

The image is a composite of three military scenes. At the top, a Black Hawk helicopter with 'UNITED STATES ARMY' and the number '883' is shown in flight. Below it, an Abrams tank is firing its main gun, creating a large, bright orange and yellow explosion. In the foreground, two soldiers in full combat gear are walking towards the viewer. The left side of the image features a vertical strip of camouflage pattern.

ADRP 3-0 OPERATIONS

NOVEMBER 2016

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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OPERATIONS

Contents

	Page
PREFACE	iii
INTRODUCTION	v
Chapter 1 MILITARY OPERATIONS	1-1
An Operational Environment	1-1
War as a Human Endeavor	1-4
Unified Action	1-5
Land Operations	1-8
Readiness Through Training	1-12
Chapter 2 OPERATIONAL ART	2-1
The Application of Operational Art	2-1
Defeat and Stability Mechanisms	2-2
The Elements of Operational Art	2-4
Chapter 3 THE ARMY'S OPERATIONAL CONCEPT	3-1
The Goal of Unified Land Operations	3-1
Decisive Action	3-1
Seize, Retain, and Exploit the Initiative	3-6
Consolidate Gains	3-7
Principles of Unified Land Operations	3-9
Tenets of Unified Land Operations.....	3-14
Success Through Unified Land Operations.....	3-16
Chapter 4 OPERATIONS STRUCTURE	4-1
Construct for Operations Structure.....	4-1
Operations Process	4-1
The Warfighting Functions.....	4-3
Army Operational Framework.....	4-4
Chapter 5 COMBAT POWER	5-1
The Elements of Combat Power	5-1

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The Six Warfighting Functions	5-2
Organizing Combat Power	5-7
SOURCE NOTES	Source Notes-1
GLOSSARY	Glossary-1
REFERENCES.....	References-1
INDEX	Index-1

Figures

Introductory figure. ADRP 3-0 unified logic chart.....	vi
Figure 2-1. Operational approach	2-2
Figure 3-1. Decisive action	3-3
Figure 3-2. Example of combining the tasks of decisive action across the joint phases	3-6
Figure 4-1. Examples of division areas of operations.....	4-5
Figure 5-1. The elements of combat power	5-1

Tables

Introductory table 1. New, modified, and rescinded Army terms	vii
Introductory table 2. Modified and rescinded Army acronyms.....	vii
Table 2-1. Principles of joint operations.....	2-2
Table 2-2. Elements of operational art.....	2-4
Table 3-1. Tasks of decisive action.....	3-2
Table 3-2. The Soldier's Rules.....	3-13

Preface

ADRP 3-0 augments the land operations doctrine established in ADP 3-0, *Operations*. This publication expands the discussion of the overarching guidance on unified land operations. It accounts for the uncertain and ever-changing nature of operations and recognizes that a military operation is foremost a human undertaking. It constitutes the Army's view of how to conduct prompt and sustained operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications. Combined with ADP 3-0, the doctrine in ADRP 3-0 provides the foundation for the Army's operational concept of unified land operations. This publication also forms the foundation for training and Army education system curricula on unified land operations.

The principal audience for ADRP 3-0 is all members of the Profession of Arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States (U.S.), international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

ADRP 3-0 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ADRP 3-0 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ADRP 3-0 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ADRP 3-0 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of ADRP 3-0 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Center, Fort Leavenworth, ATTN: ATZL-MCD (ADRP 3-0), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.

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Introduction

An operation is a sequence of tactical actions with a common purpose or unifying theme. ADRP 3-0 discusses operations by expanding on the foundations, tenets, and doctrine of unified land operations found in ADP 3-0. Combined with ADP 1, *The Army*, and ADRP 1, *The Army Profession*, ADRP 3-0 provides a common perspective on the nature of warfare and a common reference for solving military problems. Whereas ADP 1 describes the missions, purpose, roles, and core competencies of the Army, ADRP 3-0 describes how the Army conducts operations as part of a joint team working with unified action partners. ADRP 3-0 does this by establishing the Army's *operational concept*—a fundamental statement that frames how Army forces, operating as part of a joint force, conduct operations (ADP 1-01). Previous operational concepts included airland battle (1986) and full spectrum operations (2001). The Army's operational concept of unified land operations (including its principles, tenets, and operational structure) serves as the basic framework for all operations across the range of military operations. It is the core of Army doctrine that guides how Army forces contribute to unified action. Today, as with each previous version of *Operations*, ADRP 3-0 shapes all Army doctrine and influences the Army's organization, training, material, leadership, education, and Soldier concerns. (See introductory figure on page vi for the ADRP 3-0 logic chart.)

This version of ADRP 3-0 makes numerous changes from the 2012 version. The most significant changes are the updated version of tenets of unified land operations and the addition of principles of unified land operations. ADRP 3-0 modifies the definition of unified land operations to account for defense support of civil authorities. ADRP 3-0 retains unified land operations as the Army's operational concept. Additional changes in this version of ADRP 3-0 from the 2012 version include a discussion of the characteristics that Army forces need to display in land combat and a modification of one staff task to account for Army capabilities in cyberspace. Also, the discussion of core competencies that was in the 2012 version of ADP 3-0 and ADRP 3-0 has moved to ADP 1.

ADRP 3-0 employs categories and lists of information, such as principles and tenets, as a means of highlighting key aspects of doctrine. Where categories or lists are employed, a narrative discussion follows to provide details of the subject. It is important to remember that in doctrine, categories or lists serve as guidelines or tools for a Soldier to more easily remember important doctrinal terms. However, Soldiers need to study doctrine in detail and consider how terms are applied to Army operations.

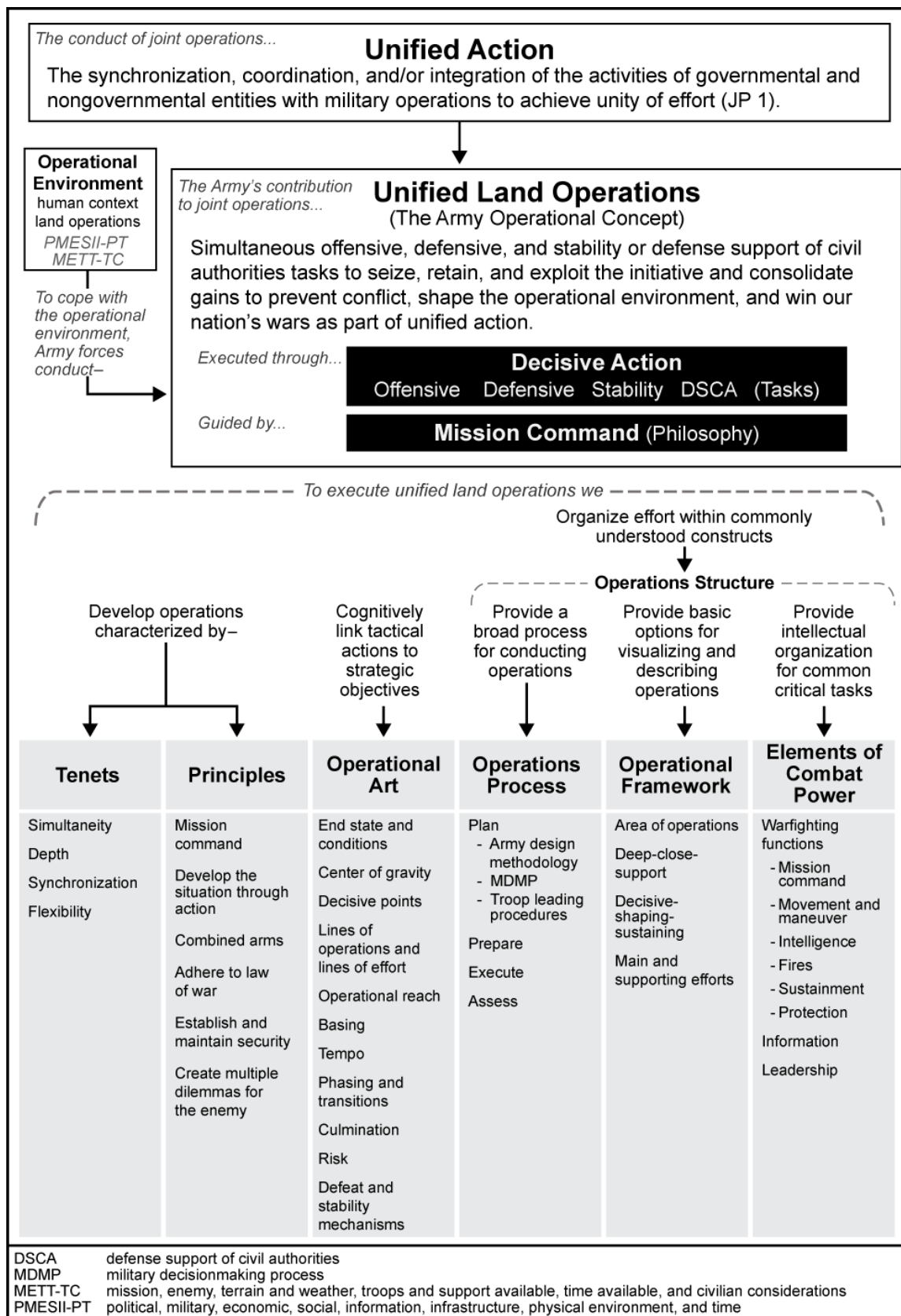
ADRP 3-0 modifies key topics and updates terminology and concepts as necessary. These topics include the discussion of an operational environment and the operational and mission variables, as well as discussions of unified action, law of land warfare, and combat power. As in the 2012 version of ADRP 3-0, mission command remains both a philosophy of command and a warfighting function. ADRP 3-0 maintains combined arms as the application of arms that multiplies Army forces' effectiveness in all operations. However, ADRP 3-0 expands combined arms to include joint and multinational assets as integral to combined arms and discusses how the Army conducts these operations across multiple domains.

ADRP 3-0 contains five chapters:

Chapter 1 discusses military operations. It describes the variables that shape the nature of an operational environment and affect outcomes. The chapter then discusses unified action and joint operations as well as land operations. Finally, this chapter discusses the importance of training to gain skill in land warfare.

Chapter 2 discusses the application of operational art. It discusses how commanders should consider defeat and stability mechanisms when developing an operational approach. It discusses the elements of operational art and their meanings to Army forces.

Chapter 3 discusses the Army's operational concept of unified land operations. It discusses how commanders apply landpower as part of unified action to defeat the enemy on land and establish conditions that achieve the joint force commander's end state. Chapter 3 discusses the principles of unified land operations and concludes with a discussion of the new tenets of unified land operations.



Introductory figure. ADRP 3-0 unified logic chart

Chapter 4 discusses the operational framework commanders use to array forces and conduct operations. It also discusses the operational structure used in the conduct of unified land operations.

Chapter 5 discusses combat power. It opens with a discussion of the elements of combat power. It then discusses the six warfighting functions used to generate combat power and access joint and multinational capabilities. Lastly, it discusses how Army forces organize combat power through force tailoring, task organization, and mutual support.

Based on current doctrinal changes, certain terms for which ADRP 3-0 is the proponent have been added, rescinded, or modified. The glossary contains acronyms and defined terms. (See introductory table 1 for new, modified, and rescinded terms. See introductory table 2 for modified and rescinded acronyms.)

Introductory table 1. New, modified, and rescinded Army terms

Term	Reasoning
close area	Modifies the definition
combined arms	Modifies the definition
combined arms maneuver	No longer a defined term
consolidate gains	New term and definition
culminating point	Adopts the joint definition
cyber electromagnetic activities	No longer a defined term
cyberspace electromagnetic activities	New term and definition
deep area	Modifies the definition
depth	New term and definition
disintegrate	New term and definition
dislocate	New term and definition
flexibility	New term and definition
hybrid threat	Modifies the definition
individual initiative	No longer a defined term
inform and influence activities	Rescinded
intelligence warfighting function	Modifies the definition
line of effort	Modifies the definition
movement and maneuver warfighting function	Modifies the definition
neutral	Modifies the definition
operational initiative	No longer a defined term
position of relative advantage	New term and definition
simultaneity	New term and definition
support area	Modifies the definition
task-organizing	Modifies the definition
unified land operations	ADRP 3-0 becomes proponent, modifies definition
warfighting function	Modifies the definition
wide area security	No longer a defined term

Introductory table 2. Modified and rescinded Army acronyms

Acronym	Full Form	Reasoning
CEMA	cyber electromagnetic activities	Modifies the acronym
IIA	inform and influence activities	Rescinded

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Chapter 1

Military Operations

This chapter discusses military operations and their interactions with operational environments and the threats that exist within them. The chapter then discusses unified action and joint operations. Lastly, this chapter discusses land operations and readiness for land operations through training.

AN OPERATIONAL ENVIRONMENT

1-1. An *operational environment* is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). Commanders at all levels have their own operational environments for their particular operations. An operational environment for any specific operation is not just isolated conditions of interacting variables that exist within a specific area of operations. It also involves interconnected influences from the global or regional perspective (for example, politics and economics) that impact on conditions and operations there. Thus, each commander's operational environment is part of a higher commander's operational environment.

1-2. Operational environments include considerations at the strategic, operational, and tactical levels of warfare. At the strategic level, leaders develop an idea or set of ideas for employing the instruments of national power (diplomatic, informational, military, and economic) in a synchronized and integrated fashion to achieve theater, national, and multinational objectives. The operational level links the tactical employment of forces to national and military strategic objectives, with the focus being on the design, planning, and execution of operations using operational art (see chapter 2 for a discussion of operational art). Finally, the tactical level of warfare involves the employment and ordered arrangement of forces in relation to each other. The levels of warfare assist commanders in visualizing a logical arrangement of forces, in allocating resources, and in assigning tasks based on conditions within their operational environment.

1-3. Important trends such as globalization, urbanization, technological advances, and failed or failing states can affect land operations. These trends can drive instability in an operational environment as well as a continuing state of persistent conflict. Persistent conflict is the protracted confrontation among state, nonstate, and individual actors who are willing to use violence to achieve their political and ideological ends. In such an operational environment, commanders must seek opportunities for exploiting success. Opportunities may include greater cooperation among the local population of a town or perhaps the ability to advance forces along a previously unsecured route. To exploit opportunities successfully, commanders must thoroughly understand the changing nature of an operational environment. In understanding an evolving operational environment, commanders must identify how previous experience within the current or a similar operational environment has changed or is no longer applicable and can actually detract from mission success.

1-4. Enemies are developing the capability to mass effects from multiple domains at a speed that will impact ongoing operations. Operations in the information environment and cyberspace will attempt to influence U.S. decision makers and disrupt any force deployment activities. Land-based threats will attempt to impede joint force freedom of movement and action across all domains, disrupt the electromagnetic spectrum, hinder the information environment, and challenge human perceptions. Just as the enemy will attempt to present multiple dilemmas to land forces from the other domains, Army commanders must seize opportunities across multiple domains to enable their own land operations, as well as the operations of our unified actions partners in the other domains.

1-5. Modern information technology makes the information environment, inclusive of cyberspace and the electromagnetic spectrum, indispensable for human interaction, including military operations and political

competition. The *information environment* is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13) This environment inherently impacts an operational environment, and that environment will be simultaneously congested and contested during operations. All actors—enemy, friendly, or neutral—remain vulnerable to attack by physical, psychological, cyber, or electronic means, or a combination thereof. Additionally, actions in and through cyberspace and the electromagnetic spectrum can affect other actors. (See JP 3-12 (R) for more information on cyberspace operations and the electromagnetic spectrum.)

1-6. An operational environment consists of many interrelated variables and subvariables, as well as the relationships and interactions among those variables and subvariables. How the many entities and conditions behave and interact with each other within an operational environment is difficult to discern and always results in differing circumstances. Different actor or audience types do not interpret a single message in the same way. Therefore, no two operational environments are the same. (See paragraph 1-9 for a discussion of the operational and mission variables.)

1-7. In addition, an operational environment continually evolves. This evolution results from humans interacting within an operational environment as well as from their ability to learn and adapt. As people take action in an operational environment, they change that environment. Other variables may also change an operational environment. Some changes are anticipated, while others are not. Some changes are immediate and apparent, while other changes evolve over time or are extremely difficult to detect. For example, an enemy force adjusting its geographic position may be easy to detect, whereas changes in a population's demographics or political views may be more subtle and may take longer to understand.

1-8. The complex and dynamic nature of an operational environment may make determining the relationship between cause and effect difficult and may contribute to the uncertainty of military operations. Commanders must continually assess and reassess their operational environments. They seek a greater understanding of how the changing nature of threats and other variables affect not only their forces but other actors as well. To do this, commanders and their staffs may use the Army design methodology, operational variables, and mission variables to analyze an operational environment in support of the operations process. (See chapter 4 for a discussion of the Army design methodology.)

OPERATIONAL AND MISSION VARIABLES

1-9. An operational environment for each operation differs and evolves as each operation progresses. Army leaders use operational variables to analyze and understand a specific operational environment. They use mission variables to focus on specific elements of an operational environment during mission analysis. (See annex A to FM 6-0 for a detailed discussion of operational and mission variables.)

Operational Variables

1-10. Army planners describe conditions of an operational environment in terms of operational variables. Operational variables are those aspects of an operational environment, both military and nonmilitary, that may differ from one operational area to another and affect operations. Operational variables describe not only the military aspects of an operational environment, but also the population's influence on it. Using Army design methodology, as applicable, Army planners analyze an operational environment in terms of eight interrelated operational variables: political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT). As soon as a commander and staff have an indication of where their unit will conduct operations, they begin analyzing the operational variables associated with that location. They continue to refine and update that analysis even after receiving a specific mission and throughout the course of the ensuing operation.

Mission Variables

1-11. Upon receipt of a warning order or mission, Army leaders filter relevant information categorized by the operational variables into the categories of the mission variables used during mission analysis. They use the mission variables to refine their understanding of the situation. The mission variables consist of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations

(METT-TC). Incorporating the analysis of the operational variables with METT-TC helps to ensure that Army leaders consider the best available relevant information about conditions that pertain to the mission.

THREATS AND HAZARDS

1-12. Threats are a fundamental part of an overall operational environment for any operation. **A threat is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland.** Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. Commanders and staffs must understand how current and potential threats organize, equip, train, employ, and control their forces. They must continually identify, monitor, and assess threats as they adapt and change over time.

1-13. In general, the various actors in any operational area can qualify as an enemy, an adversary, a neutral, or a friend. **An enemy is a party identified as hostile against which the use of force is authorized.** An enemy is also called a combatant and is treated as such under the law of war. Enemies will apply advanced technologies (such a cyberspace attack) as well as simple and dual-use technologies (such as improvised explosive devices). Enemies avoid U.S. strengths (such as long-range surveillance and precision strike) through traditional countermeasures (such as dispersion, concealment, and intermingling with civilian populations).

1-14. An *adversary* is a party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged (JP 3-0). **A neutral is a party identified as neither supporting nor opposing friendly, adversary, or enemy forces.** Finally, a friendly is an individual or group that is perceived to be supportive of U.S. efforts. Land operations often prove complex because an enemy, an adversary, a neutral, or a friend intermix, often with no easy means to distinguish one from another.

1-15. The term hybrid threat captures the seemingly increased complexity of operations, the multiplicity of actors involved, and the blurring between traditional elements of conflict. **A hybrid threat is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, or criminal elements unified to achieve mutually benefitting threat effects.** Hybrid threats combine traditional forces governed by law, military tradition, and custom with unregulated forces that act with no restrictions on violence or target selection. These may involve nation-state actors, possibly using proxy forces to coerce and intimidate, or nonstate actors such as criminal and terrorist organizations that employ protracted forms of warfare using operational concepts and high-end capabilities traditionally associated with states. Such varied forces and capabilities enable hybrid threats to capitalize on perceived vulnerabilities, making them particularly effective.

1-16. Although not strictly viewed as a threat, a *hazard* is a condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation (JP 3-33). Hazardous conditions or natural phenomena are able to damage or destroy life, vital resources, and institutions, or prevent mission accomplishment. Understanding hazards and their effects on operations allows the commander to better understand the terrain, weather, and various other factors that best support the mission. Understanding hazards also helps the commander visualize potential impacts on operations. Successful interpretation of the environment aids in correctly opposing threat courses of action within a given geographical region. Hazards include disease, extreme weather phenomena, solar flares, and areas contaminated by toxic materials.

1-17. Hostile state actors may attempt to overwhelm defense systems and impose a high cost on the United States to intervene in a contingency or crisis. State and nonstate actors attempt to apply technology to disrupt the U.S. advantages in communications, long-range precision-guided munitions, movement and maneuver, and surveillance. Enemy actions seek to reduce the U.S. ability to achieve dominance in the land, air, maritime, space, and cyberspace domains. Army forces cannot always depend on an advantage in technology, communications, and information collection. They must account for what adversaries and enemies know about friendly capabilities and how Army forces operate. Army forces must anticipate how enemies will adapt their operations and use their capabilities to struggle for superiority in important portions of the land, air, maritime, space, and cyberspace domains. Additionally, to accomplish political objectives, enemy organizations may expand operations to the United States. Enemies and adversaries may operate beyond

physical battlegrounds. Enemies often subvert friendly efforts by infiltrating U.S. and partner forces (acting as insider threats) and by using cyberspace attacks, while using propaganda and disinformation through social media to affect public perception.

1-18. Enemies and adversaries may pursue anti-access and area-denial capabilities. Such efforts make U.S. power projection increasingly risky and enable near-peer competitors and regional powers to extend their coercive strength well beyond their borders. In the most challenging scenarios, the United States may be unable to employ forces the way it has in the past. For example, the ability of U.S. forces to build up combat power in an area, perform detailed rehearsals and integration activities, and then conduct operations when and where desired may be significantly challenged. Additionally, enemies may employ cyberspace attack capabilities (such as disruptive and destructive malware), battlefield jammers, and space capabilities (such as anti-satellite weapons) to disrupt U.S. communications; positioning, navigation, and timing; synchronization; and freedom of maneuver. Finally, enemies may attempt to strike at homeland installations to disrupt or delay deployment of forces. These types of threats are not specific to any single theater of operations, and they create problematic consequences for international security. Such an environment can induce instability or erode the credibility of U.S. deterrence, and it may weaken U.S. international alliances, including associated trade, economic, and diplomatic agreements.

1-19. Concurrent with state challenges, violent extremist organizations work to undermine transregional security in areas such as the Middle East and North Africa. Such groups are dedicated to radicalizing populations, spreading violence, and leveraging terror to impose their visions of societal organization. They are strongest where governments are weakest, exploiting people trapped in fragile or failed states. In many locations, violent extremist organizations coexist with transnational criminal organizations, and both organizations conduct illicit trade and spread corruption, further undermining security and stability. Also, actions by computer hacking and political extremist groups create havoc, undermine security, and increase challenges to stability.

1-20. Climate change and natural or manmade disasters will compound already difficult conditions in developing countries. They will cause humanitarian crises, driving regionally destabilizing population migrations and raising the potential for epidemic diseases. For example, desertification is occurring at over 40 thousand square miles per year. Millions of people die each year from communicable diseases; these numbers may grow exponentially as urban densities increase. Increased consumption of resources, especially in densely populated areas, will increase air, water, land, and potentially even space pollution. Depletion of resources will also compound this problem. Depletion reduces natural replenishment sources as well as intensifies the effects of natural disasters, having increasingly greater impacts on more densely populated areas.

