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

Remove Old Pages	Insert New Pages
pages v through vi	pages v through vi
pages 1-3 through 1-4	pages 1-3 through 1-4
pages 3-1 through 3-11	pages 3-1 through 3-11
pages Glossary-1 through Glossary-2	pages Glossary-1 through Glossary-2
pages Index-1 through Index-2	pages Index-1 through Index-2

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

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Introduction

Historically, military commanders have employed variations of two basic concepts of command: mission command and detailed command. While some have favored detailed command, the nature of operations and the patterns of military history point to the advantages of mission command. Mission command has been the Army's preferred style for exercising command since the 1980s. The concept traces its roots back to the German concept of *Auftragstaktik*, which translates roughly to mission-type tactics. *Auftragstaktik* held all German commissioned and noncommissioned officers dutybound to do whatever the situation required, as they personally saw it. Understanding and achieving the broader purpose of a task was the central idea behind this style of command. Commanders expected subordinates to act when opportunities arose.

Army Doctrine Reference Publication (ADRP) 6-0 develops the concept of mission command to help Army forces function effectively and accomplish missions. This publication expands on the principles of mission command found in ADP 6-0. ADRP 6-0 updates mission command doctrine to incorporate the Army's operational concept of unified land operations, found in ADP 3-0. ADRP 6-0 remains generally consistent with the doctrine in the 2011 edition of Field Manual (FM) 6-0, *Mission Command,* on key topics, while adopting updated terminology and concepts as necessary. These topics include mission command as a foundation of unified land operations and updated mission command warfighting function tasks.

The significant change from FM 6-0, 2011, is the restructuring of doctrinal information. The principles of the mission command philosophy of command and the mission command warfighting function are now found in ADP 6-0 and ADRP 6-0. Under the restructuring plan, several new FMs will address the specific tactics and procedures associated with mission command.

ADRP 6-0 contains three chapters:

Chapter 1 discusses the exercise of mission command. First, it describes the general nature of military operations, including the complex challenges for which mission command doctrine must provide solutions. Then it discusses mission command as a foundation of the Army's operational concept, unified land operations. Next, it explains the Army's approach to the exercise of mission command, including an introduction to mission command as a philosophy of command and as a warfighting function.

Chapter 2 addresses the mission command philosophy of command in greater depth. First, it discusses the principles of mission command that guide commanders and staffs. Next, it elaborates on the art of command, including authority, decisionmaking, and leadership. Then it explains the science of control, including information, communication, structure, and degree of control. It concludes with a short discussion of how commanders apply the philosophy of mission command to balance the art of command with the science of control.

Chapter 3 addresses the mission command warfighting function in greater depth. First, it defines the mission command warfighting function and describes its purpose. Next, it discusses the tasks of the mission command warfighting function, including commander tasks, staff tasks, and additional tasks. The chapter concludes with a discussion of the commander's mission command system, including personnel, networks, information systems, processes and procedures, and facilities and equipment.

This mission command doctrine makes some significant changes from FM 6-0. Changes include revising the mission command warfighting function tasks. The commander tasks are—

- 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.

Δ The staff tasks are—

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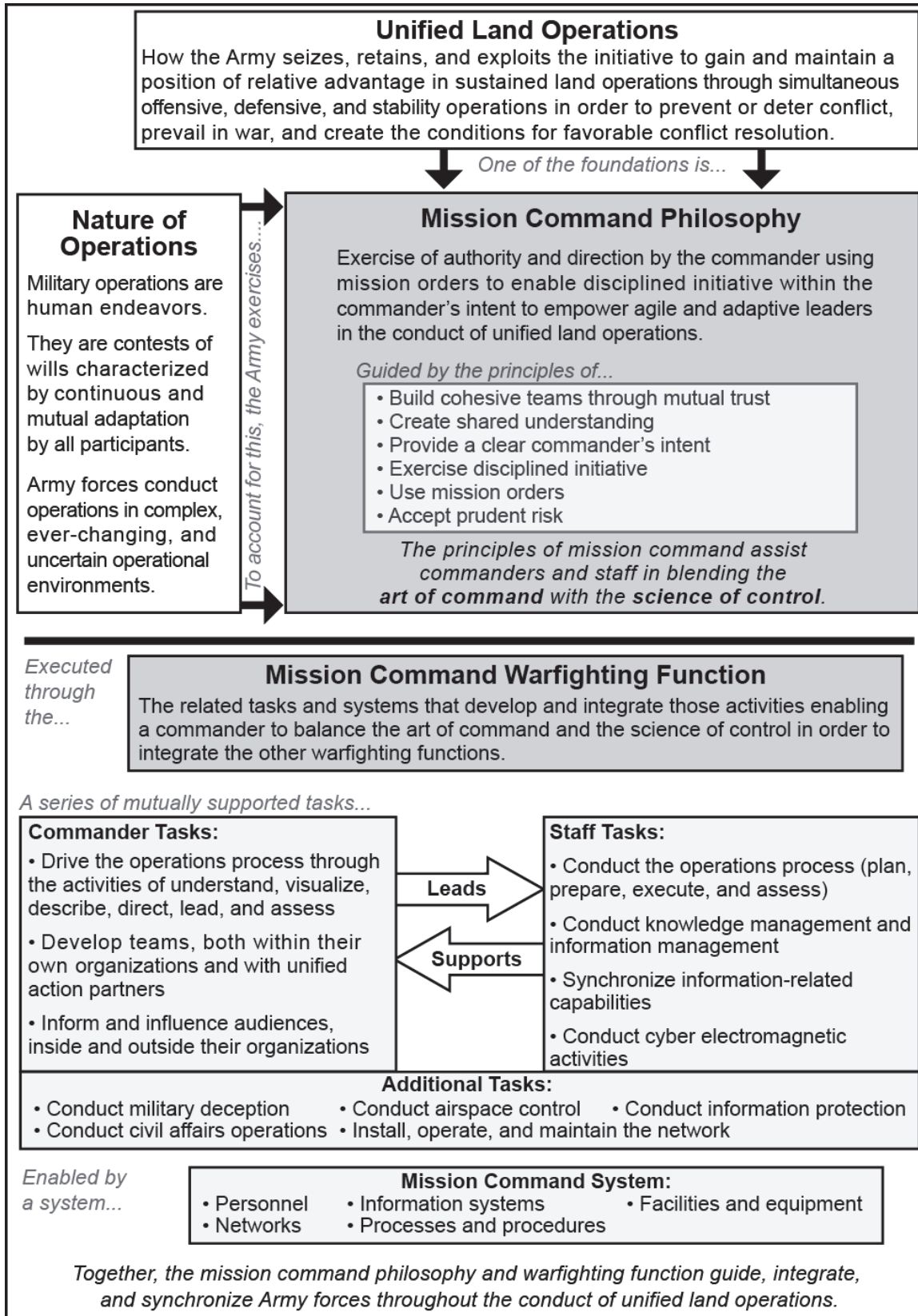
The additional tasks are—

