise mission command. (See ADRP 6-0 for more information.)

Δ 42. Commanders are the central figures in mission command. Under the mission command warfighting function, they perform three primary tasks to integrate all military functions and actions:

- Drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations.
- Develop teams, both within their own organizations and with joint, interagency, and multinational partners.
- Inform and influence audiences, inside and outside their organizations.

Commanders use the operations process as the overarching framework for exercising mission command. The operations process helps commanders translate decisions into action and synchronize forces. Commanders realize that teams and teamwork are crucial to success. A team is a group of individuals or organizations that work together toward a common goal. Teams work together to exchange ideas and synchronize efforts. Commanders ensure complementary and reinforcing actions, themes, and messages help forces accomplish their objectives.

Δ 43. The staff supports the commander in the exercise of mission command by performing the primary staff tasks:

- Conduct the operations process: plan, prepare, execute, and assess.
- Conduct knowledge management and information management.
- Synchronize information-related capabilities.
- Conduct cyber electromagnetic activities.

Staffs assist the commander in the details of planning, preparing, executing, and assessing by conducting the operations process. They use the operations process to integrate and synchronize within the headquarters and across the force. Although staffs perform many tasks, they use knowledge and information management practices to provide commanders the information they need to create and maintain their understanding and make effective decisions. Staffs also assist the commander in informing and influencing audiences. Additionally, staffs integrate and synchronize cyber electromagnetic activities across all command echelons and warfighting functions.

44. In addition to the primary commander and staff tasks, five additional tasks reside within the mission command warfighting function. These are commander-led and staff-supported. The additional tasks are—

- Conduct military deception.
- Conduct civil affairs operations.
- Install, operate, and maintain the network.
- Conduct airspace control.
- Conduct information protection.

Commanders sometimes use military deception to establish conditions favorable to success. They use civil affairs operations to enhance the relationship between military forces and civil authorities in areas where military forces are present. Commanders and staffs rely a technical network to communicate information and control forces. They conduct airspace control to increase combat effectiveness. Commanders and staffs use information protection measures to safeguard and defend friendly information and information systems.

MISSION COMMAND SYSTEM

45. At every echelon of command, each commander establishes a ***mission command system*—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.** Commanders organize their mission command system to support decisionmaking and facilitate communication.

Personnel

46. A commander's mission command system begins with people. Therefore, commanders base their mission command system on human characteristics and abilities more than on equipment and procedures. An effective mission command system requires trained personnel; commanders must not underestimate the importance of providing training. Key personnel dedicated to mission command include seconds in command, command sergeants major, and staff.

Networks

Δ 47. Social and technical networks enable commanders to communicate information and control forces, leading to successful operations. Generally, a network is a grouping of people or things interconnected for a purpose. Commanders develop and leverage various social networks—individuals and organizations interconnected by a common interest—to exchange information and ideas, build teams, and promote unity of effort. Technical networks also connect people and allow sharing of resources and information. For example, LandWarNet (the Army's portion of the Department of Defense information networks) is a technical network. It encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide.

Information Systems

48. Commanders determine their information requirements and focus their staffs and organizations on using information systems to meet these requirements. **An *information system* consists of equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use.** Staffs use information systems to process, store, and disseminate information according to the commander's priorities. These capabilities relieve the staff of handling routine data. Information systems—especially when merged into a single, integrated network—enable extensive information sharing.

Processes and Procedures

49. Processes and procedures help commanders organize the activities within the headquarters and throughout the force. Processes and procedures govern actions within a mission command system to make it more effective and efficient. A process is a series of actions directed to an end state. One example is the military decisionmaking process. Procedures are standard, detailed steps, often used by staffs, which describe how to perform specific tasks to achieve the desired end state. One example is a standard operating procedure. Adhering to processes and procedures minimizes confusion, misunderstanding, and hesitation as commanders make frequent, rapid decisions to meet operational requirements.

Facilities and Equipment

50. Facilities and equipment include command posts, signal nodes, and all mission command support equipment, excluding information systems. A facility is a structure or location that provides a work environment and shelter for the personnel within the mission command system. Facilities range from a command post composed of vehicles and tentage to hardened buildings. Examples of equipment needed to sustain a mission command system include vehicles, generators, and lighting.

CONCLUSION

51. ADP 6-0 aligns mission command doctrine with the Army's operating concept described in ADP 3-0. The doctrine in this publication shows how the principles of mission command guide commanders and staffs in the exercise of mission command. The exercise of mission command bridges the mission command philosophy with the mission command warfighting function. This doctrine accounts for the nature of military operations as complex human endeavors. Army commanders balance the art of command with the science of control to accomplish missions.