1-21. For Army forces, the dynamic relationships among friendly forces, enemy forces, and populations make land operations dynamic and complicated. Regardless of the location or threat, Army forces must synchronize actions across multiple domains to achieve unity of effort that ensures mission accomplishment. Commanders and staffs must be prepared to adapt and thrive in environments where problems bind actors together rather than formal authorities.

WAR AS A HUMAN ENDEAVOR

1-22. War is a human endeavor—a fundamentally human clash of wills often fought among populations. It is not a mechanical process that can be controlled precisely, or even mostly, by machines, statistics, or laws that cover operations in carefully controlled and predictable environments. Fundamentally, all war is about changing human behavior. It is both a contest of wills and a contest of intellect between two or more sides in a conflict, with each trying to alter the behavior of the other side. Success in operations is often determined by a leader's ability to outthink an opponent to gain and maintain the initiative. The side that forecasts better, learns and adapts more rapidly, thinks more clearly, decides and acts more quickly, and is comfortable operating with uncertainty stands the greatest chance to seize, retain, and exploit the initiative in order to succeed over an opponent.

1-23. War is chaotic, lethal, and inherently human. The ability to prevail in ground combat becomes a decisive factor in breaking the enemy's will. To break the will of the enemy requires commanders and Soldiers alike to understand the human context that reinforces the enemy's will (for example, societal norms,

history, and religion). Commanders must not presume that superior lethality necessarily equates to causing the desired effects on the enemy. Commanders must continually assess through the various means at their disposal, whether their operations are influencing enemies, as well as populations, in the ways that they intend; this same assessment must occur for nonlethal application of force as well.

1-24. Throughout history, people have been innately tied to the land upon which they live. This reality places the U.S. Army, as part of a joint force, in a unique position to best influence foreign populations in accordance with U.S. national objectives. Insurgents often engage in warfare by blending into the local population, requiring commanders to understand the human context of the insurgency and the local population to ensure the effectiveness of operations. When unified land operations occur among civilian groups, these groups' actions influence and are influenced by military operations. The results of these interactions are often unpredictable—and perhaps uncontrollable. Commanders must seek the support of local populations and, when necessary, be able to influence their behaviors.

1-25. Human context concerns play a critical role in shaping operations as well. Soldiers interacting with partner units and local security forces garner trust when they engage these forces with respect and cultural understanding. Commanders should possess a historical understanding of operations of partner forces and how those forces have integrated with other nations.

1-26. The scope of operations associated with war reaches to the lowest echelons and the Soldiers operating at those echelons. These Soldiers number in the thousands for a brigade combat team commander. Soldiers receive orders passed through multiple echelons of command. Each Soldier must understand the limits within which to exercise disciplined initiative. In addition, subordinate commanders must understand the higher-level commander's intent, the capabilities and limitations of their unit and subordinate leaders, and the effects of their actions on the operations of the entire force. To be effective, commanders must communicate and receive information in an understandable form to and from the lowest echelons to ensure shared understanding.

1-27. U.S. military forces seek to achieve the goals and objectives given to them by the President and the Congress. Normally, this calls for establishing or re-establishing conditions favorable to U.S. interests. Setting these conditions is the role of unified action, and Army forces are a vital partner in unified actions.

UNIFIED ACTION

1-28. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). *Unity of effort* is coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action (JP 1). As military forces synchronize actions, they achieve unity of effort. Unified action includes actions of Army, joint, and multinational forces synchronized or coordinated with activities of other government agencies, nongovernmental and intergovernmental organizations, and the private sector. Through engagement, military forces play a key role in unified action before, during, and after operations. The Army's contribution to unified action is unified land operations. (See chapter 3.) Army forces are uniquely suited to shape operational environments through their forward presence and sustained engagements with unified action partners and local civilian populations.

1-29. Army forces remain the preeminent fighting force in the land domain. However, Army forces both depend on and support joint forces across multiple domains (land, air, maritime, space, and cyberspace). This integration across multiple domains, as well as both the contributions that Army forces provide and the benefits that Army forces derive from operating in multiple domains, is multi-domain battle. (See paragraph 3-39 for multi-domain battle.) The Army depends on the other Services for strategic and operational mobility, joint fires, and other key enabling capabilities. The Army supports other Services, combatant commands, and unified action partners with foundational capabilities such as ground-based indirect fires and ballistic missile defense, defensive cyberspace operations, electronic protection, communications, intelligence, rotary-wing aircraft, logistics, and engineering. ***Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations.***

1-30. The Army's ability to set and sustain the theater of operations is essential to allowing the joint force to seize the initiative while restricting the enemy's options. The Army possesses capacities to establish, maintain, and defend vital infrastructure. It also provides to the joint force commander unique capabilities, such as port and airfield opening; logistics; chemical defense; and reception, staging, and onward movement, and integration.

1-31. Interagency coordination is inherent in unified action. *Interagency coordination* is, within the context of Department of Defense involvement, the coordination that occurs between elements of Department of Defense, and engaged United States Government agencies and departments for the purpose of achieving an objective (JP 3-0). Army forces conduct and participate in interagency coordination using established liaison, Soldier and leader engagement, and planning processes.

1-32. Combatant commanders play a pivotal role in unified action. However, subordinate commanders also integrate and synchronize their operations directly with the activities and operations of other military forces and nonmilitary organizations in their areas of operations. Additionally, commanders should consider the activities of the host nation and its local population. Unified action may require interorganizational coordination to build the capacity of unified action partners. *Interorganizational coordination* is interaction that occurs among elements of the Department of Defense; engaged United States Government agencies; state, territorial, local, and tribal agencies; foreign military forces and government agencies; intergovernmental organizations; nongovernmental organizations; and the private sector (JP 3-08). Building partner capacity helps to secure populations, protect infrastructure, and strengthens institutions as a means of protecting common security interests. Building partner capacity results from comprehensive interorganizational activities, programs, and military-to-military engagements that work together. As a group of partners, they enhance their ability to establish security, governance, economic development, essential services, rule of law, and other critical government functions. The Army integrates capabilities of the operating and the institutional Army to support interorganizational capacity-building efforts, primarily through security cooperation interactions.

1-33. *Security cooperation* is all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific United States security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to a host nation (JP 3-22). Security cooperation provides the means to build partner capacity. The interactions of security cooperation encourage and enable international partners to work with the United States to achieve strategic objectives. These objectives include—

- Building defensive and security relationships that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities.
- Developing capabilities for self-defense and multinational operations.
- Providing U.S. forces with peacetime and contingency access to host nations in order to increase situational understanding of the operational environment.

1-34. Supported by appropriate policy, legal frameworks, and authorities, Army forces support the objectives of the combatant commander's campaign plan. The plan supports those objectives by leading security cooperation interactions, specifically those involving security force assistance and foreign internal defense for partner units, institutions, and security sector functions. *Security force assistance* is the Department of Defense activities that contribute to unified action by the United States Government to support the development of the capacity and capability of foreign security forces and their supporting institutions (JP 3-22). *Foreign internal defense* is participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security (JP 3-22).

1-35. Through security force assistance and foreign internal defense, operating forces and the institutional Army contribute to security sector programs. These programs professionalize and develop secure partner capacity to enable synchronized and sustained operations. Army security cooperation interactions enable other interorganizational efforts to build partner capacity. Army forces—including special operations forces—advise, assist, train, and equip partner units to develop unit and individual proficiency in security operations. The institutional Army advises and trains partner Army activities to build institutional capacity for professional education, force generation, and force sustainment. (See FM 3-22 for more information on Army support to security cooperation.)

COOPERATION WITH CIVILIAN ORGANIZATIONS

1-36. Commanders understand the respective roles and capabilities of civilian organizations and contractors in unified action. Other government agencies work with the military and are part of a national chain of command under the President of the United States.

1-37. When directed, Army forces provide sustainment and security for civilian organizations, since many of these organizations lack these capabilities. Within the context of interagency coordination, other government agencies are non-Department of Defense agencies of the U.S. Government. Other government agencies include, but are not limited to, Departments of State, Justice, Transportation, and Agriculture.

1-38. Another civilian organization is an intergovernmental organization. An *intergovernmental organization* is an organization created by a formal agreement between two or more governments on a global, regional, or functional basis to protect and promote national interests shared by member states (JP 3-08). Intergovernmental organizations may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Examples include the United Nations and the European Union.

1-39. Finally, a *nongovernmental organization* is a private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society (JP 3-08). Nongovernmental organizations are independent, diverse, and flexible organizations focused on grassroots aid that ranges from providing primary relief and development to supporting human rights, civil society, and conflict resolution organizations. Their mission is often one of a humanitarian nature and not one of assisting the military in accomplishing its objectives. In some circumstances, nongovernmental organizations may provide humanitarian aid simultaneously to friendlies and enemies or adversaries.

1-40. A contractor is a person or business operating under a legal agreement who provides products or services for pay. A contractor furnishes supplies and services or performs work at a certain price or rate based on contracted terms. Contracted support includes traditional goods and services support, but it may also include interpreter communications, infrastructure, and other related support. Contractor employees include contractors authorized to accompany the force as a formal part of the force and local national employees who normally have no special legal status. (See ATP 4-10 for more information on contractors.)

1-41. Civilian organizations—such as other government agencies, intergovernmental organizations, and nongovernmental organizations—bring resources and capabilities that can help establish host-nation civil authority and capabilities. Most civilian organizations are not under military control, nor does the American ambassador or a United Nations commissioner control them. Civilian organizations have different organizational cultures and norms. Some may be willing to work with Army forces; others may not. Also, civilian organizations may arrive well after military operations have begun. Thus, personal contact and team building are essential. Command emphasis on immediate and continuous coordination encourages effective cooperation. Commanders should establish liaison with civilian organizations to integrate their efforts as much as possible with Army and joint operations. Civil affairs units typically establish this liaison. (See FM 3-57 for more information on civil affairs units.)

MULTINATIONAL OPERATIONS

1-42. *Multinational operations* is a collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance (JP 3-16). While each nation has its own interests and often participates within limitations of national caveats, all nations bring value to an operation. Each nation's force has unique capabilities, and each usually contributes to the operation's legitimacy in terms of international or local acceptability. Army forces should anticipate participating in multinational operations and plan accordingly. (See FM 3-16 for more information on multinational operations.)

1-43. An *alliance* is the relationship that results from a formal agreement between two or more nations for broad, long-term objectives that further the common interests of the members (JP 3-0). Military alliances, such as the North Atlantic Treaty Organization (commonly known as NATO), allow partners to establish formal, standard agreements.

1-44. A *coalition* is an arrangement between two or more nations for common action (JP 5-0). Nations usually form coalitions for focused, short-term purposes. A coalition action is an action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. Army forces may conduct coalition actions under the authority of a United Nations resolution.

1-45. Soldiers assigned to a multinational force face many demands. These include dealing with cultural issues, different languages, interoperability challenges, national caveats on the use of respective forces and sharing of information and intelligence, rules of engagement, and underdeveloped methods and systems for commanding and controlling. Commanders analyze the mission's particular requirements to exploit the multinational force's advantages and compensate for its limitations. Establishing effective liaison with multinational partners is an important means for increasing the commander's understanding.

1-46. Multinational sustainment requires detailed planning and coordination. Normally, each nation provides a national support element to sustain its deployed forces. However, integrated multinational sustainment may improve efficiency and effectiveness. When authorized and directed, an Army theater sustainment command can provide logistics and other support to multinational forces. Integrating support requirements of several nations' forces, often spread over considerable distances and across international boundaries, is challenging. Commanders consider multinational force capabilities, such as mine clearance, that may exceed U.S. forces' capabilities.

JOINT OPERATIONS

1-47. Single Services may accomplish tasks and missions in support of Department of Defense objectives. However, the Department of Defense primarily employs two or more Services (from two military departments) in a single operation, particularly in combat, through joint operations. *Joint operations* is a general term to describe military actions conducted by joint forces and those Service forces employed in specified command relationships with each other, which of themselves, do not establish joint forces (JP 3-0). A *joint force* is a general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander (JP 3-0). Joint operations exploit the advantages of interdependent Service capabilities through unified action, and joint planning integrates military power with other instruments of national power (diplomatic, informational, and economic) to achieve a desired military end state. The *end state* is the set of required conditions that defines achievement of the commander's objectives (JP 3-0). Joint planning connects the strategic end state to the joint force commander's operational campaign design and ultimately to tactical missions. Joint force commanders use campaigns and major operations to translate their operational-level actions into strategic results. A *campaign* is a series of related major operations aimed at achieving strategic and operational objectives within a given time and space (JP 5-0). A *major operation* is a series of tactical actions (battles, engagements, strikes) conducted by combat forces of a single or several Services, coordinated in time and place, to achieve strategic or operational objectives in an operational area (JP 3-0). Planning for a campaign is appropriate when the contemplated military operations exceed the scope of a single major operation. Campaigns are always joint operations. Army forces do not conduct campaigns unless they are designated as a joint task force. However, Army forces contribute to campaigns through the conduct of land operations. (See JP 5-0 for a discussion of campaigns.)

LAND OPERATIONS

1-48. An *operation* is a sequence of tactical actions with a common purpose or unifying theme (JP 1). The Army's primary mission is to organize, train, and equip forces to conduct prompt and sustained land combat operations and perform such other duties, not otherwise assigned by law, as may be prescribed by the President or the Secretary of Defense (as described in Title 10, United States Code). The Army does this through its operational concept of unified land operations (see chapter 3.) Army doctrine aligns with joint doctrine and takes into account the nature of land operations. The command and control of operations on land fundamentally differs from other types of military operations.

1-49. Army forces, with unified action partners, conduct land operations to protect the homeland and engage regionally to prevent conflict, shape security environments, and create multiple options for responding to and resolving crises. Army forces defeat enemy organizations, control terrain, secure populations, consolidate

gains, and preserve joint force freedom of movement and action through multi-domain battle in the land, air, maritime, space, and cyberspace domains.

1-50. The dynamic relationships among friendly forces, enemy forces, adversaries, and the environment make land operations exceedingly complex. Understanding each of these elements separately is necessary, but not sufficient, to understand the relationships among them. Friendly forces strive to achieve dominance against the enemy to attain operational advantages in both the physical and information environments. Advantages in the physical environment allow Army forces to close with and destroy the enemy with minimal losses. These advantages allow Army forces to decisively defeat enemy forces.

1-51. Joint doctrine discusses traditional war as a confrontation between nation-states or coalitions of nation-states. This confrontation typically involves small-scale to large-scale, force-on-force military operations in which enemies use various conventional and unconventional military capabilities against each other. Landpower normally solidifies the outcome, even when it is not the definitive instrument. **Landpower is the ability—by threat, force, or occupation—to gain, sustain, and exploit control over land, resources, and people.** Landpower is at the very heart of unified land operations. Landpower includes the ability to—

- Protect and defend U.S. national assets and interests.
- Impose the Nation's will on an enemy, by force if necessary.
- Sustain high tempo operations.
- Engage to influence, shape, prevent, and deter in an operational environment.
- Defeat enemy organizations and control terrain.
- Secure populations and consolidate gains.
- Establish and maintain a stable environment that sets the conditions for political and economic development.
- Address the consequences of catastrophic events—both natural and manmade—to restore infrastructure and reestablish basic civil services.

CHARACTERISTICS

1-52. Land operations may involve destroying or dislocating enemy forces on land, or seizing or securing key land objectives that reduce the enemy's ability to conduct operations. Five characteristics distinguish land operations: scope, duration, terrain, permanence, and civilian presence.

1-53. The characteristics of land operations increase the uncertainty of the environment in which Army forces conduct operations. Commanders organize, train, and equip their forces to persevere through casualties and setbacks. Decentralized execution—based on a shared understanding of the commander's intent, mission orders, and sharing available information—allows lower level commanders to cope with uncertainty by exercising disciplined initiative.

Scope

1-54. Land operations can occur across the entire expanse of the land domain and across the range of military operations. Land combat may involve **close combat—warfare carried out on land in a direct-fire fight, supported by direct and indirect fires and other assets** (see paragraphs 1-63 to 1-67). Units involved in close combat employ direct fire weapons, supported by indirect fire, air-delivered fires, and nonlethal engagement means. Units in close combat defeat or destroy enemy forces, or seize and retain ground. Close combat at lower echelons contains many more interactions between friendly and enemy forces than any other form of combat.

Duration

1-55. Land operations are repetitive and continuous. With few exceptions (such as ambushes or raids), Army forces do not execute an operation and return to a base; they remain in contact with enemy forces almost continuously. Doing this allows them to destroy enemies or render them incapable or unwilling to conduct further action. The duration of land combat operations contributes to the large number of interactions between friendly and enemy forces, as well as between friendly forces and the civilian population.

Terrain

1-56. Land operations take place in the densest of all media—the ground environment. The complex variety of natural and manmade features of the ground environment contrasts significantly with the relative transparency of air, sea, space, and cyberspace environments. In addition to considering the visibility limits resulting from clutter and other terrain features, effective plans for land combat also account for the effects of weather and climate.

Permanence

1-57. Land operations frequently require seizing or securing terrain. With control of terrain comes control of the local population and its productive capabilities. Thus, Army forces in land operations make permanent the often temporary effects of other operations.

Civilian Presence

1-58. Land operations affect civilians by disrupting routine life patterns and potentially placing civilians in harm's way. Additionally, land combat often impacts civilian access to necessary items such as food, water, and medical supplies. Army forces must plan to conduct minimum-essential stability tasks (providing security, food, water, shelter, and medical treatment) as an integral part of land combat.

ARMY FORCES—EXPEDITIONARY CAPABILITY AND CAMPAIGN QUALITY

1-59. Future conflicts will place a premium on promptly deploying landpower and constantly adapting to each campaign's unique circumstances as they occur and change. But swift campaigns, however desirable, are the exception. Whenever objectives involve controlling populations or dominating terrain, campaign success usually requires employing landpower for protracted periods. Therefore, the Army combines expeditionary capability and campaign quality to contribute crucial, sustained landpower to unified action. Army forces provide the joint force commander the capability to conduct prompt and sustained land combat operations.

1-60. Expeditionary capability is the ability to promptly deploy combined arms forces on short notice to any location in the world, capable of conducting operations immediately upon arrival. Expeditionary operations require the ability, with joint air and maritime support, to deploy quickly with little notice, rapidly shape conditions in an area of operations, and operate immediately on arrival, exploiting success and consolidating gains while sustaining operational reach. *Operational reach* is the distance and duration across which a joint force can successfully employ military capabilities (JP 3-0). Adequate operational reach is a necessity in order to conduct decisive action (see chapter 3 for a detailed discussion of decisive action). Extending operational reach is a paramount concern for commanders. To achieve the desired end state, forces must possess the necessary operational reach to establish and maintain conditions that define success. Commanders and staffs increase operational reach through deliberate, focused planning, well in advance of operations if possible, and the appropriate sustainment to facilitate endurance.

1-61. Expeditionary capabilities are more than physical attributes; they begin with a mindset that pervades the force. Expeditionary capabilities assure friends, multinational partners, enemies, and adversaries that the Nation is able and willing to deploy the right combination of Army forces to the right place at the right time. Forward deployed units, forward positioned capabilities, and force projection—from anywhere in the world—all contribute to the Army's expeditionary capabilities. Providing joint force commanders with expeditionary capabilities requires forces organized and equipped to be modular, versatile, and rapidly deployable as well as able to conduct operations with institutions capable of supporting them.

1-62. Campaign quality is the Army's ability to sustain operations as long as necessary and to conclude operations successfully. Army forces are organized, trained, and equipped for endurance, and they are foundational and essential to the joint force to conduct campaigns. The Army's campaign quality extends its expeditionary capability well beyond deploying combined arms forces that are effective upon arrival to include theater-enabling capabilities. Campaign quality is an ability to conduct sustained operations for as long as necessary, adapting to unpredictable and often profound changes in an operational environment as the campaign unfolds. The Army's Sustainable Readiness Model (formerly the Army Force Generation Model) provides force generation policies and processes that extend expeditionary capabilities and campaign

quality to precombat and postcombat campaign periods. Campaigning requires a mindset and vision that complements expeditionary requirements. Soldiers understand that no matter how long they are deployed, the Army will take care of them and their families. They are confident that the loyalty they pledge to their units will be returned to them, no matter what happens on the battlefield or in what condition they return home. Army leaders understand the effects of protracted land operations on Soldiers and adjust the tempo of operations whenever circumstances allow. Senior joint commanders plan effective campaigns and large-scale combat operations in conjunction with senior Army leaders.

CLOSE COMBAT

1-63. Close combat is indispensable and unique to land operations. Only on land do combatants routinely and in large numbers come face-to-face with one another. When other means fail to drive enemy forces from their positions, Army forces close with and destroy or capture them. The outcome of battles and engagements depends on Army forces' ability to prevail in close combat.

1-64. The complexity of urban terrain and density of noncombatants reduce the effectiveness of advanced sensors and long-range and air-delivered weapons. Thus, a weaker enemy often attempts to negate Army advantages by engaging Army forces in urban environments. Operations in large, densely populated areas require special considerations. From a planning perspective, commanders view cities as both topographic features and a dynamic system of varying operational entities containing hostile forces, local populations, and infrastructure.

1-65. Regardless of the importance of technological capabilities, success in operations requires Soldiers to accomplish the mission. Today's operational environment requires professional Soldiers and leaders whose character, commitment, and competence represent the foundation of a values-based, trained, and ready Army. Today's Soldiers and leaders adapt and learn while training to perform tasks both individually and collectively. Soldiers and leaders develop the ability to exercise judgment and disciplined initiative under stress. Army leaders and their subordinates must remain—

- Honorable servants of the Nation.
- Competent and committed professionals.
- Dedicated to living by and upholding the Army Ethic.
- Able to articulate mission orders to operate within their commander's intent.
- Committed to developing their subordinates and creating shared understanding while building mutual trust and cohesion.
- Courageous enough to accept prudent risk and exercise disciplined initiative while seeking to exploit opportunities in a dynamic and complex operational environment.
- Trained to operate across the range of military operations.
- Able to operate in combined arms teams within unified action and leverage other capabilities in achieving their objectives.
- Able to apply cultural understanding to make the right decisions and take the right actions.
- Opportunistic and offensively minded.

1-66. Effective close combat relies on lethality with a high degree of situational understanding. The capacity for physical destruction is a foundation of all other military capabilities, and it is the most basic building block of military operations. Army leaders organize, equip, train, and employ their formations for unmatched lethality over a wide range of conditions. Lethality is a persistent requirement for Army organizations, even in conditions where only the implicit threat of violence suffices to accomplish the mission through nonlethal engagements and activities.

1-67. An inherent, complementary relationship exists between using lethal force and applying military capabilities for nonlethal purposes. Though each situation requires a different mix of violence and constraint, lethal and nonlethal actions used together complement each other and create multiple dilemmas for opponents. Lethal actions are critical to accomplishing offensive and defensive tasks. However, nonlethal actions are also important contributors to combined arms operations, regardless of which element of decisive action dominates. Finding ways to accomplish the mission with an appropriate mix of lethal and nonlethal actions remains an important consideration for every commander.

READINESS THROUGH TRAINING

1-68. Effective training is the cornerstone of operational success. As General Mark A. Milley, Chief of Staff of the Army, wrote in his initial message to the Army, “Readiness for ground combat is—and will remain—the U.S. Army’s #1 priority. We will always be ready to fight today, and we will always prepare to fight tomorrow.” Through training and leader development, Soldiers, leaders, and units achieve the tactical and technical competence that builds confidence and allows them to conduct successful operations across the continuum of conflict. The Army trains its forces using training doctrine that sustains their expeditionary and campaign excellence. Focused individual and collective training prepares Soldiers, leaders, and units to deploy, fight, and win. This same training prepares Soldiers to create stable environments. Achieving this competence requires specific, dedicated training on offensive, defensive, and stability or defense support of civil authorities tasks. Training continues in deployed units to sustain skills and to adapt to changes in an operational environment. (See ADRP 7-0 for training doctrine.)