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

ADRP 6-0 provides a starting point for the exercise of mission command. It establishes how commanders, supported by their staffs, apply the foundational mission command philosophy with the mission command warfighting function to lead forces toward mission accomplishment. The doctrine in this publication is a guide for action rather than a set of fixed rules. In operations, effective leaders recognize when and where doctrine, training, or even their experience, no longer fits the situation, and they adapt accordingly.

Based on current doctrinal changes, certain terms for which ADP 6-0 and ADRP 6-0 are proponent have been modified. The glossary contains acronyms and defined terms. See introductory table-1 for specific term changes.

Introductory table-1. Modified Army terms

Term	Remarks
art of command	Modifies the definition.
ASCOPE	Retained as an acronym; no longer formally defined.
commander's intent	Adopted the joint definition; Army definition no longer used.
exceptional information	No longer formally defined.
information requirement	Modifies the definition. No longer plural.
knowledge management	Modifies the definition.
METT-TC	Retained as an acronym; no longer a formally defined term.
mission command	Modifies the definition.
OAKOC	Retained as an acronym; no longer a formally defined term.
PMESII-PT	Retained as an acronym; no longer a formally defined term.
science of control	Modifies the definition.

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 1-1. Overview of the exercise of mission command

MISSION COMMAND AS A PHILOSOPHY

1-12. As the Army's philosophy of command, mission command emphasizes that command is essentially a human endeavor. Successful commanders understand that their leadership directs the development of teams and helps to establish mutual trust and shared understanding throughout the force. Commanders provide a clear intent to their forces that guides subordinates' actions while promoting freedom of action and initiative. Subordinates, by understanding the commander's intent and the overall common objective, are then able to adapt to rapidly changing situations and exploit fleeting opportunities. They are given the latitude to accomplish assigned tasks in a manner that best fits the situation. Subordinates understand that they have an obligation to act and synchronize their actions with the rest of the force. Likewise, commanders influence the situation and provide direction and guidance while synchronizing their own operations. They encourage subordinates to take action, and they accept prudent risks to create opportunity and to seize the initiative.

1-13. Commanders at all levels need education, rigorous training, and experience to apply these principles effectively. Mission command operates more on self-discipline than imposed discipline.

MISSION COMMAND AS A WARFIGHTING FUNCTION

1-14. Mission command—as a warfighting function—assists commanders in balancing the art of command with the science of control, while emphasizing the human aspects of mission command. A *warfighting function* is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions (ADRP 3-0). The mission command warfighting function consists of the mission command warfighting function tasks and the mission command system.

1-15. The mission command warfighting function integrates the other warfighting functions (movement and maneuver, intelligence, fires, sustainment, and protection) into a coherent whole. By itself, the mission command warfighting function will not secure an objective, move a friendly force, or restore an essential service to a population. Instead, it provides purpose and direction to the other warfighting functions. Commanders use the mission command warfighting function to help achieve objectives and accomplish missions.