1-69. Army training includes a system of techniques and standards that allow Soldiers and units to determine, acquire, and practice necessary skills. Candid assessments, after action reviews, and applied lessons learned and best practices produce quality Soldiers and versatile units, ready for all aspects of a situation. The Army’s training system prepares Soldiers and leaders to employ Army capabilities adaptively and effectively in today’s varied and challenging conditions. Through training and experiential practice and learning, the Army prepares Soldiers to win in land combat. Training builds teamwork and cohesion within units. It recognizes that Soldiers ultimately fight for one another and their units. Training instills discipline. It conditions Soldiers to operate within the law of war and rules of engagement. Training prepares unit leaders for the harsh reality of land combat by emphasizing the fluid and disorderly conditions inherent in land operations. Within these training situations, commanders emphasize mission command. To exercise mission command and successfully apply combat power during operations, commanders must understand, foster, and frequently practice mission command principles during training. Training must include procedures for cybersecurity and defense of cyber-based platforms that support the warfighting functions.

1-70. Army training produces formations that fight and win with overwhelming combat power against any enemy. However, the complexity of integrating all unified action partners’ demands that Army forces maintain a high degree of preparedness at all times, as it is difficult to achieve proficiency quickly. Leaders at all levels seek and require training opportunities between the Regular Army and Reserve Components, and their unified action partners at home station, at combat training centers, and when deployed. Only by training as an integrated Total Army in a replicated training environment against a realistic threat will the Army generate appropriate readiness levels to meet current requirements and build endurance for prolonged operations. Formations also train in contested conditions that emphasize degraded friendly capabilities, reduced time for preparation, and expeditionary deployment. Commanders ensure all Soldiers are trained and certified before enabling Soldiers to assume leadership positions, including staff positions.

1-71. The Army as a whole must be flexible enough to operate successfully across the range of military operations. Units must be agile enough to adapt quickly and be able to shift with little effort from a focus on one portion of the continuum of conflict to focus on another portion. Change and adaptation that once required years to implement must now be recognized, communicated, and enacted far more quickly. Technology, having played an increasingly important role in increasing the lethality of the industrial age battlefield, will assume more importance and require greater and more rapid innovation in tomorrow’s conflicts. No longer can responses to hostile asymmetric approaches be measured in months; solutions must be anticipated and rapidly fielded across the force—and then be adapted frequently and innovatively as the enemy adapts to counter new-found advantages.

1-72. U.S. responsibilities are global; therefore, Army forces prepare to operate in any environment. Army training develops confident, competent, and agile leaders and units. Commanders focus their training time and other resources on tasks linked to their mission. Because Army forces face diverse threats and mission requirements, commanders adjust their training priorities based on a likely operational environment. As units prepare for deployment, commanders adapt training priorities to address tasks required by actual or anticipated operations.

Chapter 2

Operational Art

This chapter discusses the application of operational art. It then discusses defeat and stability mechanisms. Lastly, it details the elements of operational art.

THE APPLICATION OF OPERATIONAL ART

2-1. Prior to conducting land operations, Army commanders seek to thoroughly analyze an operational environment and determine the most effective and efficient methods for applying decisive action in various locations across multiple echelons and multiple domains. They use operational art and the principles of joint operations to envision how to establish conditions that accomplish their missions and achieve assigned objectives. Actions and interactions across the levels of warfare influence these conditions.

2-2. *Operational art* is the cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means (JP 3-0). For Army forces, operational art is the pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose. This approach enables commanders and staffs to use skill, knowledge, experience, and judgment to overcome the ambiguity and intricacies of a complex, ever-changing, and uncertain operational environment. Operational art applies to all aspects of operations and integrates ends, ways, and means, while accounting for risk. Operational art applies to all levels of warfare, strategic, operational, and tactical. Army commanders focus on planning and executing operations and activities to achieve military objectives in support of the joint force commander's campaign plan.

2-3. The twelve principles of joint operations represent important factors that affect the conduct of operations across the levels of warfare. (See table 2-1 on page 2-2.) Rather than a checklist, the principles are considerations. While commanders consider the principles in all operations, they do not apply in the same way to every situation. Nor do all principles apply to all situations. Rather, these principles summarize characteristics of successful operations. Their greatest value lies in educating military professionals. Applied to the study of past operations, these principles are powerful tools that can assist commanders in analyzing pending operations. While considering the principles of joint operations, commanders synchronize efforts and determine if or when to deviate from the principles based on the current situation. (See JP 3-0 for a detailed discussion on the principles of joint operations.)

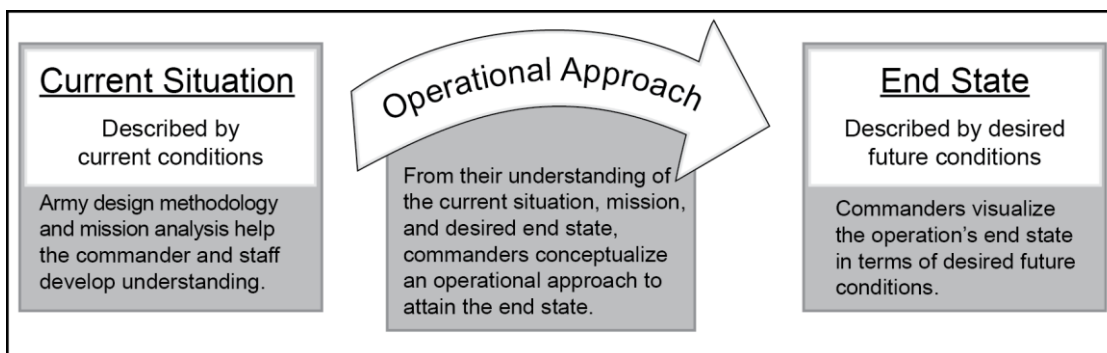
2-4. When applying operational art, commanders and staff must create a shared understanding of purpose. This begins with open, continuous collaboration and dialogue between commanders at various echelons of command. Such collaboration and dialogue enables commanders to share an understanding of the problems and conditions of an operational environment. Effective collaboration facilitates assessment, fosters critical analysis, and anticipates opportunities and risk.

2-5. Operational art spans a continuum—from comprehensive strategic direction to tactical actions. Bridging this continuum requires creative vision coupled with broad experience and knowledge. Through operational art, commanders translate their operational approach into a *concept of operations*—a verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources (JP 5-0)—and ultimately into tactical tasks. Commanders then array forces and maneuver them to achieve a desired end state.

Table 2-1. Principles of joint operations

- **Objective:** Direct every military operation toward a clearly defined, decisive, and achievable goal.
- **Offensive:** Seize, retain, and exploit the initiative.
- **Mass:** Concentrate the effects of combat power at the most advantageous place and time to produce decisive results.
- **Maneuver:** Place the enemy in a position of disadvantage through the flexible application of combat power.
- **Economy of force:** Expend minimum essential combat power on secondary efforts in order to allocate the maximum possible combat power on primary efforts.
- **Unity of command:** Ensure unity of effort under one responsible commander for every objective.
- **Security:** Prevent the enemy from acquiring unexpected advantage.
- **Surprise:** Strike at a time or place or in a manner for which the enemy is unprepared.
- **Simplicity:** Increase the probability that plans and operations will be executed as intended by preparing clear, uncomplicated plans and concise orders.
- **Restraint:** Limit collateral damage and prevent the unnecessary use of force.
- **Perseverance:** Ensure the commitment necessary to attain the national strategic end state.
- **Legitimacy:** Maintain legal and moral authority in the conduct of operations.

2-6. Army design methodology assists commanders in developing their operational approach. (See ATP 5-0.1 for more information on Army design methodology.) Applying operational art requires a shared understanding of an operational environment with the problem analyzed through the Army design methodology. This understanding enables commanders to develop an operational approach to guide the force in establishing those conditions to win and accomplish the mission. (See figure 2-1.) The *operational approach* is a description of the broad actions the force must take to transform current conditions into those desired at end state (JP 5-0). Commanders use a common doctrinal language to visualize and describe their operational approach. The operational approach provides a framework that relates tactical tasks to the desired end state. It provides a unifying purpose and focus to all operations.

**Figure 2-1. Operational approach**

DEFEAT AND STABILITY MECHANISMS

2-7. When developing an operational approach, commanders consider how to employ a combination of defeat mechanisms and stability mechanisms. Defeat mechanisms are dominated by offensive and defensive tasks, while stability mechanisms are dominant in stability tasks that establish and maintain security and facilitate consolidating gains in an area of operations.

2-8. A **defeat mechanism** is a method through which friendly forces accomplish their mission against enemy opposition. Army forces at all echelons use combinations of four defeat mechanisms: destroy, dislocate, disintegrate, and isolate. Applying focused combinations produces complementary and reinforcing

effects not attainable with a single mechanism. Used individually, a defeat mechanism achieves results proportional to the effort expended. Used in combination, the effects are likely to be both synergistic and lasting.

2-9. When commanders destroy, they apply lethal combat power on an enemy capability so that it can no longer perform any function. *Destroy* is a tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt (FM 3-90-1). The enemy cannot restore a destroyed force to a usable condition without entirely rebuilding it.

2-10. ***Dislocate is to employ forces to obtain significant positional advantage, rendering the enemy's dispositions less valuable, perhaps even irrelevant.*** Commanders often achieve dislocation by placing forces in locations where the enemy does not expect them.

2-11. ***Disintegrate means to disrupt the enemy's command and control system, degrading its ability to conduct operations while leading to a rapid collapse of the enemy's capabilities or will to fight.*** Commanders often achieve disintegration by specifically targeting the enemy's command structure and communications systems.

2-12. *Isolate* is a tactical mission task that requires a unit to seal off—both physically and psychologically—an enemy from sources of support, deny the enemy freedom of movement, and prevent the isolated enemy force from having contact with other enemy forces (FM 3-90-1). When commanders isolate, they deny an enemy or adversary access to capabilities that enable an enemy unit to maneuver in time and space at will.

2-13. Commanders describe a defeat mechanism as the physical, temporal, or psychological effects it produces. Operational art formulates the most effective, efficient way to defeat enemy aims. Physically defeating the enemy deprives enemy forces of the ability to achieve those aims. Temporally defeating the enemy anticipates enemy reactions and counters them before they can become effective. Psychologically defeating the enemy deprives the enemy of the will to continue the conflict.

2-14. In addition to defeating an enemy, Army forces often seek to stabilize an area of operations by performing stability tasks. There are six primary stability tasks:

- Establish civil security.
- Establish civil control.
- Restore essential services.
- Support governance.
- Support economic and infrastructure development.
- Conduct security cooperation.

2-15. The combination of stability tasks conducted during operations depends on the situation. In some operations, the host nation can meet most or all of the population's requirements. In those cases, Army forces work with and through host-nation authorities. Commanders use civil affairs operations to mitigate how the military presence affects the population and vice versa. Conversely, Army forces operating in a failed state may need to support the well-being of the local population. That situation requires Army forces to work with civilian organizations to restore basic capabilities. Civil affairs operations prove essential in establishing the trust between Army forces and civilian organizations required for effective, working relationships.

2-16. ***A stability mechanism is the primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace.*** As with defeat mechanisms, combinations of stability mechanisms produce complementary and reinforcing effects that accomplish the mission more effectively and efficiently than single mechanisms do alone.

2-17. The four stability mechanisms are compel, control, influence, and support. Compel means to use, or threaten to use, lethal force to establish control and dominance, effect behavioral change, or enforce compliance with mandates, agreements, or civil authority. Control involves imposing civil order. Influence means to alter the opinions, attitudes, and ultimately the behavior of foreign friendly, neutral, adversary, and enemy targets and audiences through messages, presence, and actions. Support is to establish, reinforce, or set the conditions necessary for the instruments of national power to function effectively.

THE ELEMENTS OF OPERATIONAL ART

2-18. In applying operational art, Army commanders and their staffs use intellectual tools to help them understand an operational environment as well as visualize and describe their approach for conducting an operation. Collectively, this set of tools is known as the elements of operational art. These tools help commanders understand, visualize, and describe the integration and synchronization of the elements of combat power as well as their commander's intent and guidance. Commanders selectively use these tools in any operation. However, the tools' broadest application applies to long-term operations.

2-19. Not all elements of operational art apply at all levels of warfare. For example, a company commander may be concerned about the tempo of an upcoming operation but is probably not concerned with an enemies' center of gravity. On the other hand, a corps commander may consider all elements of operational art in developing a plan in support of the joint force commander. As such, the elements of operational art are flexible enough to be applicable when pertinent.

2-20. As some elements of operational design apply only to joint force commanders, the Army modifies the elements of operational design into elements of operational art, adding Army-specific elements. During the planning and execution of Army operations, Army commanders and staffs consider the elements of operational art as they assess the situation. They adjust current and future operations and plans as the operation unfolds, and reframe as necessary. (See table 2-2.)

Table 2-2. Elements of operational art

• End state and conditions • Center of gravity* • Decisive points* • Lines of operations and lines of effort* • Basing	• Tempo • Phasing and transitions • Culmination* • Operational reach* • Risk
*Common to elements of operational design	

END STATE AND CONDITIONS

2-21. The end state is a set of desired future conditions the commander wants to exist when an operation ends. Commanders include the end state in their planning guidance. A clearly defined end state promotes unity of effort; facilitates integration, synchronization, and disciplined initiative; and helps mitigate risk.

2-22. Army operations typically focus on achieving the military end state that may include contributions to establishing nonmilitary conditions. Commanders explicitly describe the end state and its conditions for every operation. Otherwise, missions become vague, and operations lose focus. Successful commanders direct every operation toward a clearly defined, conclusive, and attainable end state (the objective).

2-23. The end state may evolve as an operation progresses. Commanders continuously monitor operations and evaluate their progress. Commanders use formal and informal assessment methods to assess their progress in achieving the end state and determine if they need to reframe. The end state should anticipate future operations and set conditions for transitions. The end state should help commanders think through the conduct of operations to best facilitate transitions.

CENTER OF GRAVITY

2-24. A *center of gravity* is the source of power that provides moral or physical strength, freedom of action, or will to act (JP 5-0). The loss of a center of gravity can ultimately result in defeat. The center of gravity is a vital analytical tool for planning operations. It provides a focal point and identifies sources of strength and weakness. However, the concept of center of gravity is only meaningful when considered in relation to the objectives of the mission.

2-25. Centers of gravity are not limited to military forces and can be either physical or moral. They are part of a dynamic perspective of an operational environment. Physical centers of gravity, such as a capital city or military force, are tangible and typically easier to identify, assess, and target than moral centers of gravity. Physical centers of gravity can often be influenced solely by military means. In contrast, moral centers of

gravity are intangible and more difficult to influence. They can include a charismatic leader, powerful ruling elite, or strong-willed population. Military means alone usually prove ineffective when targeting moral centers of gravity. Affecting them requires collective, integrated efforts of all instruments of national power.

2-26. A center of gravity often has subcomponents, such as command and control or logistics that may be targetable by information collection. This targeting may lead to identifying critical vulnerabilities, such as communications or enemy morale, on which commanders can apply lethal or nonlethal capabilities.

2-27. Commanders analyze a center of gravity thoroughly and in detail. Faulty conclusions drawn from hasty or abbreviated analyses can adversely affect operations, waste critical resources, and incur undue risk. Thoroughly understanding an operational environment helps commanders identify and target enemy centers of gravity. This understanding encompasses how enemies organize, fight, and make decisions. It also includes their physical and moral strengths and weaknesses. In addition, commanders should understand how military forces interact with other government and civilian organizations. This understanding helps planners identify centers of gravity, their associated decisive points, and the best approach for achieving the desired end state.

DECISIVE POINTS

2-28. A *decisive point* is a geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success (JP 5-0). Decisive points help commanders select clear, conclusive, attainable objectives that directly contribute to achieving the end state. Geographic decisive points can include port facilities, distribution networks and nodes, and bases of operation. Specific events and elements of an enemy force may also be decisive points. Examples of such events include commitment of the enemy operational reserve and reopening a major oil refinery.

2-29. A common characteristic of decisive points is their importance to a center of gravity. A decisive point's importance requires the enemy to commit significant resources to defend it. The loss of a decisive point weakens a center of gravity and may expose more decisive points, eventually leading to an attack on the center of gravity itself. Decisive points are not centers of gravity; they are key to attacking or protecting centers of gravity. Commanders identify the decisive points that offer the greatest physical, temporal, or psychological advantage against centers of gravity.

2-30. Decisive points apply to both the operational and tactical levels when shaping the concept of operations. Decisive points enable commanders to seize, retain, or exploit the initiative. Controlling them is essential to mission accomplishment. Enemy control of a decisive point may stall friendly momentum, force early culmination, or allow an enemy counterattack.

LINES OF OPERATIONS AND LINES OF EFFORT

2-31. Lines of operations and lines of effort link objectives to the end state. Commanders may describe an operation along lines of operations, lines of effort, or a combination of both. The combination of them may change based on the conditions within an area of operations. Commanders synchronize and sequence actions, deliberately creating complementary and reinforcing effects. The lines then converge on the well-defined, commonly understood end state outlined in the commander's intent.

2-32. Commanders at all levels may use lines of operations and lines of effort to develop tasks and allocate resources. Commanders may designate one line as the decisive operation and others as shaping operations. Commanders synchronize and sequence related actions along multiple lines. Seeing these relationships helps commanders assess progress toward achieving the end state as forces perform tasks and accomplish missions.

Lines of Operations

2-33. A *line of operations* is a line that defines the directional orientation of a force in time and space in relation to the enemy and links the force with its base of operations and objectives. Lines of operations connect a series of decisive points that lead to control of a geographic or force-oriented objective. Operations designed using lines of operations generally consist of a series of actions executed according to a well-defined sequence. A force operates on interior and exterior lines. **Interior lines are lines on which a force operates when its operations diverge from a central point.** Interior lines allow commanders to move quickly against

enemy forces along shorter lines of operation. **Exterior lines are lines on which a force operates when its operations converge on the enemy.** Exterior lines allow commanders to concentrate forces against multiple positions on the ground, thus presenting multiple dilemmas to the enemy. Lines of operations tie offensive and defensive tasks to the geographic and positional references in the area of operations.

Lines of Effort

2-34. A **line of effort** is a line that links multiple tasks using the logic of purpose rather than geographical reference to focus efforts toward establishing a desired end state. Lines of effort are essential to long-term planning when positional references to an enemy or adversary have little relevance. In operations involving many nonmilitary factors, lines of effort may be the only way to link tasks to the end state. Lines of effort are often essential to helping commanders visualize how military capabilities can support the other instruments of national power.

2-35. Commanders use lines of effort to describe how they envision their operations creating the intangible end state conditions. These lines of effort show how individual actions relate to each other and to achieving the end state. Commanders often use stability and defense support of civil authorities tasks along lines of effort. These tasks link military actions with the broader interagency or interorganizational effort across the levels of warfare. As operations progress, commanders may modify the lines of effort after assessing conditions. Commanders use measures of performance and measures of effectiveness when continually assessing operations. A *measure of performance* is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0). A *measure of effectiveness* is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0).

Combining Lines of Operations and Lines of Effort

2-36. Commanders use lines of operations and lines of effort to connect objectives to a central, unifying purpose. The difference between lines of operations and lines of effort is that lines of operations are oriented on physical linkages, while lines of effort are oriented on logical linkages. Combining lines of operations and lines of effort allows a commander to include stability or defense support of civil authorities tasks in the long-term plan. This combination helps commanders begin consolidating gains, setting the end state conditions for transitions in the operation. (See chapter 3 for a discussion of consolidating gains.)

BASING

2-37. Army basing overseas typically falls into two general categories: permanent (bases or installations) and nonpermanent (base camps). A *base* is a locality from which operations are projected or supported (JP 4-0). Generally, bases are in host nations where the United States has a long-term lease agreement and a status-of-forces agreement. A base camp is an evolving military facility that supports the military operations of a deployed unit and provides the necessary support and services for sustained operations. Basing locations are nonpermanent by design and designated as a base when the intention is to make them permanent. Bases or base camps may have a specific purpose (such as serving as an intermediate staging base, a logistics base, or a base camp) or they may be multifunctional. The longer base camps exist, the more they exhibit many of the same characteristics as bases in terms of the support and services provided and types of facilities developed. A base or base camp has a defined perimeter, has established access controls, and takes advantage of natural and manmade features.

2-38. Basing may be joint or single Service and will routinely support both U.S. and multinational forces, as well as interagency partners, operating anywhere along the range of military operations. Commanders often designate a specific area as a base or base camp and assign responsibility to a single commander for protection and terrain management within the base. Units located within the base or base camp are under the tactical control of the base or base camp commander for base security and defense. Within large echelon support areas or joint security areas, controlling commanders may designate base clusters for mutual protection and mission command. (See JP 4-0 for more information on joint logistics and basing and JP 3-10 for more on joint security areas.)

2-39. When a base camp expands to include clusters of sustainment, headquarters, and other supporting units, commanders may designate a support area. Echelon commanders designate support areas. These specific areas of operations facilitate the positioning, employment, and protection of resources required to sustain, enable, and control tactical operations. Army forces typically rely on a mix of bases and base camps to serve as intermediate staging bases, lodgments (subsequently developed into base camps or potentially bases), and forward operating bases. These bases and base camps deploy and employ landpower simultaneously to operational depth. They establish and maintain strategic reach for deploying forces and ensure sufficient operational reach to extend operations in time and space. (See paragraph 4-29 for a discussion of support areas.)

2-40. An *intermediate staging base* is a tailorable, temporary location used for staging forces, sustainment and/or extraction into and out of an operational area (JP 3-35). At the intermediate staging base, units are unloaded from intertheater lift, reassembled and integrated with their equipment, and then moved by intratheater lift into the area of operations. The theater army commander provides extensive support to Army forces transiting the base. The combatant commander may designate the theater army commander to command the base or provide a headquarters suitable for the task. Intermediate staging bases are established near, but normally not in, the joint operations area. They often are located in the supported combatant commander's area of responsibility. For land forces, intermediate staging bases may be located in the area of operations. However, if possible, they are established outside the range of direct and most indirect enemy fire systems and beyond the enemy's political sphere of influence.

2-41. A base camp that expands to include an airfield may become a forward operating base. A *forward operating base* is an airfield used to support tactical operations without establishing full support facilities (JP 3-09.3). Forward operating bases may be used for an extended time and are often critical to security. During protracted operations, they may be further expanded and improved to establish a more permanent presence. The scale and complexity of a forward operating base, however, directly relate to the size of the force required to maintain it. A large forward operating base with extensive facilities requires a much larger security force than a smaller, austere base. Commanders weigh whether to expand and improve a forward operating base against the type and number of forces available to secure it, the expected length of the forward deployment, the force's sustainment requirements, and the enemy threat.

2-42. A *lodgment* is a designated area in a hostile or potentially hostile operational area that, when seized and held, makes the continuous landing of troops and materiel possible and provides maneuver space for subsequent operations (JP 3-18). Identifying and preparing the initial lodgment significantly influences the conduct of an operation. Lodgments should expand to allow easy access to strategic sealift and airlift, offer adequate space for storage, facilitate transshipment of supplies and equipment, and be accessible to multiple lines of communications. Typically, deploying forces establish lodgments near key points of entry in the operational area that offer central access to air, land, and sea transportation hubs.