Mission Command Warfighting Function Tasks

1-16. The commander is the central figure in mission command. While staffs perform essential functions that amplify the effectiveness of operations, commanders are ultimately responsible for accomplishing assigned missions. Throughout operations, commanders encourage disciplined initiative through a clear commander's intent while providing enough direction to integrate and synchronize the force at the decisive place and time. To this end, commanders perform three primary mission command warfighting function tasks. The commander tasks are—

- 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.

Δ 1-17. Staffs support commanders in the exercise of mission command by performing four primary mission command warfighting function tasks. The staff tasks are—

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

Chapter 3

The Mission Command Warfighting Function

This chapter expands on the mission command warfighting function. First, it defines the mission command warfighting function and describes its purpose. Next, it describes the mission command warfighting function tasks. The chapter concludes with a discussion of the mission command system.

DEFINITION AND PURPOSE

3-1. Commanders, assisted by their staffs, conceptualize and apply capabilities in terms of combat power to accomplish the mission. Combat power consists of eight elements: leadership, information, and the six warfighting functions—mission command, movement and maneuver, intelligence, fires, sustainment, and protection. Each warfighting function consists of related tasks and a system, united by a common purpose that commanders use to achieve objectives and accomplish missions. (See ADP 3-0 for a summary of the warfighting functions.)

3-2. 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). It 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. Figure 3-1 illustrates the mission command warfighting function in relation to the other warfighting functions.
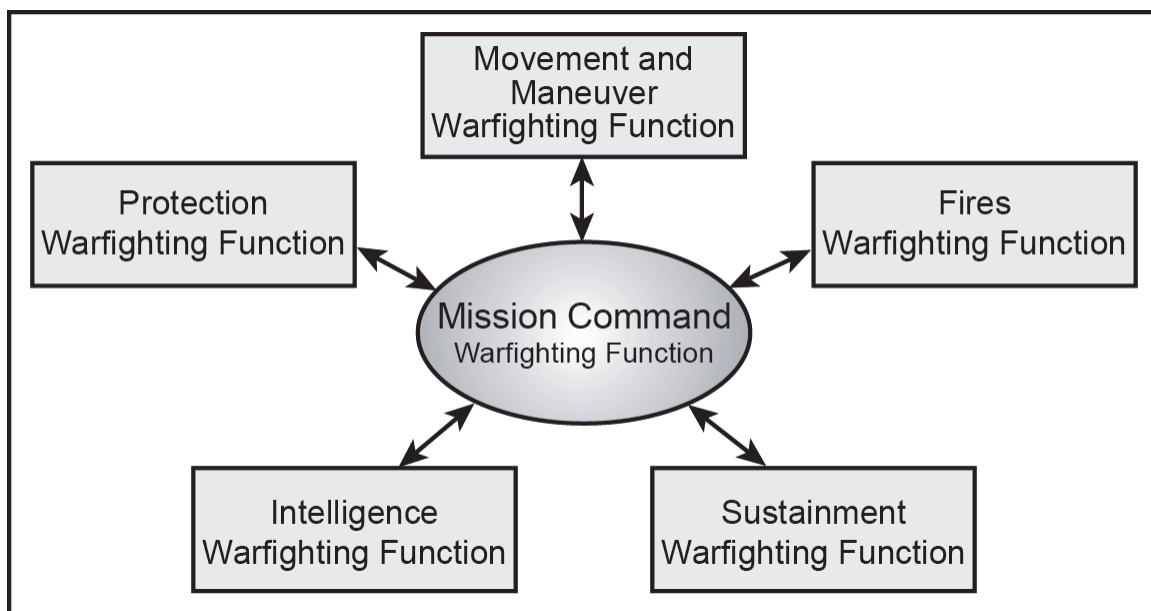
Figure 3-1. Integration through the mission command warfighting function

MISSION COMMAND WARFIGHTING FUNCTION TASKS

3-3.   The mission command warfighting function tasks (illustrated in figure 3-2) define what commanders and staffs do to integrate the other warfighting functions. They 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 staffs, integrate numerous processes and activities within the headquarters and across the force as they exercise mission command.

Staffs support

Commanders lead

Primary Commander Tasks
• Drive the operations process
• Develop teams
• Inform and influence audiences

Primary Staff Tasks
• Conduct the operations process
• Conduct knowledge management and information management
• Synchronize information-related capabilities
• Conduct cyber electromagnetic activities

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

Δ Figure 3-2. Mission command warfighting function tasks

COMMANDER TASKS

3-4.   Commanders are the central figures in mission command. Throughout operations, commanders balance their time between leading their staffs through the operations process and providing purpose, direction, and motivation to subordinate commanders and Soldiers. Commanders encourage disciplined initiative through a clear commander's intent while providing enough direction to integrate and synchronize the actions of the force at the decisive place and time. Commanders create positive command climates that foster mutual trust and shared understanding within their command and with unified action partners. The commander tasks are—

- 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.