TEMPO

2-43. **Tempo is the relative speed and rhythm of military operations over time with respect to the enemy.** It reflects the rate of military action. Controlling tempo helps commanders keep the initiative during combat operations or rapidly establish a sense of normalcy during humanitarian crises. During certain operations, commanders normally seek to maintain a higher tempo than the enemy does; a rapid tempo can overwhelm an enemy's ability to counter friendly actions. During other operations, commanders act quickly to control events and deny the enemy positions of advantage. By acting faster than the situation deteriorates, commanders can change the dynamics of a crisis and restore stability.

2-44. Commanders control tempo throughout the conduct of operations. First, they formulate operations that stress the complementary and reinforcing effects of simultaneous and sequential operations. They synchronize those operations in time and space to degrade enemy capabilities throughout the area of operations. Second, commanders avoid unnecessary engagements. This practice includes bypassing resistance at times and avoiding places commanders do not consider decisive. Third, through mission command, commanders enable subordinates to exercise initiative and act independently. Controlling tempo requires both audacity and patience. Audacity initiates the actions needed to develop a situation; patience allows a situation to develop until the force can strike at the most crucial time and place. Ultimately, the goal is maintaining a tempo appropriate to retaining and exploiting the initiative and achieving the end state.

2-45. Army forces expend more energy and resources when operating at a high tempo. Commanders assess their force's capacity to operate at a higher tempo based on its performance and available resources. An effective operational design varies tempo throughout an operation to increase endurance while maintaining appropriate speed and momentum. There is more to tempo than speed. While speed can be important, commanders mitigate speed to achieve endurance and optimize operational reach.

PHASING AND TRANSITIONS

2-46. **A phase is a planning and execution tool used to divide an operation in duration or activity.** A change in phase usually involves a change of mission, task organization, or rules of engagement. Phasing helps in planning and controlling, and it may be indicated by time, distance, terrain, or an event. The ability of Army forces to extend operations in time and space, coupled with a desire to dictate tempo, often presents commanders with more objectives and decisive points than the force can engage simultaneously. This may require commanders and staffs to consider sequencing operations.

2-47. Phasing is critical to arranging all tasks of an operation that cannot be conducted simultaneously. It describes how the commander envisions the overall operation unfolding. It is the logical expression of the commander's visualization in time. Within a phase, a large portion of the force executes similar or mutually supporting activities. Achieving a specified condition or set of conditions typically marks the end of a phase.

2-48. Simultaneity, depth, and tempo are vital to all operations. However, they cannot always be attained to the degree desired. In such cases, commanders limit the number of objectives and decisive points engaged simultaneously. They deliberately sequence certain actions to maintain tempo while focusing combat power at a decisive point in time and space. Commanders combine the simultaneous and sequential tasks of an operation to establish end state conditions.

2-49. Phasing can extend operational reach. Only when the force lacks the capability to accomplish the mission in a single action do commanders phase the operation. Each phase should strive to—

- Focus effort.
- Concentrate combat power in time and space at a decisive point.
- Achieve its objectives deliberately and logically.

2-50. Transitions mark a change of focus between phases or between the ongoing operation and execution of a branch or sequel. Shifting priorities between offensive, defensive, stability, and defense support of civil authorities tasks also involve a transition. Transitions require planning and preparation well before their execution, so the force can maintain the momentum and tempo of operations. The force is vulnerable during transitions, and commanders establish clear conditions for their execution.

2-51. A transition occurs for several reasons. Transitions occur with the delivery of essential services, retention of infrastructure needed for reconstruction, or when consolidating gains. (See paragraphs 3-28 through 3-38 for a discussion of consolidating gains.) An unexpected change in conditions may require commanders to direct an abrupt transition between phases. In such cases, the overall composition of the force remains unchanged despite sudden changes in mission, task organization, and rules of engagement. Typically, task organization evolves to meet changing conditions; however, transition planning must also account for changes in mission. Commanders continuously assess the situation, and they task-organize and cycle their forces to retain the initiative. Commanders strive to achieve changes in emphasis without incurring an operational pause.

2-52. Commanders identify potential transitions during planning and account for them throughout execution. Considerations for identifying potential transitions should include—

- Forecasting in advance when and how to transition.
- Arranging tasks to facilitate transitions.
- Creating a task organization that anticipates transitions.
- Rehearsing certain transitions such as from defense to counterattack or from offense to consolidating gains.
- Ensuring the force understands different rules of engagement during transitions.

2-53. Commanders should appreciate the time required to both plan for and execute transitions. Assessment ensures that commanders measure progress toward such transitions and take appropriate actions to prepare for and execute them.

CULMINATION

2-54. The *culminating point* is a point at which a force no longer has the capability to continue its form of operations, offense or defense (JP 5-0). Culmination represents a crucial shift in relative combat power. It is relevant to both attackers and defenders at each level of warfare. While conducting offensive tasks, the culminating point occurs when the force cannot continue the attack and must assume a defensive posture or execute an operational pause. While conducting defensive tasks, it occurs when the force can no longer defend itself and must withdraw or risk destruction. The culminating point is more difficult to identify when Army forces conduct stability tasks. Two conditions can result in culmination: units being too dispersed to achieve security and units lacking required resources to achieve the end state. While conducting defense support of civil authorities tasks, culmination may occur if forces must respond to more catastrophic events than they can manage simultaneously. That situation results in culmination due to exhaustion.

2-55. A culmination may be a planned event. In such cases, the concept of operations predicts which part of the force will culminate, and the task organization includes additional forces to assume the mission after culmination. Typically, culmination is caused by direct combat actions or higher echelon resourcing decisions. Culmination relates to the force's ability to generate and apply combat power, and it is not a lasting condition. To continue operations after culminating, commanders may reinforce or reconstitute tactical units.

OPERATIONAL REACH

2-56. Applicable to Army forces as part of the joint force, operational reach reflects the ability to achieve success through a well-conceived operational approach. Operational reach is a tether; it is a function of intelligence, protection, sustainment, endurance, and relative combat power. The limit of a unit's operational reach is its culminating point. It balances the natural tension among endurance, momentum, and protection.

2-57. Endurance refers to the ability to employ combat power anywhere for protracted periods. It stems from the ability to create, protect, and sustain a force, regardless of the distance from its base and the austerity of the environment. Endurance involves anticipating requirements and making the most effective, efficient use of available resources. Their endurance gives Army forces their campaign quality. Endurance contributes to Army forces' ability to make permanent the transitory effects of other capabilities.

2-58. Momentum comes from retaining the initiative and executing high-tempo operations that overwhelm enemy resistance. Commanders control momentum by maintaining focus and pressure. They set a tempo that prevents exhaustion and maintains sustainment. A sustainable tempo extends operational reach. Commanders maintain momentum by anticipating and transitioning rapidly between any combination of offensive, defensive, stability, or defense support of civil authorities tasks. Sometimes commanders push the force to its culminating point to take maximum advantage of an opportunity. For example, exploitations and pursuits often involve pushing all available forces to the limit of their endurance to capitalize on momentum and retain the initiative.

2-59. Protection is an important contributor to operational reach. Commanders anticipate how enemy actions and environmental factors might disrupt operations and then determine the protection capabilities required to maintain sufficient reach. Protection closely relates to endurance and momentum. It also contributes to the commander's ability to extend operations in time and space. The protection warfighting function helps commanders maintain the force's integrity and combat power.

2-60. Commanders and staffs consider operational reach to ensure Army forces accomplish their missions before culminating. Commanders continually strive to extend operational reach. They assess friendly and enemy force status and civil considerations, anticipate culmination, consolidate gains, and plan operational pauses if necessary. Commanders have studied and reflected on the challenge of conducting and sustaining operations over long distances and times. History contains many examples of operations hampered by inadequate operational reach. Achieving the desired end state requires forces with the operational reach to establish and maintain security, so they can successfully transition to the end state conditions.

RISK

2-61. *Risk* is the probability and severity of loss linked to hazards (JP 5-0). Risk, uncertainty, and chance are inherent in all military operations. When commanders accept risk, they create opportunities to seize, retain, and exploit the initiative and achieve decisive results. The willingness to incur risk is often the key to exposing enemy weaknesses that the enemy considers beyond friendly reach. Understanding risk requires assessments coupled with boldness and imagination. Successful commanders assess and mitigate risk continuously throughout the operations process.

2-62. Inadequate planning and preparation risks forces, and it is equally rash to delay action while waiting for perfect intelligence and synchronization. Reasonably estimating and intentionally accepting risk is fundamental to conducting operations and essential to mission command. Experienced commanders balance audacity and imagination with risk and uncertainty to strike at a time and place and in a manner wholly unexpected by enemy forces. This is the essence of surprise. It results from carefully considering and accepting risk.

2-63. Commanders accept risks and seek opportunities to create and maintain the conditions necessary to seize, retain, and exploit the initiative and achieve decisive results. During execution, opportunities are fleeting. The surest means to create opportunity is to accept risk while minimizing hazards to friendly forces. A good operational approach considers risk and uncertainty equally with friction and chance. The final plans and orders then provide the flexibility commanders need to facilitate subordinate initiative and take advantage of opportunity in a highly competitive and dynamic environment throughout the conduct of unified land operations. (See ATP 5-19 for detailed discussion on risk management.)

Chapter 3

The Army's Operational Concept

This chapter discusses the Army's operational concept in detail. It first discusses the concept of unified land operations and decisive action. Then it discusses the principles of unified land operations. Lastly, this chapter discusses the tenets of unified land operations.

THE GOAL OF UNIFIED LAND OPERATIONS

3-1. Unified land operations is the Army's operational concept and the Army's contribution to unified action. **Unified land operations are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action.** The goal of unified land operations is to apply landpower as part of unified action to defeat the enemy on land and establish conditions that achieve the joint force commander's end state. Unified land operations is how the Army applies combat power through 1) simultaneous offensive, defensive, and stability, or defense support of civil authorities tasks, to 2) seize, retain, and exploit the initiative, and 3) consolidate gains. Where possible, military forces working with unified action partners seek to prevent or deter threats. However, if necessary, military forces possess the capability in unified land operations to prevail over aggression.

DECISIVE ACTION

3-2. **Decisive action is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks.** In unified land operations, commanders seek to seize, retain, and exploit the initiative while synchronizing their actions to achieve the best effects possible. Operations conducted outside the United States and its territories simultaneously combine three elements—offense, defense, and stability. Within the United States and its territories, decisive action combines the elements of defense support of civil authorities and, as required, offense and defense to support homeland defense. (See table 3-1 on page 3-2.)

3-3. Decisive action begins with the commander's intent and concept of operations. As a single, unifying idea, decisive action provides direction for an entire operation. Based on a specific idea of how to accomplish the mission, commanders and staffs refine the concept of operations during planning and determine the proper allocation of resources and tasks. They adjust the allocation of resources and tasks to specific units throughout the operation, as subordinates develop the situation or conditions change.

3-4. The simultaneity of the offensive, defensive, and stability or defense support of civil authorities tasks is not absolute. The higher the echelon, the greater the possibility of simultaneous offensive, defensive, and stability tasks. At lower echelons, an assigned task may require all of the echelons' combat power to execute a specific task. For example, a higher echelon, such as a division, always performs offensive, defensive, and stability tasks simultaneously in some form. Subordinate brigades perform some combination of offensive, defensive, and stability tasks, but they may not perform all three simultaneously.

3-5. For any organization assigned an area of operations, there will always be implied or even specified minimum-essential stability tasks of security, food, water, shelter, and medical treatment. If the organization cannot perform these tasks on its own, it must either request additional resources from higher headquarters or request relief from those tasks. (See figure 3-1 on page 3-3.)

Table 3-1. Tasks of decisive action

<i>Offense</i>	<i>Defense</i>
Tasks:	Tasks:
• Movement to contact • Attack • Exploitation • Pursuit	• Mobile defense • Area defense • Retrograde
Purposes:	Purposes:
• Dislocate, isolate, disrupt, and destroy enemy forces • Seize key terrain • Deprive the enemy of resources • Refine intelligence • Deceive and divert the enemy • Provide a secure environment for stability tasks	• Deter or defeat enemy offense • Gain time • Achieve economy of force • Retain key terrain • Protect the population, critical assets, and infrastructure • Refine intelligence
<i>Stability</i>	<i>Defense Support of Civil Authorities</i>
Tasks:	Tasks:
• Establish civil security • Establish civil control • Restore essential services • Support to governance • Support to economic and infrastructure development • Conduct security cooperation	• Provide support for domestic disasters • Provide support for domestic chemical, biological, radiological, and nuclear incidents • Provide support for domestic civilian law enforcement agencies • Provide other designated support
Purposes:	Purposes:
• Provide a secure environment • Secure land areas • Meet the critical needs of the population • Gain support for host-nation government • Shape the environment for interagency and host-nation success • Promote security, build partner capacity, and provide access • Refine intelligence	• Save lives • Restore essential services • Maintain or restore law and order • Protect infrastructure and property • Support maintenance or restoration of local government • Shape the environment for intergovernmental success

3-6. Unified land operations addresses more than combat between armed opponents. Army forces conduct operations amid populations. This requires Army forces to defeat the enemy and simultaneously shape civil conditions. Offensive and defensive tasks defeat enemy forces, whereas stability tasks shape civil conditions. Winning battles and engagements is important, but that alone may not be the most significant task. Shaping civil conditions (in concert with civilian organizations, civil authorities, and multinational forces) often proves just as important to campaign success. In many joint operations, stability or defense support of civil authorities tasks often prove more important than offensive and defensive tasks.

3-7. The emphasis on different tasks of decisive action changes with echelon, time, and location. In an operation dominated by stability, part of the force might conduct simultaneous offensive and defensive tasks in support of establishing stability. Within the United States, defense support of civil authorities may be the only activity actually conducted. Simultaneous combinations of the tasks, which commanders constantly adapt to conditions, are the key to successful land operations in achieving the end state.

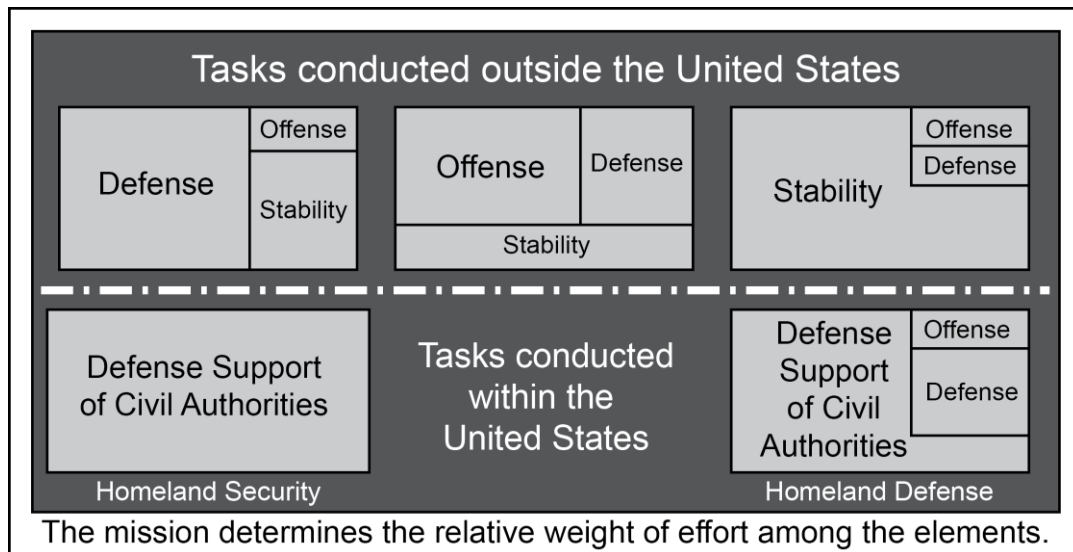


Figure 3-1. Decisive action

3-8. Operations require versatile, adaptive units and flexible leaders who exhibit sound judgment. These qualities develop primarily from training that prepares individuals and units for challenging operational environments. Managing training for unified land operations challenges leaders at all echelons. Training for decisive action tasks develops discipline, endurance, unit cohesion, tolerance for uncertainty, and mutual support. It prepares Soldiers and units to address ambiguities inherent in stability and defense support of civil authorities tasks as well.

3-9. However, operational experience demonstrates that forces trained exclusively for offensive and defensive tasks are not as proficient at stability tasks as those trained specifically for stability tasks. For maximum effectiveness, tasks for stability and defense support of civil authorities require dedicated training, similar to training for offensive and defensive tasks. Likewise, forces involved in protracted stability or defense support of civil authorities tasks require intensive training to regain proficiency in offensive or defensive tasks before engaging in large-scale combat operations. Effective training reflects a balance among the tasks of decisive action that produce and sustain Soldier, leader, and unit proficiency in individual and collective tasks.

THE PURPOSE OF SIMULTANEITY

3-10. Simultaneously conducting offensive, defensive, and stability or defense support of civil authorities tasks requires the synchronized application of combat power. Simultaneity means doing multiple things at the same time. It requires the ability to conduct operations in depth and to integrate them so that their timing multiplies their effectiveness throughout an area of operations and across the multiple domains. Commanders consider their entire area of operations, the enemy, and the information collection activities necessary to shape an operational environment and civil conditions. Then they mount simultaneous operations that immobilize, suppress, or surprise the enemy. Such actions nullify the enemy's ability to conduct synchronized, mutually supporting reactions. Simultaneity presents the enemy with multiple dilemmas. Then, the enemy cannot focus on a single problem, but must address multiple dilemmas, presenting the enemy with more than it can deal with effectively. (See paragraphs 3-72 through 3-73 for a discussion of simultaneity as a tenet of unified land operations.)

3-11. Army forces increase the depth of their operations in time and space through combined arms, economy of force, continuous reconnaissance, advanced information systems, and joint capabilities. Because Army forces conduct operations across large areas, the enemy faces many potential friendly actions. Executing operations in depth is equally important in security; commanders act to keep threats from operating outside

the reach of friendly forces. In defense support of civil authorities and some stability tasks, depth includes conducting operations that reach all citizens in the area of operations, bringing relief as well as hope. (Paragraphs 3-74 through 3-75 discuss depth as a tenet of unified land operations.)

TASKS OF DECISIVE ACTION

3-12. Decisive action requires simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. Table 3-1 on page 3-2 lists the tasks associated with each element and the purposes of each task. Each task has numerous associated subordinate tasks. When combined with who (unit), when (time), where (location), and why (purpose), the tasks become mission statements.

Offensive Tasks

3-13. **An offensive task is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers.** Offensive tasks impose the commander's will on the enemy. Against a capable, adaptive enemy, the offense is the most direct and sure means of seizing, retaining, and exploiting the initiative to gain physical and psychological advantages and achieve definitive results. In the offense, the decisive operation is a sudden, shattering action against an enemy weakness that capitalizes on speed, surprise, and shock. If that operation does not destroy the enemy, operations continue until enemy forces disintegrate or retreat to where they no longer pose a threat. Executing offensive tasks compels the enemy to react, creating or revealing additional weaknesses that the attacking force can exploit. (See ADRP 3-90 for a detailed discussion of offensive tasks.)

Defensive Tasks

3-14. **A defensive task is a task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks.** Normally the defense alone cannot achieve a decisive victory. However, it can set conditions for a counteroffensive or counterattack that enables Army forces to regain the initiative. Defensive tasks are a counter to the enemy offense. They defeat attacks, destroying as much of the attacking enemy as possible. They also preserve and maintain control over land, resources, and populations. The purpose of defensive tasks is to retain key terrain, guard populations, protect lines of communications, and protect critical capabilities against enemy attacks and counterattacks. Commanders can conduct defensive tasks to gain time and economize forces so offensive tasks can be executed elsewhere. (See ADRP 3-90 for a detailed discussion of defensive tasks.)

Stability Tasks

3-15. *Stability tasks* are tasks conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-07). These tasks support governance, whether it is imposed by a host nation, an interim government, or military government. Stability tasks involve both coercive and constructive actions. They help to establish or maintain a safe and secure environment and facilitate reconciliation among local or regional adversaries. Stability tasks assist in building relationships among unified action partners, and promote specific U.S. security interests. Stability tasks can also help establish political, legal, social, and economic institutions while supporting the transition to legitimate host-nation governance. Stability tasks cannot succeed if they only react to enemy initiatives. Stability tasks must maintain the initiative by pursuing objectives that resolve the causes of instability. Commanders are legally required to provide the minimum essential stability tasks when controlling an area of operations where populations exist. These essential services provide for minimal levels of security, food, water, shelter, and medical treatment. (See ADRP 3-07 for a detailed discussion of stability.)

Defense Support of Civil Authorities Tasks

3-16. *Defense support of civil authorities* is support provided by United States Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the

Governors of the affected States, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events (DODD 3025.18). For Army forces, defense support of civil authorities is a task that takes place only in the homeland and U.S. territories. Defense support of civil authorities is conducted in support of another primary or lead federal agency, or in some cases, local authorities. When defense support of civil authorities is authorized, it consists of four tasks (see table 3-1 on page 3-2). (See DODD 3025.18 for the full name of each task.) National Guard forces in Title 32 or state active duty status under the command and control of the governor and the adjutant general are usually the first forces to respond on behalf of state authorities. When Federal military forces are employed for defense support of civil authorities activities, they remain under Federal military command and control at all times. (See DODD 3025.18 for a detailed discussion of defense support of civil authorities tasks. See JP 3-28 and ADRP 3-28 for discussions of defense support of civil authorities.)

HOMELAND DEFENSE AND DECISIVE ACTION

3-17. *Homeland defense* is the protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President (JP 3-27). The Department of Defense has lead responsibility for homeland defense. The strategy for homeland defense (and defense support of civil authorities) calls for defending the U.S. territory against attack by state and nonstate actors through an active, layered defense—a global defense that aims to deter and defeat aggression abroad and simultaneously protect the homeland. The Army supports this strategy with capabilities in the forward regions of the world, in the geographic approaches to U.S. territory, and within the U.S. homeland.

3-18. Homeland defense operations conducted in the land domain could be the result of extraordinary circumstances and decisions by the President. In homeland defense, Department of Defense and Army forces work closely with federal, state, territorial, tribal, local, and private agencies. Land domain homeland defense could consist of offensive and defensive tasks as part of decisive action. Homeland defense is a defense-in-depth that relies on collection, analysis, and sharing of information and intelligence; strategic and regional deterrence; military presence in forward regions; and the ability to rapidly generate and project warfighting capabilities to defend the United States, its allies, and its interests. These means may include support to civil law enforcement; antiterrorism and force protection; counterdrug; air and missile defense; chemical, biological, radiological, nuclear, and high-yield explosives; and defensive cyberspace operations; as well as security cooperation with other partners to build an integrated, mutually supportive concept of protection.

TRANSITIONING IN DECISIVE ACTION

3-19. Conducting decisive action involves more than simultaneous execution of all its tasks. It requires commanders and staffs to consider their units' capabilities and capacities relative to each task. Commanders consider their missions; decide which tactics, techniques, and procedures to use; and balance the tasks of decisive action while preparing their commander's intent and concept of operations. They determine which tasks the force can accomplish simultaneously, if phasing is required, what additional resources it may need, and how to transition from one task to another.