Drive the Operations Process through Understanding, Visualizing, Describing, Directing, Leading and Assessing

3-5.   The Army's overarching framework for exercising mission command is the *operations process*—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation (ADP 5-0). Commanders, assisted by their staffs, integrate activities within the headquarters and across the force, as they exercise mission command. Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Throughout the operations process, commanders apply leadership to translate decisions into action. They do this by synchronizing forces and warfighting functions in time, space, and purpose, to accomplish the mission (see figure 3-3).
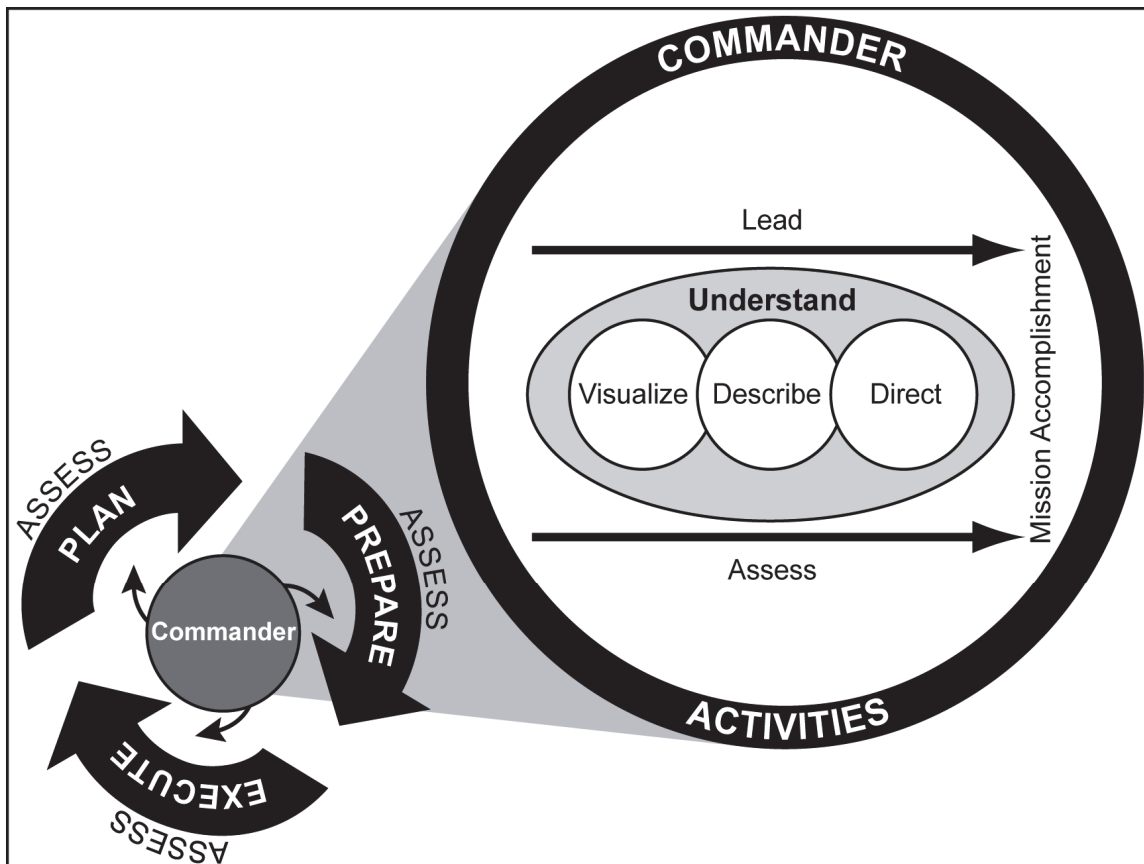
Figure 3-3. The operations process

3-6.   Commanders understand, visualize, describe, direct, lead, and assess throughout operations. Commanders continuously develop, test, and update their understanding throughout the conduct of operations. They actively collaborate with other commanders, the staff, and unified action partners, to create a shared understanding. As commanders begin to develop an understanding of the operational environment, they start visualizing the operation's end state and potential solutions to solve problems. After commanders visualize an operation, they describe it to their staffs and subordinates. This description facilitates shared understanding of the situation, mission, and intent. Based on this understanding, commanders make decisions and direct action throughout the operations process. Commanders use the operations process to lead Soldiers and forces by providing direction and guidance. Commanders assess operations continuously to better understand current conditions and determine how operations are progressing. Commanders incorporate the assessments of the staff, subordinate commanders, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to better accomplish the mission. If their assessment reveals a significant variance

from their original commander's visualization, commanders reframe the problem and develop a new operational approach.

3-7. The commander's focus on understanding, visualizing, describing, directing, leading, or assessing throughout operations varies during different operations process activities. For example, during planning commanders focus more on understanding, visualizing, and describing while directing, leading, and assessing. During execution, commanders often focus more on directing, leading, and assessing—while improving their understanding and modifying their visualization as needed. (See ADRP 5-0 for a detailed discussion of the operations process.)

Develop Teams within Their Own Organizations and with Joint, Interagency, and Multinational Partners

3-8. Successful mission command relies on teams and teamwork. A team is a group of individuals or organizations that work together toward a common goal. Teams range from informal groups of peers to structured, hierarchical groups. Teams may form in advance or gradually as the situation develops.

3-9. Commanders cannot always rely on habitual or pre-established relationships, and they must be able to build teams. In some cases, commanders must overcome biases that inhibit trust and cooperation. Commanders use their teambuilding skills to form effective teams and foster unity of effort. Successful team builders establish mutual trust, shared understanding, and cohesion. They instill a supportive attitude and a sense of responsibility among the team, and they appropriately distribute authority. Additionally, commanders expect to join pre-existing teams as host-nation and civilian organizations often are present before military forces arrive and remain long after forces leave. Overall, team building is a worthwhile investment because good teams complete missions on time with given resources and a minimum of wasted effort.

3-10. Effective teams synchronize individual efforts toward a common goal. They promote the exchange of ideas, creativity, and the development of collective solutions. They collaborate across the team to develop and improve processes. The variety of knowledge, talent, expertise, and resources in a team can produce better understanding and alternative options faster than one individual can achieve alone. Successful mission command fosters a greater understanding of the operational environment and solution development through teamwork. This results in teams that—

- Are adaptive and anticipate transitions.
- Accept risks to create opportunities.
- Influence friendly, neutrals, adversaries, enemies, and unified action partners.

The ultimate team outcome is successful mission accomplishment.

Δ Inform and Influence Audiences, Inside and Outside Their Organizations

3-11. Commanders ensure actions, themes, and messages complement and reinforce each other to accomplish objectives. An information theme is a unifying or dominant idea or image that expresses the purposes for an action. A message is a verbal, written, or electronic communication that supports an information theme focused on an audience. It supports a specific action or objective.

3-12. Actions, themes, and messages are inextricably linked. Commanders ensure actions, themes, and messages complement and reinforce each other and support operational objectives. They keep in mind that every action implies a message, and they avoid apparently contradictory actions, themes, or messages.

3-13. Throughout operations, commanders inform and influence audiences, both inside and outside of their organizations. Some commanders inform and influence through Soldier and leader engagements, conducting radio programs, command information programs, operations briefs, and unit website posts. Staffs assist commanders in creating shared understanding and purpose both inside and outside their organizations and among all affected audiences. This supports the commander's operational goals by synchronizing words and actions. (See Army doctrine on information operations for more information.)

STAFF TASKS

Δ 3-14. The staff supports the commander and subordinate commanders in understanding situations, decisionmaking, and implementing decisions throughout the conduct of operations. The staff does this through the four 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.

Conduct the Operations Process: Plan, Prepare, Execute, and Assess

3-15. The operations process consists of the major activities of mission command conducted during operations: planning, preparing, executing and assessing operations. Commanders drive the operations process, while remaining focused on the major aspects of operations. Staffs conduct the operations process; they assist commanders in the details of planning, preparing, executing, and assessing.

3-16. Upon receipt of a mission, planning starts a cycle of the operations process that results in a plan or operation order to guide the force during execution. After the completion of the initial order, however, the commander and staff revise the plan based on changing circumstances. While units and Soldiers always prepare for potential operations, preparing for a specific operation begins during planning and continues through execution. Execution puts plans into action. During execution, staffs focus on concerted action to seize and retain operational initiative, build and maintain momentum, and exploit success. As the unit executes the current operation, the commander and staff are planning future operations based on assessments of progress. Assessment is continuous and affects the other three activities. Subordinate units of the same command may be conducting different operations process activities.

3-17. The continuous nature of the operations process allows commanders and staffs to make adjustments enabling agile and adaptive forces. Commanders, assisted by their staffs, integrate activities within the headquarters and across the force as they exercise mission command. Throughout the operations process, they develop an understanding and appreciation of their operational environment. They formulate a plan and provide purpose, direction, and guidance to the entire force. Commanders then adjust operations as changes to the operational environment occur. It is this cycle that enables commanders and forces to seize, retain, and exploit the initiative to gain a position of relative advantage over the enemy. (See ADRP 5-0 for a detailed explanation of the operations process.)

Conduct Knowledge Management and Information Management

3-18. *Knowledge management* **is the process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking.** Knowledge management facilitates the transfer of knowledge between staffs, commanders, and forces. Knowledge management aligns people, processes, and tools within an organization to distribute knowledge and promote understanding. Commanders apply judgment to the information and knowledge provided to understand their operational environment and discern operational advantages. (See Army doctrine on knowledge management for more information.)

3-19. Commanders are constantly seeking to understand their operational environment in order to facilitate decisionmaking. The staff uses information management to assist the commander in building and maintaining understanding. *Information management* **is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products**. The staff studies the operational environment, identifies information gaps, and helps the commander develop and answer information requirements. Collected data are then organized and processed into information for development into and use as knowledge. Information becomes knowledge, and that knowledge also becomes a source of information. As this happens, new knowledge is created, shared, and acted upon. During the course of operations, knowledge constantly flows between individuals and organizations. Staffs help manage this constant cycle of exchange. (See Army doctrine on information management for more information.)