3-20. The transitions between tasks of decisive action require careful assessment, prior planning, and unit preparation as commanders shift their combinations of offensive, defensive, stability, or defense support of civil authorities tasks. Commanders first assess the situation to determine applicable tasks and the priority for each. When conditions change, commanders adjust the combination of tasks of decisive action in the concept of operations. When an operation is phased, the plan includes these changes. The relative weight given to each element varies with the actual or anticipated conditions. It is reflected in tasks assigned to subordinates, resource allocation, and task organization.

3-21. Decisive action is not a phasing method. Commanders consider the concurrent conduct of each task—offensive, defensive, and stability or defense support of civil authorities—in every phase of an operation. Figure 3-2 on page 3-6 illustrates combinations and weighting of the tasks of decisive action across the phases of a joint campaign or operation. The phases shown are examples. An actual campaign may name and array phases differently. Also, operations do not necessarily move linearly through the phases. For example, a unit

may move from stability to seizing the initiative with little or no time for deterrence. (See JP 3-0 for a discussion on joint phasing.)

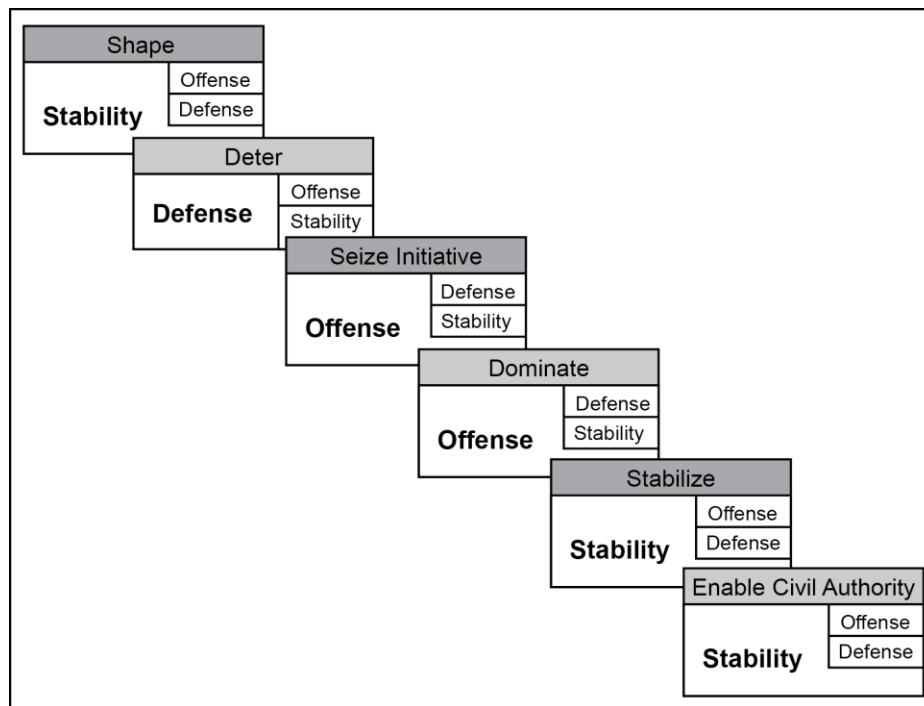


Figure 3-2. Example of combining the tasks of decisive action across the joint phases

3-22. Unanticipated changes in or an improved understanding of an operational environment may result in commanders reframing the problem and modifying operations to adapt to the changing situation. Unforeseen success in an offense resulting in collapse of enemy opposition illustrates one unanticipated change. Another example is degradation in peace operations resulting in a requirement to transition to defensive tasks, or even offensive tasks, to reestablish stability. Commanders need to adjust the task organization to meet changing requirements. In some instances, they incorporate additional forces provided by higher headquarters to assist in the conduct of operations. When transitioning in operations, subordinate commanders must clearly understand the higher commander's intent, concept of operations, and desired end state. Successful commanders understand which transitions involve risks, how much risk to accept, and where risk is accepted.

SEIZE, RETAIN, AND EXPLOIT THE INITIATIVE

3-23. Army forces seize, retain, and exploit the initiative by forcing the enemy to respond to friendly action. By presenting the enemy multiple dilemmas, commanders force the enemy to react continuously until the enemy is finally driven into untenable positions. Seizing the initiative pressures enemy commanders into abandoning their preferred options and making costly mistakes. As enemy mistakes occur, friendly forces seize opportunities and create new avenues for exploitation. Throughout operations, commanders focus combat power to protect populations, friendly forces, and infrastructure; to deny the enemy positions of advantage; and to consolidate gains to retain the initiative.

3-24. Commanders create conditions for seizing the initiative by acting. Without action, seizing the initiative is impossible. Faced with an uncertain situation, there is a natural tendency to hesitate and gather more information to reduce uncertainty. However, waiting and gathering information might reduce uncertainty but not eliminate it. Waiting may even increase uncertainty by providing the enemy with time to seize the initiative. It is far better to manage uncertainty by acting and developing the situation.

3-25. Seizing the initiative means setting and dictating the terms of action throughout the operation. Commanders plan to seize the initiative as early as possible. Effective planning determines where, when, and

how to do so. However, enemies will actively try to prevent this and disrupt friendly plans. Seizing the initiative requires effective plans to counter enemy efforts. During preparation, commanders set conditions that lead to seizing the initiative and assessing the effectiveness of actions. During execution, commanders and staffs recognize and exploit projected opportunities to attack the command and control elements of enemy forces in order to prevent their synchronization of combat power, including use of deception to achieve surprise. Seizing the initiative often requires accepting risk. Commanders and staffs evaluate enemy and friendly actions to determine who has the initiative. They determine what friendly actions will enable friendly forces to retain and exploit the initiative if they have it and seize the initiative if they do not. The following are general indicators that friendly forces have the initiative:

- Friendly forces are no longer decisively engaged or threatened with decisive engagement.
- Subordinate commanders are able to mass combat power or concentrate forces at times and places of their choosing.
- Enemy forces are not offering effective resistance and do not appear capable of reestablishing resistance.
- Friendly forces encounter lighter-than-anticipated enemy resistance or large numbers of prisoners.
- Friendly rates of advance suddenly accelerate or casualty rates suddenly drop.

3-26. Retaining the initiative involves applying unrelenting pressure on the enemy. Commanders do this by synchronizing the warfighting functions to present enemy commanders with continuously changing combinations of combat power at a tempo they cannot effectively counter. Commanders and staffs use information collection assets to identify enemy attempts to regain the initiative. Effective information management processes this information quickly enough to keep commanders inside the enemy's decision-making cycle. Combined with effective planning, information management helps commanders to anticipate key events and likely enemy actions hours or days beforehand and to develop branches, sequels, or adjustments to the plan. During execution, commanders create a seamless, uninterrupted series of actions that force enemies to react immediately and do not allow them to regain synchronization. Ideally, these actions present enemies with multiple critical problems that require more resources to solve than they have.

3-27. Exploiting the initiative means following through on initial successes to realize long-term decisive success. Once friendly forces seize the initiative, they immediately plan to exploit it by conducting continuous operations to accelerate the enemy's complete defeat. Internal to the organization, commanders identify any disorganization among friendly forces and direct reorganization or reconstitution to restore those forces to combat readiness and to develop options to exploit the initiative.

CONSOLIDATE GAINS

3-28. ***Consolidate gains*** is the activities to make permanent any temporary operational success and set the conditions for a sustainable stable environment allowing for a transition of control to legitimate civil authorities. Army forces provide the joint force commander the ability to capitalize on operational success by consolidating gains. Consolidate gains is an integral part of winning armed conflict and achieving success across the range of military operations; it is essential to retaining the initiative over determined enemies and adversaries. To consolidate gains, Army forces reinforce and integrate the efforts of all unified action partners.

3-29. Consolidate gains is not a mission, but rather a capability that Army forces provide to the joint force commander. Consolidate gains is demonstrated by the execution of tasks when emphasis shifts from actions addressing the immediate threats in an operational environment to those measures that address the long term needs of the host nation and its population. It is a transition from the occupation of territory and control of populations by Army forces, gained as a result of military operations, to the transfer of control to legitimate authorities building the capability to govern and secure the host nation. Activities to consolidate gains occur across the range of military operations and are often continuous throughout all phases of an operation.

3-30. Army forces consolidate gains in support of the host nation and its civilian population. These gains may include the relocation of displaced civilians, reestablishment of law and order, performance of humanitarian assistance, and restoration of key infrastructure. Concurrently, Army forces must be able to accomplish such activities while sustaining, repositioning, and reorganizing forces to continue operations.

3-31. Army forces must analyze the host nation's capability and capacity to provide services, or determine the ability of other agencies of government (both host nation and United States), international agencies, nongovernmental organizations, and contractors to provide services that can enable, complement, or conduct as needed. The goal is to address drivers of conflict, foster host-nation resiliencies, and create conditions that enable sustainable peace and security by transitioning capabilities to local authorities and returning to normal peacetime engagement characterized by security cooperation.

3-32. Army forces must deliberately plan and prepare for consolidating gains to capitalize on operational success prior to an operation. Planning considerations include the changes to task organization and the additional assets required. These assets may include engineers, military police, civil affairs, and medical support, especially those assets required for the potential increase in stability tasks. In some instances, Army forces will be in charge of integrating and synchronizing activities. In other situations, the Army will be in support. The Army's campaign quality gives it the capability and capacity to conduct decisive action associated with consolidating gains for a sustained period over large land areas.

3-33. To consolidate gains, Army forces take specific actions. These actions include—

- Consolidation: Forces organize and strengthen their newly occupied positions so that they can be used for subsequent operations.
- Area security: Forces conduct security tasks to protect friendly forces, installation routes, critical infrastructure, populations, and actions within an assigned area of operations.
- Stability tasks: Forces first conduct minimum-essential stability tasks, then maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.
- Influence over local and regional audiences (when authorized): Commanders ensure that supporting and credible narratives are developed and communicated to the intended population to assist them in understanding the overall goal of military actions and the benefits of those actions for the population.
- Security from external threats: Commanders use forward presence in an area of operations to allow a transition in operations to occur without disruption from nascent threats.

3-34. Army forces routinely conduct consolidation upon occupying a position on the battlefield or achieving success. *Consolidation* is the organizing and strengthening in newly captured position so that it can be used against the enemy (FM 3-90-1). Normally, an attacking unit tries to exploit success, but in some situations, the unit may have to consolidate before exploiting its gains. Consolidation activities include—

- Conducting reconnaissance.
- Establishing security.
- Eliminating enemy pockets of resistance.
- Positioning forces to enable them to conduct a hasty defense by blocking possible enemy counterattacks.
- Adjusting fire planning.
- Preparing for potential additional missions.

(See FM 3-90-1 for an additional discussion of consolidation.)

3-35. However, when consolidating gains, commanders ensure security is both established and can be sustained throughout transition. Army forces conduct continuous reconnaissance and, if necessary, gain or maintain contact with the enemy to defeat or preempt enemy actions and retain the initiative. Consolidating gains may include actions required to eliminate or neutralize isolated or bypassed threat forces (including the processing of enemy prisoners and civilian detainees) to increase area security and protect lines of communications. Commanders must ensure that forces are properly task organized and prepared to confront enemy forces if necessary, while simultaneously consolidating gains. Commanders maintain communications with the population to assist them in understanding the overall goal of military actions and how those actions benefit the population. Capabilities such as military information support operations, public affairs, and combat camera can assist in this effort.

3-36. During the consolidation of gains, Army forces are responsible for accomplishing both the minimum-essential stability tasks and the Army primary stability tasks. Commanders must quickly ensure the provision

of minimum-essential stability tasks of security, food, water, shelter, and medical treatment. Once conditions allow, these tasks are a legal responsibility of Army forces. However, commanders may not need to have Army forces conduct all essential tasks if a military unit or appropriate civilian organization exists that can adequately conduct those tasks. For example, there may be sufficient civilian or military governance in place to ensure that the population has adequate food and medical care. However, Army forces will continue consolidating gains by conducting the Army's primary stability tasks: establish civil security, establish civil control, restore essential services, support to governance, support to economic and infrastructure development, and conduct security cooperation. The tasks associated with the primary stability tasks will evolve over time. The military will retain the lead and execution to establish civil security through the conduct of security force assistance. Eventually, the lead for the other four tasks will transfer to another military or civilian organization, although the Army may retain a supporting role. (For more information on stability tasks, see ADRP 3-07.)

3-37. It is important for commanders to understand that activities to begin and sustain consolidating gains may occur over a significant time. Gradually, emphasis will shift from actions to ensure the defeat of remaining threat forces to those measures that address the needs of the urban population, manage their perceptions, and allow responsibility to shift from Army forces to organizations such as local governing groups, interorganizational groups, or interagency partners. Additionally, there may be interim transitions during consolidating gains when Army forces may transition various tasks to another military force that is task organized to sustain consolidating gains or to a civilian agency to conduct various tasks. If a host-nation government is nonexistent, overall control may transfer to an interim civilian government or to a reconstituted host-nation government.

3-38. Ultimately, commanders conduct decisive action when consolidating gains to make permanent any temporary successes while continuing pressure on enemy forces. Consolidating gains provides security and protection for both friendly forces and the population, facilitates reorganization, and allows forces to prepare for handover of the area of operations and population control to legitimate civil authorities.

3-39. Army forces conduct multi-domain battle, as part of a joint force, to seize, retain, and exploit control over enemy forces. Army forces deter adversaries, restrict enemy freedom of action, and ensure freedom of maneuver and action in multiple domains for the joint force commander. For example, Army forces use aviation and unmanned aircraft systems in the air domain and protect vital communications networks in cyberspace, while retaining dominance in the land domain. Army forces operate dispersed over wide areas while retaining the ability to concentrate rapidly, presenting multiple dilemmas to enemy forces. Key considerations for operating in multiple domains include—

- Effective—
 - Communications.
 - Long-range systems.
 - Systems with reduced sustainment demands.
 - Leaders well versed in the principles of mission command.
- Mobility on land and air to maneuver rapidly over larger distances.
- Combined arms and cross-domain capabilities pushed down to the lowest tactical levels to enable maneuver and survivability. Commanders understanding multi-domain opportunities employ land capabilities to influence or enable operations by unified action partners in other domains.

PRINCIPLES OF UNIFIED LAND OPERATIONS

3-40. A *principle* is a comprehensive and fundamental rule or an assumption of central importance that guides how an organization or function approaches and thinks about the conduct of operations (ADP 1-01). By integrating the six principles of unified land operations—mission command, develop the situation through action, combined arms, adherence to the law of war, establish and maintain security, and create multiple dilemmas for the enemy—Army commanders can achieve operational and strategic success. Success requires fully integrating U.S. military operations with the efforts of unified action partners. Success also requires commanders to exercise disciplined initiative. Initiative is used to gain a position of relative advantage that degrades and defeats the enemy throughout the depth of an organization.

MISSION COMMAND

3-41. *Mission command* is 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). Mission command is exercised by Army commanders. It blends the art of command and the science of control while integrating the warfighting functions to conduct the tasks of decisive action. Mission command has six fundamental principles:

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

(See ADRP 6-0 for a detailed discussion of the fundamental principles of mission command.)

3-42. Through mission command, commanders integrate and synchronize operations. Commanders understand that they do not operate independently but as part of a larger force. They integrate and synchronize their actions with the rest of the force to achieve the overall objective of the operation. Commanders create and sustain shared understanding and purpose through collaboration and dialogue within their organization and with unified action partners to facilitate unity of effort. They provide a clear commander's intent and use mission orders to assign tasks, allocate resources, and issue broad guidance.

3-43. Guided by the commander's intent and the purpose of the mission, subordinates use disciplined initiative and take actions that will best accomplish the mission. They take appropriate actions and perform the necessary coordination without needing new orders. Often, subordinates acting on the commander's intent develop the situation in ways that exploit unforeseen opportunities. *Commander's intent* is 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).

3-44. Mission command requires commanders to convey a clear commander's intent and concept of operations. These become essential in operations where multiple operational and mission variables interact with the lethal application of ground combat power. Such dynamic interaction often compels subordinate commanders to make difficult decisions in unforeseen circumstances.

3-45. Mission command emphasizes the critical contributions of leaders at every echelon. It establishes a mindset among Army leaders that the best understanding comes from a synthesis of information and an understanding from all echelons and unified action partners—bottom-up input is as important as top-down guidance. Mission command emphasizes the importance of creating shared understanding and purpose. It highlights how commanders—through disciplined initiative within the commander's intent—transition among offensive, defensive, and stability or defense support of civil authorities tasks, look for fleeting opportunities to exploit, and vary the level of control to account for changes in an operational environment.

3-46. Successful mission command fosters adaptability and a greater understanding of an operational environment. Adaptability reflects a quality that Army leaders and forces exhibit through critical thinking, their comfort with ambiguity and uncertainty, their willingness to accept prudent risk, and their ability to rapidly adjust while continuously assessing the situation. A greater understanding enables commanders to make better decisions and develop courses of action that more quickly accomplish missions and achieve the overall end state.

DEVELOP THE SITUATION THROUGH ACTION

3-47. During operations, commanders develop the situation through action. Commanders fight for information to develop the situation while in contact with the enemy and gain information through close association with the population. Developing the situation through action is the responsibility of each and every Soldier. Commanders assign information collection tasks (reconnaissance, surveillance, security

operations, and intelligence operations) to collect information requirements, thus enhancing situational awareness and understanding. A thorough understanding of the operational environment is imperative to identifying conflicting interests and information collection requirements that are developed through reconnaissance, security, and intelligence collection tasks.

3-48. When units encounter an enemy force or an obstacle, commanders must quickly determine the threat they face. For an enemy force, commanders must determine the enemy's composition, dispositions, activities, and movements and then assess the implications of that information. For an obstacle, commanders must determine the type and extent of the obstacle and if it is covered by fire. Obstacles can provide the attacker with information concerning the location of enemy forces, weapon capabilities, and organization of fires. Often this information can only be provided by close combat that forces the enemy to reveal locations, troops, and intentions.

3-49. In planning, commanders actively seek answers to information gaps for developing information requirements that are satisfied through information collection tasks within a given area. Through information collection and analysis, staffs develop options for the commander to further inform the population, influence various actors, seize opportunities, and maintain initiative.

3-50. Commanders take enemy plans, capabilities, and reaction times into account when making decisions. They ensure that plans delegate decision-making authority to the lowest echelon possible to obtain faster and more suitable decisions in battle. Subordinates can then use their initiative to make decisions that further their higher commander's intent. Empowered with trust, authority, and a shared understanding, they can develop the situation through action, adapt, and act decisively.

3-51. In execution, commanders make decisions quickly—even with incomplete information. Commanders who can make and implement decisions faster than the enemy, even to a small degree, gain an accruing advantage that becomes significant over time. Commanders should not delay a decision in hopes of finding a perfect solution to a battlefield problem.

3-52. Timely decisions and actions are essential for effective command. Commanders who consistently decide and act more quickly than the enemy have a significant advantage. By the time the slower commander decides and acts, the faster one has already changed the situation, rendering the slower one's actions inappropriate. With such an advantage, the commander can maintain the initiative and dictate the tempo.

3-53. To make timely decisions, commanders must understand the effects of their decisions on a complex operational environment. To help them understand, staffs work together to develop the environment input to the common operational picture. They must understand the terrain and weather and its impact on operations. They must also understand the population and its needs. Understanding an operational environment includes civil considerations—such as the population (with demographics and culture), the government, economics, nongovernmental organizations, and history—among other factors. Commanders make decisions that start and govern actions by subordinate forces throughout the operations process.

COMBINED ARMS

3-54. ***Combined arms is the synchronized and simultaneous application of all elements of combat power that together achieve an effect greater than if each element was used separately or sequentially.*** Combined arms integrates leadership, information, and each of the warfighting functions and their supporting systems, as well as joint weapon systems. Used destructively, combined arms integrates different capabilities so that counteracting one makes the enemy vulnerable to another. Used constructively, combined arms uses all assets available to the commander to multiply the effectiveness and efficiency of Army capabilities used in stability or defense support of civil authorities tasks.

3-55. Operations against elusive and capable enemies demand an extension of the concept of combined arms from two or more arms or elements of one Service to include the application of unified action partner capabilities. Combined arms uses the capabilities of all Army and joint weapons systems, including cyberspace operations and multinational assets in complementary and reinforcing capabilities. Complementary capabilities protect the weaknesses of one system or organization with the capabilities of a different warfighting function. For example, commanders use artillery (fires) to suppress an enemy bunker complex, pinning down an enemy infantry unit. Protected by integrated air defense systems, the commander's

infantry unit then closes with and destroys the enemy (movement and maneuver). In this example, the fires warfighting function complements the movement and maneuver warfighting function. Also, ground maneuver makes enemy forces vulnerable to joint weapon systems. Electronic warfare assets prevent the enemy from communicating or relaying information about friendly maneuver. Finally, information obtained from nongovernmental organizations can facilitate effective distribution of supplies during humanitarian assistance and disaster relief operations.

3-56. Reinforcing capabilities combine similar systems or capabilities within the same warfighting function to increase the function's overall capabilities. In urban operations, for example, infantry, aviation, and armor units (movement and maneuver) often operate close to each other. This combination reinforces the protection, maneuver, and direct fire capabilities of each. The infantry protects tanks from enemy infantry and antitank systems; tanks provide protection and firepower for the infantry. Attack helicopters maneuver above buildings to fire from positions of advantage, while other aircraft help sustain, extract, or air assault ground forces. Army space-enabled capabilities and services such as communications and Global Positioning System enable communication, navigation, situational awareness, protection, and sustainment of land forces. Army operations are supported by close air support, air interdiction, air defense, and, in some cases, naval surface fire support. Finally, unified action partners bring skills, knowledge, and capabilities that enhance the impact of combined arms on enemy forces.

3-57. Combined arms operations create multiple dilemmas for the enemy. Combined arms operations allow Army forces to gain a position of relative advantage while denying the enemy a relative advantage. Army forces achieve surprise by maneuvering across operational and strategic distances and arriving at unexpected locations. Army forces are reliant on other Services to accomplish such maneuvers. Army forces have the mobility, protection, and firepower necessary to strike the enemy from unexpected directions. In anti-access and area denial environments, dispersion allows Army forces to evade enemy attacks, deceive the enemy, and achieve surprise.

ADHERENCE TO LAW OF WAR

3-58. The *law of war* is that part of international law that regulates the conduct of armed hostilities (JP 1-04). The law of war's evolution was largely humanitarian and designed to reduce the evils of war. The main purposes of the law of war are to—

- Protect combatants, noncombatants, and civilians from unnecessary suffering.
- Provide certain fundamental protections for persons who fall into the hands of the enemy, particularly prisoners of war, civilians, and military wounded, sick, and shipwrecked.
- Facilitate the restoration of peace.
- Assist military commanders in ensuring the disciplined and efficient use of military force.
- Preserve the professionalism and humanity of combatants.

3-59. Soldiers consider five important principles that govern the law of war when planning and executing operations: military necessity, humanity, distinction, proportionality, and honor. Three interdependent principles—military necessity, humanity, and honor—provide the foundation for other law of war principles—such as proportionality and distinction—and most of the treaty and customary rules of the law of war. Law of war principles work as interdependent and reinforcing parts of a coherent system. Military necessity justifies certain actions necessary to defeat the enemy as quickly and efficiently as possible. Conversely, humanity forbids actions unnecessary to achieve that object. Proportionality requires that even when actions may be justified by military necessity, such actions not be unreasonable or excessive. Distinction underpins the parties' responsibility to comport their behavior with military necessity, humanity, and proportionality by requiring parties to a conflict to apply certain legal categories, principally the distinction between the armed forces and the civilian population. Lastly, honor supports the entire system and gives parties confidence in it.