3-20. Staffs use information and knowledge management to provide commanders the information they need to create and maintain their understanding and make effective decisions. Information is disseminated, stored, and retrieved according to established information management practices. Information management practices allow all involved to build on each other's knowledge to further develop a shared understanding across the force. Knowledge management practices enable the transfer of knowledge between individuals and organizations. Knowledge transfer occurs both formally—through established processes and procedures—and informally—through collaboration and dialogue. Participants exchange perspectives along with information. They question each other's assumptions and exchange ideas. In this way, they create and maintain shared understanding and develop new approaches. Teams benefit, and forces enhance integration and synchronization.

Δ Synchronize Information-Related Capabilities

3-21. Information-related capabilities are tools, techniques, or activities employed within a dimension of the information environment that can be used to create effects and operationally desired conditions. Led by the information operations officer, the staff synchronizes capabilities that communicate information to audiences and affect information content and flow of enemy or adversary decisionmaking while protecting friendly information flow.

3-22. All assets and capabilities at a commander's disposal have the capacity to inform and influence to varying degrees. Some examples of resources commanders may use include combat camera, counterintelligence, maneuver and fires, and network operations.

Conduct Cyber Electromagnetic Activities

3-23. *Cyber electromagnetic activities* are activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system (ADRP 3-0).

Δ 3-24. To succeed in unified land operations, cyber electromagnetic activities must be integrated and synchronized across all command echelons and warfighting functions. Commanders, supported by their staff, integrate cyberspace operations, electromagnetic spectrum operations and electronic warfare. The electronic warfare working group or similar staff organization coordinates cyber electromagnetic activities. These activities may employ the same technologies, capabilities, and enablers to accomplish assigned tasks. Cyber electromagnetic activities also enable information operations, signals intelligence, and network operations. (See Army doctrine on cyber electromagnetic activities for more information.)

ADDITIONAL TASKS

3-25. Commanders, assisted by their staffs, integrate five additional mission command warfighting function tasks. These are—
- Conduct military deception.
- Conduct civil affairs operations.
- Install, operate, and maintain the network.
- Conduct airspace control.
- Conduct information protection.

Conduct Military Deception

3-26. Commanders may use military deception to establish conditions favorable to success. *Military deception* is actions executed to deliberately mislead adversary military decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission (JP 3-13.4). Commanders use military deception to confuse an adversary, to deter hostile actions, and to increase the potential of successful friendly actions. It targets adversary decision makers and affects their decisionmaking process.

Military deception can enhance the likelihood of success by causing an enemy or adversary to take (or not to take) specific actions, not just to believe certain things.

Conduct Civil Affairs Operations

3-27. Commanders use civil affairs operations to engage the civil component of the operational environment. Military forces interact with the civilian populace during operations. A supportive civilian population can provide resources and information that facilitate friendly operations. A hostile civilian population can threaten the operations of deployed friendly forces. Commanders use civil affairs operations to enhance the relationship between military forces and civil authorities in areas where military forces are present. Civil affairs operations are usually conducted by civil affairs forces due to the complexities and demands for specialized capabilities. (See Army doctrine on civil affairs for more information.)

Install, Operate, and Maintain the Network

3-28. Commanders rely on technical networks to communicate information and control forces. Technical networks facilitate information flow by connecting information users and information producers and enable effective and efficient information flow. Technical networks help shape and influence operations by getting information to decisionmakers, with adequate context, enabling them to make better decisions. They also assist commanders in projecting their decisions across the force. (See Army doctrine on network operations for more information.)

Conduct Airspace Control

3-29. Commanders conduct airspace control to increase combat effectiveness. Airspace control promotes the safe, efficient, and flexible use of airspace with minimum restraint on airspace users, and includes the coordination, integration, and regulation of airspace to increase operational effectiveness. Effective airspace control reduces the risk of fratricide, enhances air defense operations, and permits greater flexibility of operations. (See Army doctrine on airspace control for more information.)

Conduct Information Protection

3-30. *Information protection* is active or passive measures used to safeguard and defend friendly information and information systems. It denies enemies, adversaries, and others the opportunity to exploit friendly information and information systems for their own purposes. It is accomplished through active and passive means designed to help protect the force and preserve combat power.

MISSION COMMAND SYSTEM

3-31. Commanders cannot exercise mission command alone. The mission command system enhances the commander's ability to conduct operations. Commanders organize a mission command system to—

- Support the commander's decisionmaking.
- Collect, create, and maintain relevant information and prepare knowledge products to support the commander's and leaders' understanding and visualization.
- Prepare and communicate directives.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning of teams.