3-60. *Rules of engagement* are directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered (JP 1-04). Rules of engagement always recognize the inherent right of self-defense. These rules vary between operations, may vary between types of units in the same area

of operations, and may change during an operation. Adherence to them ensures Soldiers act consistently with international law, national policy, and military regulations.

3-61. Soldiers deployed to a combat zone overseas follow rules of engagement established by the Secretary of Defense and adjusted for theater conditions by the joint force commander. Within the United States and its territories, Soldiers adhere to rules for the use of force. Rules for the use of force consist of directives issued to guide U.S. forces on the use of force during various operations. These directives may take the form of execute orders, deployment orders, memoranda of agreement, or plans. (See JP 3-28 for discussion on rules for the use of force.) There are many similarities among these directives, for example in the inherent right of self-defense, but they differ in intent. Rules of engagement are by nature permissive measures intended to allow the maximum use of destructive combat power appropriate for the mission. Rules for the use of force are restrictive measures intended to allow only the minimum force necessary to accomplish the mission. The underlying principle is a “continuum of force,” a carefully graduated level of response determined by the behavior of possible threats.

3-62. Soldiers use discipline when applying lethal and nonlethal actions, and successful operations require disciplined Soldiers. Today's threats challenge the morals and ethics of Soldiers. Often an enemy does not respect international laws or conventions and commits atrocities simply to provoke retaliation in kind. Enemy and adversary forces, as well as neutral and friendly forces, will take any loss of discipline on the part of Soldiers, distort and exploit it in propaganda, and magnify it through the media. It is therefore crucial that all personnel operate at all times within applicable U.S., international, and in some cases host-nation laws and regulations. The challenge of ensuring Soldiers remain within legal, moral, and ethical boundaries at all times is a leadership concern and priority. This challenge rests heavily on small-unit and company-grade leaders charged with maintaining good order and discipline within their respective units. The Soldier's Rules in AR 350-1 distill the essence of the law of war. They outline the ethical and lawful conduct required of Soldiers in operations, and all Soldiers should follow them. (Table 3-2 lists the Soldier's Rules.)

Table 3-2. The Soldier's Rules

- Soldiers fight only enemy combatants.
- Soldiers do not harm enemies who surrender. They disarm them and turn them over to their superior.
- Soldiers do not kill or torture any personnel in their custody.
- Soldiers collect and care for the wounded, whether friend or foe.
- Soldiers do not attack medical personnel, facilities, or equipment.
- Soldiers destroy no more than the mission requires.
- Soldiers treat civilians humanely.
- Soldiers do not steal. Soldiers respect private property and possessions.
- Soldiers should do their best to prevent violations of the law of war.
- Soldiers report all violations of the law of war to their superior.

ESTABLISH AND MAINTAIN SECURITY

3-63. Army forces conduct area security to ensure freedom of movement and action and deny the enemy the ability to disrupt operations. Commanders combine reconnaissance; raids; and offensive, defensive, and stability tasks to protect populations, friendly forces, installations, borders, extended infrastructure, and activities critical to mission accomplishment. Army forces integrate with partner military, law enforcement, and civil capabilities to establish and maintain security. Army forces conduct area security to deny the enemy use of terrain, protect populations, and enable the joint force to project power from land into the air, maritime, space, and cyberspace domains. The Army's ability to establish control on land prevents the enemy from disrupting activities and efforts critical to consolidating gains in the wake of successful military operations.

3-64. Security operations during preparation prevent surprise and reduce uncertainty. They provide early and accurate warning of enemy operations to provide the force being protected with time and maneuver space within which to react to the enemy and to develop the situation to allow the commander to effectively use the protected force. Security operations are designed to prevent enemies from discovering the friendly force's plan and to protect the force from unforeseen enemy actions. Security elements direct their main effort toward

preventing the enemy from gathering essential elements of friendly information. As with reconnaissance, security is a dynamic effort that anticipates and thwarts enemy collection efforts. When successful, security operations provide the force enough time and maneuver space to react to enemy attacks. To accomplish this, staffs coordinate security operations among the units that conduct them and concurrently synchronize them with local unit security.

CREATE MULTIPLE DILEMMAS FOR THE ENEMY

3-65. Army forces present the enemy with multiple dilemmas because they possess the simultaneity to overwhelm the enemy physically and psychologically, the depth to prevent enemy forces from recovering, and the endurance to sustain operations. Simultaneous operations in depth and across multiple domains, supported by military deception, present the enemy with multiple dilemmas, degrade enemy freedom of action, reduce enemy flexibility and endurance, and upset enemy plans and coordination. At the same time, these operations place critical enemy functions at risk and deny the enemy the ability to synchronize or generate combat power. The simultaneous application of combat power throughout the area of operations is preferable to the attritional nature of sequential operations. Army forces use joint and multinational capabilities in a complementary and reinforcing fashion to create multiple dilemmas.

3-66. The capability to project power across operational distances allows forces to present the enemy with multiple dilemmas as forces with mobility, protection, and lethality arrive at unexpected locations, bypassing enemy anti-access and aerial denial systems and strong points. Forcible entry operations can create multiple dilemmas by creating threats that exceed the enemy's capability to respond.

3-67. To create multiple dilemmas, commanders must know the positioning and dispersion of enemy forces. Commanders commit forces to conduct reconnaissance as part of a focused effort to collect information on enemy activities and resources; geographical, hydrological, and meteorological characteristics; and civilian considerations. The information gained is used to inform situational understanding, decision making, intelligence preparation of the battlefield, course of action development, and target development and refinement.

3-68. Reconnaissance efforts, by nature, are not conducted with the expressed purpose to delay, disrupt, divert, or destroy enemy forces. However, reconnaissance efforts develop the situation through actions, such as reconnaissance in force, to test the enemy's strength, dispositions, and reactions or to obtain other information. A *reconnaissance in force* is a deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information (ADRP 3-90). This operation is an aggressive reconnaissance that is conducted as an offensive operation. A commander assigns a reconnaissance in force mission when the enemy is known to be operating within an area, and the commander cannot obtain adequate intelligence by any other means. Because of the lack of information about the enemy, a commander normally conducts a reconnaissance in force across a broad front as a movement to contact, deliberate attack, or raid.

3-69. With knowledge of how the enemy is arrayed, Army forces achieve surprise through maneuver across vast distances and arrival at unexpected locations. Army forces have the mobility, protection, and firepower necessary to strike the enemy from unexpected directions. Army forces operate dispersed while maintaining mutual support. Dispersion allows Army forces to evade enemy attacks, deceive the enemy, and achieve surprise. Even when operating dispersed, combined arms teams are able to concentrate rapidly to isolate the enemy, attack critical enemy assets, and seize upon fleeting opportunities.

3-70. Army forces conduct continuous reconnaissance and security operations to seize, retain, and exploit the initiative over the enemy while protecting the force against dangers. As part of the joint force, Army forces maneuver and project power to ensure joint force freedom of action and deny the enemy the ability to operate freely. Army leaders synchronize the efforts of unified action partners to ensure unity of effort.

TENETS OF UNIFIED LAND OPERATIONS

3-71. *Tenets of operations* are desirable attributes that should be built into all plans and operations and are directly related to the Army's operational concept (ADP 1-01). The tenets of unified land operations describe the Army's approach to generating and applying combat power across the range of military operations through the four tasks of decisive action. For Army forces, an operation is a military action, consisting of two

or more related tactical actions, designed to achieve a strategic objective, in whole or in part. A tactical action is a battle or engagement employing lethal and nonlethal actions designed for a specific purpose relative to the enemy, the terrain, friendly forces, or other entities. Tactical actions include widely varied activities. They can include an attack to seize a piece of terrain or destroy an enemy unit, the defense of a population, and the training of other militaries to assist security forces as part of building partner capacity. In the homeland, Army forces apply the tenets of operations when in support of civil authorities in order to save lives, alleviate suffering, and protect property. Army forces may provide assistance to civil authorities in situations such as natural disasters, chemical or biological incidents, or major public events. Army operations are characterized by four tenets:

- Simultaneity.
- Depth.
- Synchronization.
- Flexibility.

SIMULTANEITY

3-72. ***Simultaneity is the execution of related and mutually supporting tasks at the same time across multiple locations and domains.*** Operating simultaneously across the land, air, maritime, space, and cyberspace domains allows Army forces to deliver multiple blows to the enemy while reassuring allies and influencing neutrals. The simultaneous application of joint and combined arms capabilities across the range of military operations aims to overwhelm the enemy physically and psychologically. Combined arms operations create multiple dilemmas for the enemy. Army forces achieve surprise by maneuvering across strategic distances and arriving at unexpected locations. Simultaneity extends efforts beyond physical battlefields into other contested spaces such as public perception, political subversion, illicit financing, and criminality.

3-73. Interdependence gained by the right mix of complementary conventional and special operations forces, at the appropriate echelon, enhances success throughout the range of military operations and all phases of joint operations. Simultaneity requires creating shared understanding and purpose through collaboration with all elements of the friendly force.

DEPTH

3-74. ***Depth is the extension of operations in time, space, or purpose to achieve definitive results.*** Army leaders engage enemy forces throughout their depth, preventing the effective employment of reserves, command and control nodes, logistics, and other capabilities not in direct contact with friendly forces. Operations in depth can disrupt the enemy's decision cycle. These operations contribute to protecting the force by destroying enemy capabilities before the enemy can use them. Commanders balance their forces' tempo and momentum to produce simultaneous results throughout their areas of operations. Commanders provide depth within the commander's intent (the purpose), which empowers subordinates to act on initiative, resulting in increased tempo. To achieve simultaneity, commanders establish a high tempo to target enemy capabilities located at the limit of a force's operational reach.

3-75. Unified land operations achieve the best results when the enemy must cope with U.S. actions throughout the enemy's entire physical, temporal, and organizational depth. Army forces use combined arms, advanced information systems, and joint capabilities to increase the depth of friendly operations.

SYNCHRONIZATION

3-76. ***Synchronization is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time.*** (JP 2-0). Synchronization is not the same as simultaneity; it is the ability to execute multiple related and mutually supporting tasks in different locations at the same time, producing greater effects than executing each in isolation. For example, synchronization of information collection, obstacles, direct fires, and indirect fires results in the destruction of an enemy formation. When conducting offensive tasks, synchronizing forces along multiple lines of operations temporarily disrupts the enemy organization and allows for exploitation.

3-77. Information networks greatly enhance the potential for synchronization. They do this by allowing commanders to quickly understand an operational environment and communicate their commander's intent. Subordinate and adjacent units use that common understanding to synchronize their actions with those of other units without direct control from the higher headquarters. Information networks do not guarantee synchronization; however, they provide a powerful tool for leaders to use in synchronizing their efforts.

3-78. Commanders determine the degree of control necessary to synchronize their operations. They balance synchronization with agility and initiative, never surrendering the initiative for the sake of synchronization. Rather, they synchronize activities to best facilitate mission accomplishment. Excessive synchronization can lead to too much control, which limits the initiative of subordinates and undermines mission command.

FLEXIBILITY

3-79. **Flexibility is the employment of a versatile mix of capabilities, formations, and equipment for conducting operations.** To achieve tactical, operational, and strategic success, commanders seek to demonstrate flexibility. Flexibility is an important trait of effective leaders. Commanders enable adaptive forces through flexibility, which facilitates collaborative planning and decentralized execution. They exercise mission command to achieve maximum flexibility and foster individual initiative. To adapt, leaders constantly learn from experience (their own and that of others) and apply new knowledge to each situation. Flexible plans help units adapt quickly to changing circumstances in operations. Commanders build opportunities for initiative by anticipating events that allow them to operate inside of the enemy's decision cycle or react promptly to deteriorating situations.

3-80. Flexibility and innovation are at a premium, as are creative and adaptive leaders. As knowledge increases, Army forces continuously adapt to changes in an operational environment. Such adaptation enhances flexibility across the range of military operations. Army forces require flexibility in thought, plans, and operations to be successful in unified land operations.

SUCCESS THROUGH UNIFIED LAND OPERATIONS

3-81. Ultimately, the operational concept of unified land operations aims to accomplish the mission. Execution of unified land operations through decisive action requires the following:

- A clear commander's intent and concept of operations that establishes the role of each element and its contribution to accomplishing the mission.
- A flexible mission command system.
- A shared understanding of an operational environment and the purpose of the operation.
- Aggressive information collection and intelligence analysis.
- Aggressive planning for, and when authorized, execution of cyberspace operations.
- Aggressive security operations.
- Units that can quickly change their task organization.
- Operational and disciplined initiative.
- An ability to respond quickly.
- Planned and responsive sustainment.
- Combat power applied through combined arms.
- Well-trained, cohesive teams and bold, adaptive, and imaginative leaders.
- The acceptance of prudent risk.
- An ability to liaise and coordinate operations with unified action partners.
- An ability to consolidate gains to make success in operations permanent.

3-82. Seizing, retaining, and exploiting the initiative requires commanders to interpret developments and shift the weight of effort throughout their operations to achieve decisive results. As they interpret, the assigned forces and priorities for each task of decisive action change. Throughout an operation, commanders constantly adapt and perform many tasks simultaneously, always preparing to consolidate gains. Commanders change tactics, modify their exercise of mission command, change task organization, and adjust the weight placed on each task of decisive action. These actions keep the force focused on accomplishing the mission, enabling it to seize, retain, and exploit the initiative. Commanders base each action on their understanding of the situation, available resources, and the force's ability to execute multiple, diverse tasks. After each action, commanders assess the results. Assessments include the progress of ongoing operations, changes in the situation, and effects the rules of engagement have on the force's effectiveness. Commanders not only assess how well a current operation is accomplishing the mission, but also how its conduct is shaping the situation for subsequent missions within the Army's operational structure.

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Chapter 4

Operations Structure

Chapter 4 discusses the operational framework that enables commanders to visualize and describe operations. It first discusses the operations structure as a whole. Then it discusses the operations process. The chapter concludes with a discussion of the Army operational framework.

CONSTRUCT FOR OPERATIONS STRUCTURE

4-1. The operations structure—the operations process, warfighting functions, and the operational framework—is the Army’s common construct for unified land operations. It allows Army leaders to rapidly and effectively organize efforts in a manner commonly understood across the Army. The operations process provides a broadly defined approach to developing and executing operations. The warfighting functions provide a common organization for critical functions. The operational framework provides Army leaders with basic conceptual options for arraying forces and visualizing and describing operations.

OPERATIONS PROCESS

4-2. The operations process consists of the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The operations process is a commander-led activity, informed by mission command. These activities may be sequential or simultaneous. In fact, they are rarely discrete and often involve a great deal of overlap. Commanders use the operations process to drive the planning necessary to understand, visualize, and describe their unique operational environments; make and articulate decisions; and direct, lead, and assess military operations. (See ADRP 5-0 for a detailed discussion of the operations process.)

4-3. *Planning* is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about (ADP 5-0). Planning consists of two separate but interrelated components: a conceptual component and a detailed component. Successful planning requires the integration of both these components. Army leaders employ three methodologies for planning: the Army design methodology, the military decisionmaking process, and troop leading procedures (see paragraphs 4-14 through 4-18). Commanders determine how much of each methodology to use based on the scope of the problem, their familiarity with the methodology, the echelon, and the time available to the staffs.

4-4. Preparation consists of activities that units perform to improve their ability to execute an operation. Preparation creates conditions that improve friendly forces’ opportunities for success. It requires commander, staff, unit, and Soldier actions to ensure the force is trained, equipped, and ready to execute operations. Preparation activities help commanders, staffs, and Soldiers understand a situation and their roles in upcoming operations, as well as setting conditions for successful execution.

4-5. Execution puts a plan into action by applying combat power to accomplish the mission and by using situational understanding to assess progress and make execution and adjustment decisions. In execution, commanders, staffs, and subordinate commanders focus their efforts on translating decisions into actions. They apply combat power to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage. This is the essence of unified land operations.

4-6. Finally, *assessment* is determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Assessment precedes and then occurs during the other activities of the operations process. Assessment involves deliberately comparing forecasted outcomes with actual events to

determine the overall effectiveness of force employment. More specifically, assessment helps the commander determine progress toward achieving the desired end state, attaining objectives, and performing tasks.

4-7. While units execute numerous tasks throughout the operations process, commanders and staffs have responsibility for special tasks. Commanders and staffs always plan for and coordinate the following continuing activities:

- Liaison.
- Information collection.
- Security operations.
- Protection.
- Terrain management.
- Airspace control.

4-8. *Liaison* is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action (JP 3-08). Most commonly used for establishing and maintaining close communication, liaison continuously enables direct, physical communication between commands. Commanders use liaison during operations to help facilitate communication between organizations, preserve freedom of action, and maintain flexibility.

4-9. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (FM 3-55). Information collection is the acquisition of information and the provision of this information to processing elements. It integrates the functions of the intelligence and operations staffs focused on answering the commander's critical information requirements. Joint operations refer to this as intelligence, surveillance, and reconnaissance.

4-10. *Security operations* are those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force (ADRP 3-90). The five forms of security operations are screen, guard, cover, area security, and local security. (See FM 3-90-2 for a detailed discussion of security operations.) Local security for units in the deep area (such as reconnaissance forces) and units supporting a deep operation (for example, units establishing a forward refueling and rearming point or field artillery units in forward positioning areas) is an important consideration. Planners may augment these units by attaching additional security elements (for example, infantry or military police units) or assign tasks to subordinate brigades to provide local security.

4-11. *Protection* is preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (JP 3-0). Protection preserves capability, momentum, and tempo. Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process to preserve combat power and mitigate the effects of threats and hazards. Protection is both a warfighting function and a continuing activity of the operations process. Commanders ensure the various tasks of protection are integrated into all aspects of operations to safeguard the force, personnel (both combatants and noncombatants), systems, and physical assets.

4-12. *Terrain management* is the process of allocating terrain by establishing areas of operations, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other (ADRP 5-0). Throughout the operations process, commanders manage terrain within the boundaries of their assigned area of operations. Through terrain management, commanders identify and locate units in the area. The operations officer, with support from others in the staff, deconflicts operations, controls movements, and deters fratricide as units execute their missions.

4-13. *Airspace control* is capabilities and procedures used to increase operational effectiveness by promoting the safe, efficient, and flexible use of airspace (JP 3-52). Airspace elements participate in various working groups and provide expertise on methods to maximize airspace use for information collection, targeting, and protection purposes. Throughout the operations process, commanders and staffs must integrate and synchronize forces and warfighting functions within an area of operations (ground and air). Through airspace

control, commanders and staffs establish both positive and procedural controls to maximize the use of airspace to facilitate the simultaneity of air-ground operations and joint fires.

ARMY DESIGN METHODOLOGY

4-14. *Army design methodology* is a methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them (ADP 5-0). The Army design methodology is particularly useful as an aid to conceptual thinking about unfamiliar problems. To produce executable plans, commanders integrate the Army design methodology with the detailed planning typically associated with the military decisionmaking process. Commanders who use the Army design methodology may gain a greater understanding of an operational environment and its problems, and then they can visualize an appropriate operational approach. With this greater understanding, commanders can provide a clear commander's intent and concept of operations. Such clarity enables subordinate units and commanders to take initiative.

4-15. Army design methodology is iterative and collaborative. As the operations process unfolds, the commander, staff, subordinates, and other partners continue to learn and collaborate to improve their shared understanding. An improved understanding may lead to modifications to the commander's operational approach or an entirely new approach altogether. (See ATP 5-0.1 for more information on Army design methodology.)

THE MILITARY DECISIONMAKING PROCESS

4-16. The military decisionmaking process is also an iterative planning methodology. It integrates activities of the commander, staff, subordinate headquarters, and other partners. This integration enables them to understand the situation and mission; develop, analyze, and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation order for execution. The military decisionmaking process applies both conceptual and detailed approaches to thinking, but it is most closely associated with detailed planning.

4-17. For unfamiliar problems, executable solutions typically require integrating the Army design methodology with the military decisionmaking process. The military decisionmaking process helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge so they understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning. (See ADRP 5-0 for more information on the military decisionmaking process.)

TROOP LEADING PROCEDURES

4-18. Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. Heavily weighted in favor of familiar problems and short time frames, organizations with staffs typically do not employ troop leading procedures. More often, leaders use troop leading procedures to solve tactical problems when working alone or with a small group. For example, a company commander may use the executive officer, first sergeant, fire support officer, supply sergeant, and communications sergeant to assist during troop leading procedures. (See ADRP 5-0 for more information on troop leading procedures.)

THE WARFIGHTING FUNCTIONS

4-19. To execute operations, commanders conceptualize capabilities in terms of combat power. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. The Army collectively describes the last six elements as the warfighting functions. Commanders apply combat power through the warfighting functions using leadership and information. (See chapter 5 for a discussion of combat power.)

ARMY OPERATIONAL FRAMEWORK

4-20. Army leaders are responsible for clearly articulating their concept of operations in time, space, purpose, and resources. They do this through an operational framework and associated vocabulary. An *operational framework* is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations (ADP 1-01). An operational framework establishes an area of geographic and operational responsibility for the commander and provides a way to visualize how the commander will employ forces against the enemy. To understand this framework is to understand the relationship between the area of operations and operations in depth. Proper relationships allow for simultaneous operations and massing of effects against the enemy.

4-21. The operational framework has four components. First, commanders are assigned an area of operations for the conduct of operations. Second, a commander can designate a deep, close, and support areas to describe the physical arrangement of forces in time and space. Third, within this area, commanders conduct decisive, shaping, and sustaining operations to articulate the operation in terms of purpose. Finally, commanders designate the main and supporting efforts to designate the shifting prioritization of resources.

AREA OF OPERATIONS

4-22. An *area of operations* is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). For land operations, an area of operations includes subordinate areas of operations assigned by Army commanders to their subordinate echelons as well. In operations, commanders use control measures to assign responsibilities, coordinate fires and maneuver, and control combat operations. A *control measure* is a means of regulating forces or warfighting functions (ADRP 6-0). One of the most important control measures is the area of operations. The Army commander or joint force land component commander is the supported commander within an area of operations designated by the joint force commander for land operations. Within their areas of operations, commanders integrate and synchronize combat power. To facilitate this integration and synchronization, commanders designate targeting priorities, effects, and timing within their areas of operations. Responsibilities within an assigned area of operations include—

- Terrain management.
- Information collection, integration, and synchronization.
- Civil affairs operations.
- Movement control.
- Clearance of fires.
- Security.
- Personnel recovery.
- Airspace control of assigned airspace.
- Minimum-essential stability tasks.

4-23. Commanders consider a unit's area of influence when assigning it an area of operations. An *area of influence* is a geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control (JP 3-0). Understanding the area of influence helps the commander and staff plan branches to the current operation in which the force uses capabilities outside the area of operations. An area of operations should not be substantially larger than the unit's area of influence. Ideally, the area of influence would encompass the entire area of operations. An area of operations that is too large for a unit to control can allow sanctuaries for enemy forces and may limit joint flexibility.

4-24. An *area of interest* is that area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission (JP 3-0). An area of interest for stability or defense support of civil authorities tasks may be much larger than that area associated with the offense and defense.

4-25. Areas of operations may be contiguous or noncontiguous. When they are contiguous, a boundary separates them. When areas of operations are noncontiguous, subordinate commands do not share a boundary. The higher headquarters retains responsibility for the area not assigned to subordinate units. (See figure 4-1.)