To provide these four overlapping functions, commanders arrange the five components of their mission command system (depicted in figure 3-4, page 3-8): personnel, networks, information systems, processes and procedures, and facilities and equipment.
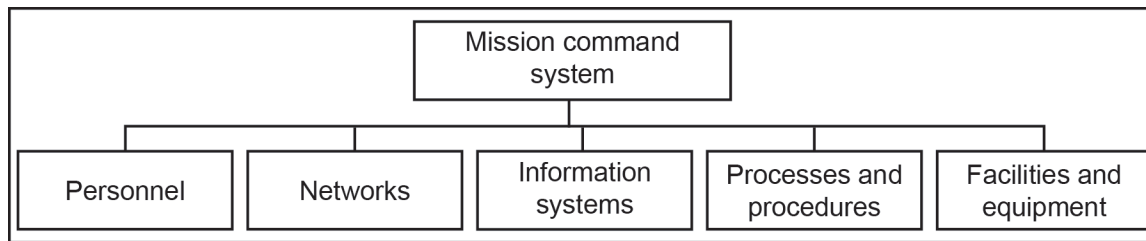
Figure 3-4. Components of a mission command system

PERSONNEL

3-32. A commander's mission command system begins with people. Soldiers and leaders exercise disciplined initiative and accomplish assigned missions in accordance with the commander's intent, not technology. Therefore, commanders base their mission command system on human skills, knowledge, and abilities more than on equipment and procedures. Trained Soldiers and leaders form the basis of an effective mission command system; commanders must not underestimate the importance of providing training. Key personnel dedicated to mission command include seconds in command, command sergeants major, and staffs.

Seconds in Command

3-33. The second in command is the commander's principal assistant. The second in command may be a deputy commander, an assistant commander, or an executive officer. A deputy commander is assigned to regiments, functional and support brigades, brigade combat teams, corps, and theater armies. Army divisions have two deputy commanders—a deputy commanding general for maneuver and a deputy commanding general for support. The division commander designates which deputy is second in command. At battalion and lower echelons, the executive officer is usually the second in command.

3-34. Commanders delegate authority to their seconds in command. Delegating authority to the seconds in command reduces the burden on commanders and allows them to focus on particular areas or concerns, while their seconds in command concentrate on others. Normally, commanders delegate authority to seconds in command to act in their name for specific functions and responsibilities.

3-35. The relationship between the deputy or assistant commanders and the staff is unique to each command. Staff members do not work for the deputy or assistant commanders unless the commander directs it. Commanders describe the roles and responsibilities of their deputy or assistant commanders and their relationships with respect to the chief of staff, staff, and subordinate commanders.

3-36. If a commander is removed from command suddenly for any reason, the second in command normally assumes command. At battalion and lower echelons, executive officers normally assume command. At higher echelons, deputy or assistant commanders sometimes are not senior to subordinate unit commanders. In this case, the operations order specifies succession of command, and the second in command exercises command until the designated successor assumes command. However, commanders may designate a second in command who is junior to subordinate commanders as their successor in command (see AR 600-20).

3-37. Because seconds in command must be able to assume command at any time, they must keep abreast of the situation. Commanders inform their second in command of any changes in the commander's visualization or intent. The chief of staff keeps the second in command informed of staff actions. Further, commanders continually train their seconds in command as early as possible for command at their level.

Command Sergeants Major

3-38. The command sergeant major is the senior noncommissioned officer of the command at battalion and higher levels. Command sergeants major carry out policies and enforce standards for the performance, individual training, and conduct of enlisted Soldiers. They give advice and initiate recommendations to the commander and staff in matters pertaining to enlisted Soldiers. In operations, commanders employ their command sergeant major throughout the area of operations to extend command influence, assess morale of the force, and assist during critical events. Company first sergeants and platoon sergeants perform similar functions at company and platoon level.

Staff

3-39. The staff is an essential component of the mission command system. Led by the chief of staff or executive officer, the staff supports the commander in understanding situations, decisionmaking, and implementing decisions throughout the operations process. (See ATTP 5-0.1 for the duties and responsibilities of individual staff officers.)

3-40. A staff undertakes all its activities on behalf of the commander. A staff has no authority by itself; it derives authority from the commander and exercises it only in the commander's name. Commanders systematically arrange their staffs, as part of their mission command system, to perform three functions—

- Supporting the commander.
- Assisting subordinate units.
- Informing units and organizations outside the headquarters.

Supporting the Commander

3-41. A staff's most important function is to support and advise the commander throughout planning, preparation, execution, and assessment. Staffs do this by assisting the commander within their area of expertise (such as intelligence, resource management, or safety). The primary staff products are information and analysis. Staffs use knowledge management to extract relevant information from the vast amount of available information. They provide relevant information to commanders in the form of running estimates to help commanders build and maintain their situational understanding.

3-42. Staffs also prepare and disseminate information to subordinates for execution to assist commanders in controlling operations. While commanders often personally disseminate their commander's intent and planning guidance, they rely on their staffs to communicate the majority of their guidance in the form of plans and orders. Staffs must communicate the commander's decisions, and the intent behind them, efficiently and effectively throughout the force.

3-43. Finally, each staff section provides control over its area of expertise within the commander's intent. While commanders make key decisions, they are not the only decisionmakers. Trained and trusted staff members can be given decisionmaking authority based on the commander's intent. This frees commanders from routine decisions, enabling them to focus on key aspects of operations.

Assisting Subordinate Units

3-44. The staff assists subordinate units by coordinating resources, representing subordinates' concerns to the commander, clarifying orders and directives, and passing relevant information quickly. Effective staffs establish and maintain a high degree of coordination and cooperation with staffs of higher, lower, supporting, supported, and adjacent units. They do this by actively collaborating with commanders and staffs of other units to solve problems.