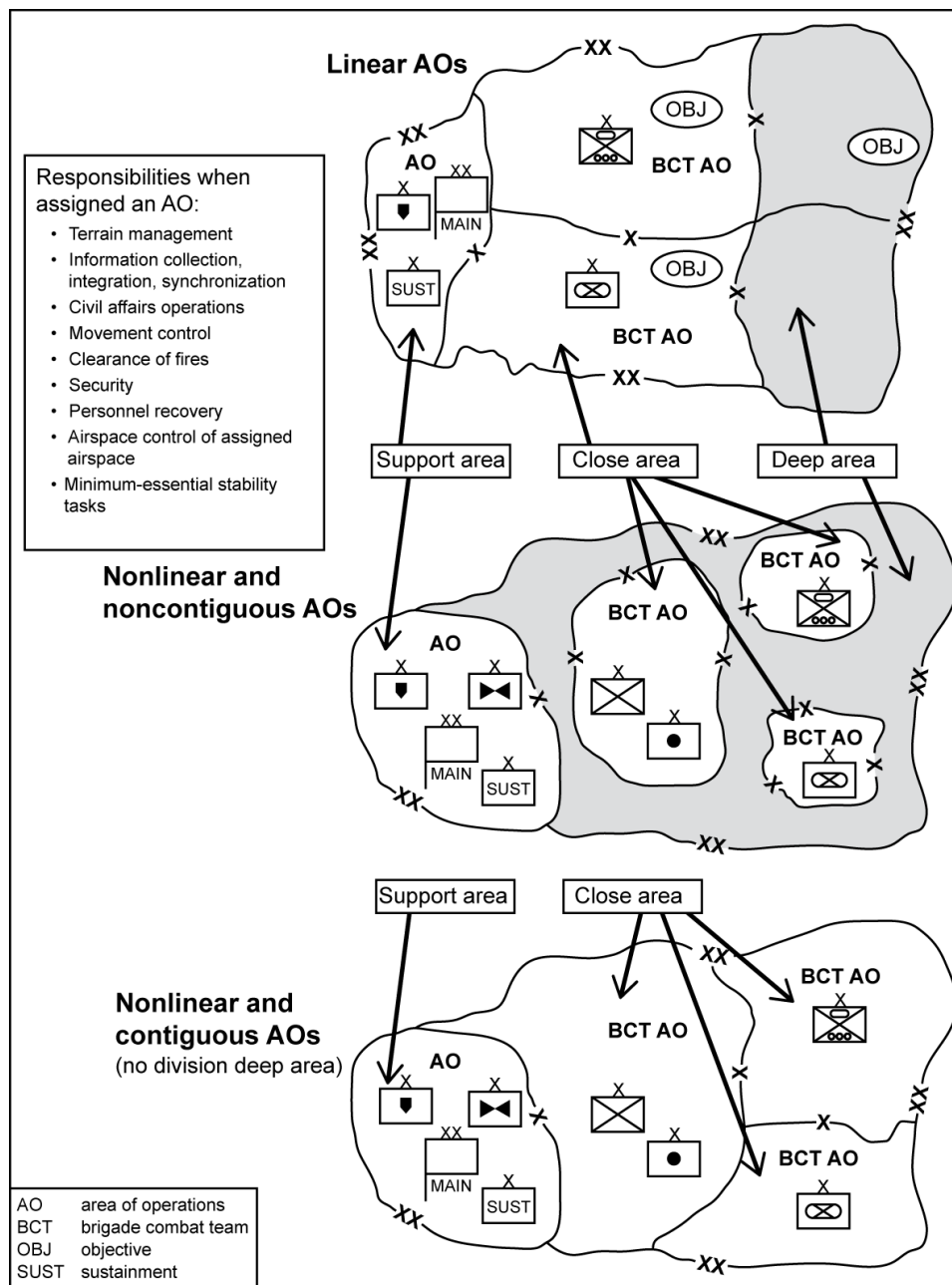


Figure 4-1. Examples of division areas of operations

DEEP, CLOSE, AND SUPPORT AREAS

4-26. A **deep area** is the portion of the commander's area of operations that is not assigned to subordinate units. Operations in the deep area involve efforts to prevent uncommitted enemy forces from being committed in a coherent manner. A commander's deep area generally extends beyond subordinate unit boundaries out to the limits of the commander's designated area of operations. The purpose of operations in the deep area is frequently tied to other events distant in time, space, or both time and space. Operations in the deep area might disrupt the movement of operational reserves, for example, or prevent the enemy from employing long-range cannon, rocket, or missile fires. In an operational environment where the enemy recruits insurgents from a population, deep operations might focus on interfering with the recruiting process,

disrupting the training of recruits, or eliminating the underlying factors that enable the enemy to recruit. Planning for operations in the deep area should include considerations for air defense, sustainment requirements, and communications.

4-27. The higher headquarters controls deep areas within its area of operations. In some instances, a deep area may focus along a single line of operations. In other instances, a deep area may focus along multiple lines of operations in various directions and distances. The mission variables of METT-TC will impact methods leaders use to direct operations in a deep area.

4-28. **The close area is the portion of a commander's area of operations assigned to subordinate maneuver forces.** Operations in the close area are operations that are within a subordinate commander's area of operations. Commanders plan to conduct decisive operations using maneuver and fires in the close area, and they position most of the maneuver force within it. Within the close area, depending on the echelon, one unit may conduct the decisive operation while others conduct shaping operations. A close operation requires speed and mobility to rapidly concentrate overwhelming combat power at the critical time and place and to exploit success.

4-29. In operations, a commander may refer to a support area. **The support area is the portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations.** Commanders assign a support area as a subordinate area of operations to support functions. It is where most of the echelon's sustaining operations occur. Within a division or corps support area, a designated unit such as a brigade combat team or maneuver enhancement brigade provides area security, terrain management, movement control, mobility support, clearance of fires, and required tactical combat forces. This allows sustainment units to focus on their primary function.

DECISIVE, SHAPING, AND SUSTAINING OPERATIONS

4-30. Decisive, shaping, and sustaining operations lend themselves to a broad conceptual orientation. **The decisive operation is the operation that directly accomplishes the mission.** It determines the outcome of a major operation, battle, or engagement. The decisive operation is the focal point around which commanders design an entire operation. Multiple subordinate units may be engaged in the same decisive operation. Decisive operations lead directly to the accomplishment of a commander's intent. Commanders typically identify a single decisive operation, but more than one subordinate unit may play a role in a decisive operation.

4-31. **A shaping operation is an operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain.** Information operations, for example, may integrate Soldier and leader engagement tasks into the operation to reduce tensions between Army units and different ethnic groups through direct contact between Army leaders and local leaders. In combat, synchronizing the effects of aircraft, artillery fires, and obscurants to delay or disrupt repositioning forces illustrates shaping operations. Shaping operations may occur throughout the area of operations and involve any combination of forces and capabilities. Shaping operations set conditions for the success of the decisive operation. Commanders may designate more than one shaping operation.

4-32. **A sustaining operation is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power.** Sustaining operations differ from decisive and shaping operations in that they focus internally (on friendly forces) rather than externally (on the enemy or environment). Typically, units like regional support groups address important sustainment and protection actions essential to the success of decisive and shaping operations. Sustaining operations include personnel and logistics support, support area security, movement control, terrain management, and infrastructure development.

4-33. While sustaining operations are inseparable from decisive and shaping operations, they are not usually decisive themselves. Sustaining operations occur throughout the area of operations, not just within a support area. Failure to sustain may result in mission failure. Sustaining operations determine how quickly Army forces reconstitute and how far Army forces can exploit success.

4-34. Throughout decisive, shaping, and sustaining operations, commanders and their staffs need to ensure that—

- Forces maintain positions of relative advantage.
- Operations are integrated with unified action partners.
- Continuity is maintained throughout operations.

Position of Relative Advantage in Operations

4-35. In operations, units assigned an area of operations seek positions of relative advantage. **A position of relative advantage is a location or the establishment of a favorable condition within the area of operations that provides the commander with temporary freedom of action to enhance combat power over an enemy or influence the enemy to accept risk and move to a position of disadvantage.** Positions of relative advantage provide an opportunity for a unit to compel, persuade, or deter an enemy decision or action. Commanders maintain the momentum through exploitation of opportunities to consolidate gains and continually assess and reassess friendly and enemy effects for further and future opportunities. Commanders seek positions of relative advantage before combat begins, and they exploit success throughout operations. Ideally, units secure positions of advantage where they can deliver effective fires before an enemy acts, and then they can either preempt enemy maneuver or destroy the enemy.

4-36. Forces must both recognize and gain positions of relative advantage. Forces also understand that positions of advantage are temporary. Enemy forces will also be attempting to gain a position of advantage over friendly forces. As such, units leverage terrain to their advantage and pit their strength against a critical enemy weakness. Units maneuver to a position that provides either positional advantage over the enemy for surveillance and targeting, or a position from which to deliver fires in support of continued movement towards an advantageous position or to break contact.

4-37. In both the offense and defense, units position forces to close with and destroy the enemy. Offensive maneuver may seize terrain that provides the attacker with a decisive advantage. Then, the enemy either retreats or risks defeat or destruction. If enemy forces retreat or attempt to retake the key terrain, they are exposed to fires and further friendly maneuver.

4-38. Defenders can position forces in protected and mutually supportive positions oriented on deadly engagement areas. Without the positional advantage and the corresponding protective effects of the terrain, attacking forces often mass numbers to achieve the necessary combat power. The effect is similar to having multiple, prepared positions on nearly every possible approach.

Integration in Operations

4-39. Army forces do not operate independently but as a part of a larger unified action. Army leaders integrate Army operations within this larger effort. Commanders, assisted by their staffs, integrate numerous processes and activities within the headquarters and across the force. Integration involves efforts to operate with unified action partners and efforts to conform Army capabilities and plans to the larger concept. Commanders extend the depth of operations through joint integration and multi-domain battle.

4-40. When determining an operation's depth, commanders consider their own capabilities as well as joint capabilities and limitations. They use these capabilities to ensure actions executed at an operational depth receive robust and uninterrupted support. Commanders sequence and synchronize operations in time and space to achieve simultaneous effects throughout an area of operations. Army leaders seek to use Army capabilities to complement those of their unified action partners; they depend on those partners to provide capabilities that supplement or are not organic to Army forces. Effective integration requires staffs to plan for creating shared understanding and purpose through collaboration with unified action partners.

Maintaining Continuity in Operations

4-41. Decision making during operations is continuous; it is not a discrete event. Commanders balance priorities carefully between current and future operations. They seek to accomplish the mission efficiently while conserving as many resources as possible for future operations. To maintain continuity of operations, commanders and staffs ensure they—

- Make the fewest changes possible.
- Facilitate future operations.

4-42. Commanders make only those changes to the plan needed to correct variances. They keep as much of the current plan the same as possible. That presents subordinates with the fewest possible changes. The fewer the changes, the less resynchronization needed, and the greater the chance that the changes will be executed successfully.

4-43. Whenever possible, commanders ensure that changes do not preclude options for future operations. Normally this applies only to higher echelons with organic planning capabilities. Staffs develop options during planning, or commanders infer them based on their assessment of the current situation. Developing or inferring options depends on validating earlier assumptions and updating planning factors and staff estimates. The concept of future operations may be war-gamed using updated planning factors, estimates, and assumptions. Commanders project the situation in time, visualize the flow of battle, and project the outcomes of future engagements and consolidating gains.

MAIN AND SUPPORTING EFFORTS

4-44. Commanders designate main and supporting efforts to establish clear priorities of support and resources among subordinate units. **The *main effort* is a designated subordinate unit whose mission at a given point in time is most critical to overall mission success.** It is usually weighted with the preponderance of combat power. Typically, commanders shift the main effort one or more times during execution. Designating a main effort temporarily prioritizes resource allocation. When commanders designate a unit as the main effort, it receives priority of support and resources in order to maximize combat power. Commanders establish clear priorities of support, and they shift resources and priorities to the main effort as circumstances and the commander's intent require. Commanders may designate a unit conducting a shaping operation as the main effort until the decisive operation commences. However, the unit with primary responsibility for the decisive operation then becomes the main effort upon the execution of the decisive operation.

4-45. **A *supporting effort* is a designated subordinate unit with a mission that supports the success of the main effort.** Commanders resource supporting efforts with the minimum assets necessary to accomplish the mission. Forces often realize success of the main effort through success of supporting efforts.

Chapter 5

Combat Power

This chapter discusses combat power in detail. It first discusses the elements of combat power. Then it discusses the six warfighting functions: mission command, movement and maneuver, intelligence, fires, sustainment, and protection. Lastly, this chapter discusses the means of organizing combat power.

THE ELEMENTS OF COMBAT POWER

5-1. Operations executed through simultaneous offensive, defensive, stability, or defense support of civil authorities tasks require continuously generating and applying combat power, often for extended periods. **Combat power is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time.** To an Army commander, Army forces generate combat power by converting potential into effective action. Combat power includes all capabilities provided by unified action partners that are integrated and synchronized with the commander's objectives to achieve unity of effort in sustained operations.

5-2. To execute combined arms operations, commanders conceptualize capabilities in terms of combat power. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. These elements facilitate Army forces accessing joint and multinational fires and assets. The Army collectively describes the last six elements as the warfighting functions. Commanders apply combat power through the warfighting functions using leadership and information. (See figure 5-1.)

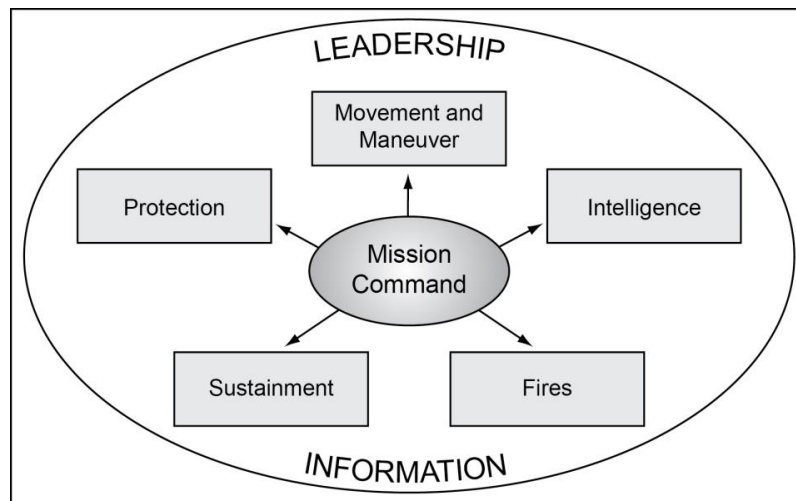


Figure 5-1. The elements of combat power

5-3. Generating and maintaining combat power throughout an operation is essential to success. Factors contributing to generating combat power include employing reserves, rotating committed forces, operating in cyberspace, and focusing joint support. Also, training forces on the conduct of operations, both when deployed and when not deployed, helps commanders to maintain and sustain combat power. Commanders balance the ability to mass lethal and nonlethal effects with the need to deploy and sustain the units that

produce those effects. They balance the ability of accomplishing the mission with the ability to project and sustain the force.

5-4. Commanders apply leadership through mission command. Leadership is the multiplying and unifying element of combat power. The Army defines *leadership* as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22). An Army commander, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. (See ADRP 6-22 for a detailed discussion of Army leadership.)

5-5. Information enables commanders at all levels to make informed decisions on how best to apply combat power. Ultimately, this creates opportunities to achieve definitive results. Knowledge management enables commanders to make informed, timely decisions despite the uncertainty of operations. Information management helps commanders make and disseminate effective decisions faster than the enemy can. Information management uses procedures and information systems to facilitate the collection, processing, storing, displaying, disseminating, and protecting of knowledge and information. Every operation requires complementary tasks of information operations that affect the commander's intent and concept of operations.

5-6. Commanders and their units must coordinate what they do, say, and portray. Fundamental to that process is the development of information themes and messages in support of an operation and military action. An information theme is a unifying or dominant idea or image that expresses the purpose for military action. Information themes are tied to objectives, lines of effort, and end state conditions. Information themes are overarching and apply to the capabilities of public affairs, military information support operations, and Soldier and leader engagements. A message is a verbal, written, or electronic communication that supports an information theme focused on a specific actor and in support of a specific action. Commanders employ themes and messages as part of planned activities designed to influence specific foreign audiences for various purposes that support current or planned operations.

5-7. Every operation also requires cyberspace electromagnetic activities. ***Cyberspace electromagnetic activities is the process of planning, integrating, and synchronizing cyberspace and electronic warfare operations in support of unified land operations.*** (This is also known as CEMA.) *Cyberspace operations* is the employment of cyberspace capabilities where the primary purpose is to achieve objectives in or through cyberspace (JP 3-0). *Electronic warfare* is military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy (JP 3-13.1).

5-8. Army cyberspace and electronic warfare operations are conducted to seize, retain, and exploit an advantage in cyberspace and the electromagnetic spectrum. These operations support decisive action through the conduct of six core missions: offensive cyberspace operations, defensive cyberspace operations, Department of Defense information network operations, electronic attack, electronic protection, and electronic warfare support. Commanders and their staffs conduct cyberspace electromagnetic activities to project power in and through cyberspace and the electromagnetic spectrum; secure and defend friendly force networks; and protect personnel, facilities, and equipment. Spectrum management operations are a critical enabler of the integration of cyberspace operations and electronic warfare. (See Army and joint doctrine for a greater discussion of cyberspace operations and electronic warfare.)

THE SIX WARFIGHTING FUNCTIONS

5-9. ***A warfighting function is a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives.*** The warfighting functions are the physical means that tactical commanders use to execute operations and accomplish missions assigned by superior tactical- and operational-level commanders. The purpose of warfighting functions is to provide an intellectual organization for common critical capabilities available to commanders and staffs at all echelons and levels of war. Commanders integrate and synchronize these capabilities with other warfighting functions to achieve objectives and accomplish missions.

5-10. All warfighting functions possess scalable capabilities to facilitate lethal and nonlethal effects. Additionally, all warfighting functions implement various systems such as personnel and networks to integrate forces and synchronize activities. Commanders should remember that cyber-related platforms that support integration and synchronization must be protected and defended. Combined arms operations use the

capabilities of each warfighting function, along with leadership and information, in complementary and reinforcing capabilities.

MISSION COMMAND WARFIGHTING FUNCTION

5-11. **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.** Commanders, assisted by their staffs, integrate numerous processes and activities within the headquarters and across the force as they exercise mission command.

5-12. Mission command encourages the greatest possible freedom of action from subordinates. While the commander remains the central figure, mission command enables subordinates to develop the situation. Through exercising disciplined initiative in dynamic conditions within the commander's intent, subordinates adapt and act decisively. Mission command creates a shared understanding of an operational environment and the commander's intent to establish the appropriate degree of control. Collaborative engagement among commanders, staffs, and unified action partners helps clarify the meaning of events or situations embedded in their unique and continually evolving operational environment. Commanders, staffs, and unified action partners share information, knowledge, perceptions, and concepts, regardless of their physical locations.

5-13. The art of command is the creative and skillful exercise of authority through decision making and leadership. As commanders exercise the art of command, they—

- 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 unified action partners.
- Inform and influence audiences, both inside and outside their organizations.

5-14. The commander leads the staff's tasks under the science of control. The science of control consists of systems and procedures to improve the commander's understanding and to support accomplishing missions. The four primary staff tasks are—

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

5-15. In addition to mission command warfighting function tasks, six additional tasks reside within the mission command warfighting function. These tasks are—

- Conduct civil affairs operations.
- Conduct military deception.
- Install, operate, and maintain the Department of Defense information network.
- Conduct airspace control.
- Conduct information protection.
- Plan and conduct space activities.

5-16. As much as the commander leads the staff's tasks, the staff tasks fully support the commander in executing the commander's tasks. Commanders and staffs work with unified action partners to perform mission command warfighting function tasks that contribute to mission accomplishment.

5-17. In addition to the principles of mission command in ADRP 6-0, commanders consider the following when performing mission command warfighting function tasks:

- Clear and established command and support relationships that are understood by commanders, staffs, and subordinate units will help in the exercise of mission command.
- The commanders' presence is vital to understanding intent and purpose.
- Effective collaboration enhances mission command by sharing knowledge and aiding the creation of shared understanding. This is especially true when sharing information with multinational partners through the foreign disclosure process.

(See ADRP 6-0 for an in-depth discussion of mission command.)

MOVEMENT AND MANEUVER WARFIGHTING FUNCTION

5-18. **The *movement and maneuver warfighting function* is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats.** Direct fire and close combat are inherent in maneuver. The movement and maneuver warfighting function includes tasks associated with force projection related to gaining a position of relative advantage over the enemy. Movement is necessary to disperse and displace the force as a whole or in part when maneuvering. *Maneuver* is employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy (JP 3-0). It works through movement and with fires to achieve a position of relative advantage over the enemy to accomplish the mission and consolidate gains. Commanders use maneuver for massing the effects of combat power to achieve surprise, shock, and momentum. Effective maneuver requires close coordination with fires. Both tactical and operational maneuver require sustainment support. The movement and maneuver warfighting function includes the following tasks:

- Move.
- Maneuver.
- Employ direct fires.
- Occupy an area.
- Conduct mobility and countermobility.
- Conduct reconnaissance and surveillance.
- Employ battlefield obscuration.

5-19. The movement and maneuver warfighting function does not include administrative movements of personnel and materiel. These movements fall under the sustainment warfighting function. (See ADRP 4-0 for a discussion of force projection.)

5-20. In addition to the basic tactical concepts in ADRP 3-90, commanders consider the following when performing movement and maneuver warfighting function tasks:

- Various ways and means help maneuver forces attain positional advantage. For example, the planning of civil affairs operations may minimize civilian interference with operations and minimize the impact of military operations on the population.
- Successful movement and maneuver requires agility and versatility of thought, plans, operations, and organizations. It requires designating the main effort and then, if necessary, shifting the main effort and applying the principles of mass and economy of force.

INTELLIGENCE WARFIGHTING FUNCTION

5-21. **The *intelligence warfighting function* is the related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operations environment.** Specifically, other significant aspects of an operational environment include threats, adversaries, and operational variables, depending on the nature of operations. The intelligence warfighting function synchronizes information collection with the primary tactical tasks of reconnaissance, surveillance, security, and intelligence operations. Intelligence is driven by commanders and is more than just collection. Developing intelligence is a continuous process that involves analyzing information from all sources and conducting operations to develop the situation. The Army executes intelligence, surveillance, and reconnaissance through the operations and intelligence processes, with an emphasis on intelligence analysis and leveraging the larger intelligence enterprise, and information collection. The intelligence warfighting function includes the following tasks:

- Provide support to force generation.
- Provide support to situational understanding.
- Conduct information collection.
- Provide intelligence support to targeting and information capabilities.

5-22. For the intelligence warfighting function, setting the theater refers to executing the tasks needed to prepare for intelligence support to all echelons of a deployed force within a theater of operations. There are three core tasks. First, the G-2 or S-2 staff establishes and builds an intelligence architecture. Second, the G-2 or S-2 staff builds the knowledge needed to understand an operational environment through coordination and collaboration with regionally aligned forces, using the military intelligence brigade or theater as the anchor point. Building the knowledge to understand an operational environment includes connecting the intelligence architecture to and feeding the information systems. Last, the G-2 or S-2 staff supports the engagement that develops context and builds relationships through the successful conduct of intelligence operations; intelligence analysis; and intelligence processing, exploitation, and dissemination. (See ADRP 2-0 for a discussion of the intelligence warfighting function and setting the theater.)