Informing Units and Organizations Outside the Headquarters

3-45. Staffs quickly pass all relevant information to outside headquarters, as they determine the information's value to the recipient. They also keep unified action partners informed with relevant information within security classification guidelines. The key to informing units and organizations outside the headquarters is relevance, not volume. Effective knowledge management helps identify the information the commander and each staff section need, and its relative importance.

3-46. Information should reach recipients based on their need for it. Sending incomplete information sooner is better than sending complete information too late. When forwarding information, senders highlight key information for each recipient and clarify the commander's intent. Senders may pass information directly, include their own analysis, or add context to it. Common, distributed databases can accelerate the passage of information; however, they cannot replace personal contact which adds context.

NETWORKS

3-47. Generally, a network is a grouping of things that are interconnected for a purpose. Networks enable commanders to communicate information and control forces whether mounted or dismounted. Networks are key enablers to successful operations. Commanders systematically establish networks to connect people. These connections can be established socially through the introduction of two personnel to perform a task, or technically through information systems. 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.

3-48. Technical networks also connect people and allow sharing of resources and information. For example, LandWarNet is a technical network. Its backbone is the Army Enterprise Network infrastructure and encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide. It enables the execution of mission command and supports operations through wide dissemination of data and relevant information. (See Army doctrine on LandWarNet and network operations for more information.). Successful commanders understand that networks may be degraded during operations. They develop methods and measures to mitigate the impact of degraded networks. This may be through exploiting the potential of technology or through establishing trust, creating shared understanding, or providing a clear intent using mission orders.

INFORMATION SYSTEMS

3-49. 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 collect, process, store, display, and disseminate information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use (ADP 6-0). Staffs use information systems to process, store, and disseminate information according to the commander's information priorities. These capabilities relieve the staff of handling routine data. Information systems—especially when integrated into a coherent, reliable network—enable extensive information sharing, collaborative planning, execution, and assessment that promote shared understanding.

PROCESSES AND PROCEDURES

3-50. Commanders establish and use systematic processes and procedures to organize the activities within the headquarters and throughout the force. Processes are a series of actions directed to an end state, such as 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. For example, the military decisionmaking process provides the commander, staffs, and subordinate commanders an orderly method for planning. Procedures govern actions within the mission command system to make it more effective and efficient. For example, standard operating procedures often provide detailed unit instructions on how to configure common operational picture displays. Adhering to processes and procedures minimizes confusion, misunderstanding, and hesitation as commanders make frequent, rapid decisions to meet operational requirements.

3-51. Processes and procedures can increase organizational competence, for example, by improving a staff's efficiency or by increasing the tempo. Processes and procedures can be especially useful in improving the coordination of Soldiers who must cooperate to accomplish repetitive tasks, such as the internal functioning of a command post. Units avoid applying procedures blindly to the wrong tasks or the wrong situations, which can lead to ineffective, even counterproductive, performance.

FACILITIES AND EQUIPMENT

3-52. Commanders systematically arrange facilities and equipment, including command posts, platforms, operation centers, signal nodes, and all mission command support equipment. A facility is a structure or location that provides a work environment and shelter for the other components of the mission command system. Facilities range from a command post composed of vehicles and tentage, to platforms, to hardened buildings. Examples of equipment needed to sustain a mission command system include vehicles, radio or signal equipment, generators, and lighting. (See ATTP 5-0.1 for a detailed discussion of command posts). Facilities and equipment do not include information systems.

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Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. Terms for which ADRP 6-0 is the proponent are marked with an asterisk (*). The proponent publication for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
ATTP	Army tactics, techniques, and procedures
COP	common operational picture
DA	Department of the Army
DA pam	Department of the Army pamphlet
FM	field manual
JP	joint publication
METT-TC	mission, enemy, terrain and weather, troops and support available, time available and civil considerations
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time

SECTION II – TERMS

art of command

> The creative and skillful exercise of authority through timely decisionmaking and leadership. (ADP 6-0)

authority

> The delegated power to judge, act, or command. (ADP 6-0)

command

> The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1)

commander's intent

> (joint) A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (JP 3-0)

*common operational picture

> (Army) A single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command.

control

> (Army) The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (ADP 6-0)

*control measure

> A means of regulating forces or warfighting functions.

cyber electromagnetic activities

> Activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system. (ADRP 3-0)

*data

> (Army) Unprocessed signals communicated between any nodes in an information system, or sensing from the environment detected by a collector of any kind (human, mechanical, or electronic).

*graphic control measure

> A symbol used on maps and displays to regulate forces and warfighting functions.

information

> The meaning that a human assigns to data by means of the known conventions used in their representation. (JP 3-13.1)

*information management

> The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products.

*information protection

> Active or passive measures used to safeguard and defend friendly information and information systems.

*information requirement

> Any information element the commander and staff require to successfully conduct operations.

information system

> (Army) 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. (ADP 6-0)

*knowledge management

> The process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking.

military deception

> Actions executed to deliberately mislead adversary military decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission. (JP 3-13.4)

mission command

> (Army) The 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. (ADP 6-0)

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