FIRES WARFIGHTING FUNCTION

5-23. **The fires warfighting function is the related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process.** Army fires systems deliver fires in support of offensive and defensive tasks to create specific lethal and nonlethal effects on a target. The fires warfighting function includes the following tasks:

- Deliver fires.
- Integrate all forms of Army, joint, and multinational fires.
- Conduct targeting.

(See ADRP 3-09 for a discussion of the fires warfighting function.)

5-24. In addition to the characteristics for effective fires in ADRP 3-09, commanders consider the following when performing fires warfighting function tasks:

- The desired effect, available capabilities, and time and resources are required to deliver the appropriate capability.
- Successful integration of information operations into the targeting process is important to mission accomplishment in many operations.

SUSTAINMENT WARFIGHTING FUNCTION

5-25. **The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.** The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment provides the support necessary to maintain operations until mission accomplishment. The sustainment warfighting function includes the following tasks:

- Conduct logistics.
- Provide personnel services.
- Provide health service support.

Logistics

5-26. Logistics is planning and executing the movement and support of forces. It includes those aspects of military operations that—

- Design, develop, acquire, store, move, distribute, maintain, evacuate, and dispose of materiel.
- Acquire or build, maintain, operate, and dispose of facilities.
- Acquire or furnish services.

5-27. Although joint doctrine defines logistics as a science, logistics involves both military art and science. Knowing when and how to accept risk, prioritizing a myriad of requirements, and balancing limited resources all require military art. Logistics integrates strategic, operational, and tactical support of deployed forces while scheduling the mobilization and deployment of additional forces and materiel. Logistics includes—

- Maintenance.
- Transportation.

- Supply.
- Field services.
- Distribution.
- Operational contract support.
- General engineering support.

Personnel Services

5-28. Personnel services are those sustainment functions related to Soldiers' welfare, readiness, and quality of life. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. Personnel services include—

- Human resources support.
- Financial management.
- Legal support.
- Religious support.
- Army music support.

Health Service Support

5-29. The Army Health System is a component of the military health system that oversees operational management of the health service support and force health protection missions. The Army Health System includes all mission support services performed, provided, and arranged by the Army Medical Department to support health service support, and it includes force health protection mission requirements for the Army. Health service support is part of the sustainment warfighting function, while force health protection is a part of the protection warfighting function.

5-30. The health service support mission promotes, improves, conserves, or restores the mental and physical well-being of Soldiers and, as directed, other personnel. This mission consists of casualty care, medical evacuation, and medical logistics. Casualty care encompasses the treatment aspects of a number of Army Medical Department functions including—

- Organic and area medical support.
- Hospitalization (including treatment of chemical, biological, radiological, and nuclear patients).
- Dental treatment.
- Behavioral health and neuropsychiatric treatment.
- Clinical laboratory services.
- Medical evacuation (including en route care and medical regulating).
- Medical logistics (including blood and blood products).

5-31. Health service support closely relates to force health protection: the measures to promote, improve, or conserve the mental and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. (See ADRP 4-0 for a discussion of the sustainment warfighting function. See FM 4-02 for a discussion of the Army Health System. See FM 1-0 for a discussion of human resources support.)

5-32. In addition to the principles of sustainment in ADRP 4-0, commanders consider the following when performing sustainment warfighting function tasks:

- Commanders need to plan for the early acquisition of locations and facilities for force and logistic bases where temporary occupancy is planned or when the host nation fails to provide, or provides inadequate, locations and facilities.
- Sustainment forces, like all other forces, must be capable of self-defense, particularly if they deploy alone or in advance of other military forces.

PROTECTION WARFIGHTING FUNCTION

5-33. **The protection warfighting function is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission.** Preserving the force includes protecting personnel (combatants and noncombatants) and physical assets of the United States and unified action partners, including the host nation. The protection warfighting function enables the commander to maintain the force's integrity and combat power. Protection determines the degree to which potential threats can disrupt operations and then counters or mitigates those threats. Protection is a continuing activity; it integrates all protection capabilities to safeguard bases, secure routes, and protect forces. Protection activities ensure maintenance of the critical asset list and defended asset list.

5-34. The protection warfighting function includes the following tasks:

- Conduct survivability operations.
- Provide force health protection.
- Conduct chemical, biological, radiological, and nuclear operations.
- Provide explosive ordnance disposal support.
- Coordinate air and missile defense.
- Conduct personnel recovery.
- Conduct detention operations.
- Conduct risk management.
- Implement physical security procedures.
- Apply antiterrorism measures.
- Conduct police operations.
- Conduct populace and resource control.

(See ADRP 3-37 for a discussion of the protection warfighting function.)

5-35. In addition to the principles of protection described in ADRP 3-37, commanders consider the following when performing protection warfighting function tasks:

- Security of forces and means enhances force protection by identifying and reducing friendly vulnerability to hostile acts, influence, or surprise.
- Physical security measures, like any defensive measures, should be overlapping and deployed in depth.

ORGANIZING COMBAT POWER

5-36. Commanders employ three means to organize combat power: force tailoring, task-organizing, and mutual support.

FORCE TAILORING

5-37. **Force tailoring is the process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander.** It involves selecting the right force structure for a joint operation from available units within a combatant command or from the Army force pool. Commanders then sequence selected forces into the area of operations as part of force projection. Joint force commanders request and receive forces for each campaign phase, adjusting the quantity of Service component forces to match the weight of effort required. Army Service component commanders tailor Army forces to meet land force requirements determined by joint force commanders. Army Service component commanders also recommend forces and a deployment sequence to meet those requirements. Force tailoring is continuous. As new forces rotate into the area of operations, forces with excess capabilities return to the supporting combatant and Army Service component commands.

TASK ORGANIZATION

5-38. **Task-organizing is the act of designing a force, support staff, or sustainment package of specific size and composition to meet a unique task or mission.** Characteristics to examine when task-organizing

the force include, but are not limited to, training, experience, equipment, sustainability, operational environment, enemy threat, and mobility. Task-organizing includes allocating assets to subordinate commanders and establishing their command and support relationships. It occurs within a tailored force package as commanders organize subordinate units for specific missions employing doctrinal command and support relationships. As task-organizing continues, commanders reorganize units for subsequent missions. The ability of Army forces to task-organize gives them extraordinary agility. It lets commanders configure their units to best use available resources. It also allows Army forces to match unit capabilities to the priority assigned to offensive, defensive, and stability or defense support of civil authorities tasks. The ability of sustainment forces to tailor and task-organize ensures commanders have freedom of action to change as mission requirements dictate.

MUTUAL SUPPORT

5-39. Commanders consider mutual support when task-organizing forces, assigning areas of operations, and positioning units. *Mutual support* is that support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities (JP 3-31). Understanding mutual support and accepting risk during operations are fundamental to the art of tactics. In Army doctrine, mutual support is a planning consideration related to force disposition, not a command relationship. Mutual support has two aspects—supporting range and supporting distance. When friendly forces are static, supporting range equals supporting distance.

5-40. **Supporting range is the distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems.** It depends on available weapons systems and is normally the maximum range of the supporting unit's indirect fire weapons. For small units (such as squads, sections, and platoons), it is the distance between two units that their direct fires can cover effectively. Visibility may limit the supporting range. If one unit cannot effectively or safely fire in support of another, the first may not be in supporting range even though its weapons have the required range.

5-41. **Supporting distance is the distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation.** The following factors affect supporting distance:

- Terrain and mobility.
- Distance.
- Enemy capabilities.
- Friendly capabilities.
- Reaction time.

5-42. The capabilities of supported and supporting units affect supporting distance. Units may be within supporting distance, but if the supported unit cannot communicate with the supporting unit, the supporting unit may not be able to affect the operation's outcome. In such cases, the units are not within supporting distance regardless of their proximity to each other. If the units share a common operational picture, the situation may differ greatly. Relative proximity may be less important than both units' abilities to coordinate their maneuver and fires. To exploit the advantage of supporting distance, the units have to synchronize their maneuver and fires more effectively than the enemy can. Otherwise, the enemy may be able to defeat both units in detail.

5-43. Commanders consider the supporting distance in operations dominated by stability or defense support of civil authorities tasks. Units maintain mutual support when one unit can draw on another unit's capabilities. An interdependent joint force may make proximity less significant than available capability. For example, Air Force assets may be able to move a preventive medicine detachment from an intermediate staging base to an operational area threatened by an epidemic. An additional treatment capability might be moved to the operational area based on the threat to Soldiers and the population.

5-44. Commanders should be aware that conventional land forces and special operations forces may operate in proximity to each other to accomplish the joint force commander's mission. These two forces assist and complement each other with mutual support so they can achieve an objective that otherwise might not be attainable. Historically, joint task force commanders have employed special operations forces in the advanced

phases of operations. During extended or large-scale operations involving both conventional land and special operations forces, control measures take on added significance. These operations require the integration and synchronization of conventional and special operations efforts. The joint task force commander must consider the different capabilities and limitations of both conventional and special operations forces, particularly in the areas of tactical mission command and sustainment. Exchanging liaison elements between the staffs of appropriate conventional and special operations forces further integrates efforts of all forces concerned.

5-45. Improved access to joint capabilities gives commanders additional means to achieve mutual support. Those capabilities can extend the operating distances between Army units. Army commanders can substitute joint capabilities for mutual support between subordinate forces. Using joint capabilities multiplies supporting distance many times over. Army forces can then extend operational reach over greater areas at a higher tempo. Joint capabilities are especially useful when subordinate units operate in noncontiguous areas of operations that place units beyond a supporting range or supporting distance. However, depending on joint capabilities outside an Army commander's direct control entails accepting risk.

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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 3-0 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
AR	Army regulation
ATP	Army techniques publication
DA	Department of the Army
DOD	Department of Defense
DODD	Department of Defense directive
FM	field manual
G-2	assistant chief of staff, personnel
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
S-2	battalion or brigade intelligence staff officer
U.S.	United States

SECTION II – TERMS

adversary

A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)

airspace control

Capabilities and procedures used to increase operational effectiveness by promoting the safe, efficient, and flexible use of airspace. (JP 3-52)

alliance

The relationship that results from a formal agreement between two or more nations for broad, long-term objectives that further the common interests of the members. (JP 3-0)

area of influence

A geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control. (JP 3-0)

area of interest

That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. (JP 3-0)

area of operations

An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 3-0)

Army design methodology

A methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. (ADP 5-0)

assessment

Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

base

A locality from which operations are projected or supported. (JP 4-0)

campaign

A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 5-0)

center of gravity

The source of power that provides moral or physical strength, freedom of action, or will to act. (JP 5-0)

***close area**

The portion of a commander's area of operations assigned to subordinate maneuver forces.

***close combat**

Warfare carried out on land in a direct-fire fight, supported by direct and indirect fires and other assets.

coalition

An arrangement between two or more nations for common action. (JP 5-0)

***combat power**

(Army) The total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time.

***combined arms**

The synchronized and simultaneous application of all elements of combat power that together achieve an effect greater than if each element was used separately or sequentially.

commander's intent

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)

concept of operations

A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. (JP 5-0)

***consolidate gains**

The activities to make permanent any temporary operational success and set the conditions for a sustainable stable environment allowing for a transition of control to legitimate civil authorities.

consolidation

Organizing and strengthening in newly captured position so that it can be used against the enemy. (FM 3-90-1)

control measure

A means of regulating forces or warfighting functions. (ADRP 6-0)

culminating point

The point at which a force no longer has the capability to continue its form of operations, offense or defense. (JP 5-0)

***cyberspace electromagnetic activities**

The process of planning, integrating, and synchronizing cyberspace and electronic warfare operations in support of unified land operations.

cyberspace operations

The employment of cyberspace capabilities where the primary purpose is to achieve objectives in or through cyberspace. (JP 3-0)

***decisive action**

The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks.

***decisive operation**

The operation that directly accomplishes the mission.

decisive point

A geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success. (JP 5-0)

***deep area**

The portion of the commander's area of operations that is not assigned to subordinate units.

***defeat mechanism**

A method through which friendly forces accomplish their mission against enemy opposition.

defense support of civil authorities

Support provided by United States Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. (DODD 3025.18)

***defensive task**

A task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks.

***depth**

The extension of operations in time, space, or purpose to achieve definitive results.

destroy

A tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt. (FM 3-90-1)

***disintegrate**

To disrupt the enemy's command and control system, degrading its ability to conduct operations while leading to a rapid collapse of the enemy's capabilities or will to fight.

***dislocate**

To employ forces to obtain significant positional advantage, rendering the enemy's dispositions less valuable, perhaps even irrelevant.

electronic warfare

Military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. (JP 3-13.1)

end state

The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)

***enemy**

A party identified as hostile against which the use of force is authorized.

***exterior lines**

Lines on which a force operates when its operations converge on the enemy.

***fires warfighting function**

The related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process.

***flexibility**

The employment of a versatile mix of capabilities, formations, and equipment for conducting operations.

***force tailoring**

The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander.

foreign internal defense

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security. (JP 3-22)

forward operating base

An airfield used to support tactical operations without establishing full support facilities. (JP 3-09.3)

hazard

A condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation. (JP 3-33)

homeland defense

The protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President. (JP 3-27)

***hybrid threat**

The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, or criminal elements unified to achieve mutually benefitting threat effects.

information collection

An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations. (FM 3-55)

information environment

The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13)

***intelligence warfighting function**

The related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operational environment.

interagency coordination

Within the context of Department of Defense involvement, the coordination that occurs between elements of Department of Defense, and engaged United States Government agencies and departments for the purpose of achieving an objective. (JP 3-0)

intergovernmental organization

An organization created by a formal agreement between two or more governments on a global, regional, or functional basis to protect and promote national interests shared by member states. (JP 3-08)

***interior lines**

Lines on which a force operates when its operations diverge from a central point.

intermediate staging base

A tailorable, temporary location used for staging forces, sustainment and/or extraction into and out of an operational area. (JP 3-35)

interorganizational coordination

The interaction that occurs among elements of the Department of Defense; engaged United States Government agencies; state, territorial, local, and tribal agencies; foreign military forces and government agencies; intergovernmental organizations; nongovernmental organizations; and the private sector. (JP 3-08)

isolate

A tactical mission task that requires a unit to seal off—both physically and psychologically—an enemy from sources of support, deny the enemy freedom of movement, and prevent the isolated enemy force from having contact with other enemy forces. (FM 3-90-1)

joint force

A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. (JP 3-0)

joint operations

A general term to describe military actions conducted by joint forces and those Service forces employed in specified command relationships with each other, which of themselves, do not establish joint forces. (JP 3-0)

***landpower**

The ability—by threat, force, or occupation—to gain, sustain, and exploit control over land, resources, and people.

law of war

That part of international law that regulates the conduct of armed hostilities. (JP 1-04)

leadership

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. (ADP 6-22)

liaison

That contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (JP 3-08)

***line of effort**

(Army) A line that links multiple tasks using the logic of purpose rather than geographical reference to focus efforts toward establishing a desired end state.

***line of operations**

(Army) A line that defines the directional orientation of a force in time and space in relation to the enemy and links the force with its base of operations and objectives.

lodgment

A designated area in a hostile or potentially hostile operational area that, when seized and held, makes the continuous landing of troops and materiel possible and provides maneuver space for subsequent operations. (JP 3-18)

***main effort**

A designated subordinate unit whose mission at a given point in time is most critical to overall mission success.

major operation

A series of tactical actions (battles, engagements, strikes) conducted by combat forces of a single or several Services, coordinated in time and place, to achieve strategic or operational objectives in an operational area. (JP 3-0)

maneuver

Employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy. (JP 3-0)

measure of effectiveness

A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

measure of performance

A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

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)

***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.

***movement and maneuver warfighting function**

The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats.

multinational operations

A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)

mutual support

That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. (JP 3-31)

***neutral**

(Army) A party identified as neither supporting nor opposing friendly, adversary, or enemy forces.

nongovernmental organization

A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 3-08)

***offensive task**

A task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers.

operation

A sequence of tactical actions with a common purpose or unifying theme. (JP 1).

operational approach

A description of the broad actions the force must take to transform current conditions into those desired at end state. (JP 5-0)

operational art

The cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means. (JP 3-0)

operational concept

A fundamental statement that frames how Army forces, operating as part of a joint force, conduct operations. (ADP 1-01)

operational environment

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

operational framework

A cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. (ADP 1-01)

operational reach

The distance and duration across which a joint force can successfully employ military capabilities. (JP 3-0)

***phase**

(Army) A planning and execution tool used to divide an operation in duration or activity.

planning

The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (ADP 5-0)

***position of relative advantage**

A location or the establishment of a favorable condition within the area of operations that provides the commander with temporary freedom of action to enhance combat power over an enemy or influence the enemy to accept risk and move to a position of disadvantage.

principle

A comprehensive and fundamental rule or an assumption of central importance that guides how an organization or function approaches and thinks about the conduct of operations. (ADP 1-01)

protection

Preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area. (JP 3-0)

***protection warfighting function**

The related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission.

reconnaissance in force

A deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information. (ADRP 3-90)

risk

The probability and severity of loss linked to hazards. (JP 5-0)

rules of engagement

Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. (JP 1-04)

security cooperation

All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific United States security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to a host nation. (JP 3-22)

security force assistance

The Department of Defense activities that contribute to unified action by the United States Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 3-22)

security operations

Those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (ADRP 3-90)

***shaping operation**

An operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain.

***simultaneity**

The execution of related and mutually supporting tasks at the same time across multiple locations and domains.

***stability mechanism**

The primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace.

stability tasks

Tasks conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (ADP 3-07)

***support area**

The portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations.

***supporting distance**

The distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation.

***supporting effort**

A designated subordinate unit with a mission that supports the success of the main effort.

***supporting range**

The distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems.

***sustaining operation**

An operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power.

***sustainment warfighting function**

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.

synchronization

The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)

***task-organizing**

The act of designing a force, support staff, or sustainment package of specific size and composition to meet a unique task or mission.

***tempo**

The relative speed and rhythm of military operations over time with respect to the enemy.

tenets of operations

Desirable attributes that should be built into all plans and operations and are directly related to the Army's operational concept. (ADP 1-01)

terrain management

The process of allocating terrain by establishing areas of operation, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other. (ADRP 5-0)

***threat**

Any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland.

unified action

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

***unified action partners**

Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations.

***unified land operations**

Simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action.

unity of effort

Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. (JP 1)

***warfighting function**

A group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives.

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Index

Entries are by paragraph number.

A

actions, consolidation, 3-33
 lethal and nonlethal, 1-67, 3-62
 seize the initiative, 3-24
 synchronize, 1-28
 to develop situation, 3-54–3-57
 actors, hostile state, 1-17
 types of, 1-13
 adaptability, 3-46
 adversary, defined, 1-14
 airspace control, defined, 4-13
 alliance, defined, 1-43
 analysis, variables, 1-11
 area of influence, defined, 4-23
 area of interest, defined, 4-24
 area of operations, 4-22–4-25
 deep area and, 4-26
 defined, 4-22
 types, 4-25
 Army, abilities of, 1-30
 Army design methodology, 4-14–4-15
 defined, 4-14
 operational approach and, 2-6
 Army operational framework, 4-20–4-45
 art of command, 5-13
 assessment, defined, 4-6

B

base, defined, 2-37
 basing, 2-37–2-42
 building partner capacity, 1-32

C

campaign, defined, 1-47
 landpower and, 1-59
 campaign plan, support to, 1-34
 campaign quality, 1-59–1-62
 capabilities, enemy, 1-18
 capabilities, reinforcing, 3-56
 casualty care, 5-30
 center of gravity, 2-24–2-27
 analysis of, 2-27
 decisive point and, 2-29
 defined, 2-24
 subcomponents of, 2-26
 types of, 2-25

characteristics, land operations, 1-52–1-58
 civilian organizations, cooperation with, 1-36–1-41
 host nations and, 1-41
 security for, 1-37
 sustainment to, 1-37
 civilian presence, 1-58
 close area, defined, 4-28
 close combat, 1-63–1-67
 defined, 1-54
 coalition, defined, 1-44
 collaboration, commanders, 2-4
 combat power, 5-1–5-45
 application of, 3-10
 defined, 5-1
 elements of, 5-1–5-8
 generating and maintaining, 5-3
 organizing, 5-36–5-45
 training for, 1-70
 warfighting functions and, 4-19
 combatant commander, support to, 1-34
 combined arms, 3-54–3-57
 application of, 3-72
 defined, 3-54
 commander's intent, concept of operations and, 3-3
 conveying, 3-44
 decisive action and, 3-3
 defined, 3-43
 commander's vision, 2-35
 phasing and, 2-47
 commanders, analysis by, 2-1
 collaboration, 2-4
 combatant, 1-32
 considerations of, 3-67, 3-50, 5-43, 3-37, 5-35, 5-32, 5-24, 5-20, 5-17
 influences on, 3-43
 responsibilities of, 1-12, 2-32, 3-42, 4-22, 4-34
 tempo and, 2-44
 understanding by, 1-16
 communications, disruptions to, 1-17
 concept of operations, conveying, 3-44
 defined, 2-5
 shaping, 2-30

consolidate gains, 3-28–3-39
 actions, 3-33
 defined, 3-28
 consolidation, defined, 3-34
 contractor, 1-40
 control measure, defined, 4-22
 cooperation with civilian organizations, 1-36–1-41
 coordination, 5-6
 culminating point, defined, 2-54
 culmination, 2-54–2-55
 culmination, operational reach and, 2-60
 cyberspace attack, capabilities, 1-18
 cyberspace electromagnetic activities, defined, 5-7
 cyberspace operations, defined, 5-7

D

decisions, timely, 3-52–3-53
 decisive action, 3-2–3-22
 consolidation and, 3-38
 defined, 3-2
 homeland defense, 3-17–3-18
 support to, 5-8
 tasks of, 3-12–3-16
 transitioning in, 3-19–3-22
 unified land operations and, 3-81
 decisive operation, defined, 4-30
 decisive point, 2-28–2-30
 center of gravity and, 2-29
 defined, 2-28
 deep area, defined, 4-26
 deep, close, and support areas, 4-26–4-29
 defeat and stability mechanisms, 2-7–2-17
 defeat mechanism, defined, 2-8
 effects from, 2-13
 defense support of civil authorities, defined, 3-16
 tasks, 3-16
 defensive task, defined, 3-14
 depth, 3-74–3-75
 defined, 3-74
 determining, 4-40

Entries are by paragraph number.

increasing, 3-11
 destroy, defined, 2-9
 develop the situation, 3-47–3-53
 dilemmas, create multiple for the enemy, 3-65–3-70
 disasters, effects from, 1-20
 disintegrate, defined, 2-11
 dislocate, defined, 2-10
 dispersion, 3-69
 domains, multiple, 1-4, 1-29
 duration, 1-55

E

echelons, scope of operations, 1-26
 electronic warfare, defined, 5-7
 elements, of combat power, 5-1–5-45
 of operational art, 2-18–2-36
 end state, 2-31
 conditions and, 2-21–2-23, 2-35
 defined, 1-47
 unity of effort and, 2-21
 endurance, operational reach and, 2-57
 enemy, defined, 1-13
 dilemmas created for, 3-65–3-70
 multiple dilemmas for, 3-10, 3-57, 3-65
 will, 1-23
 environment, hazardous, 1-16
 training for, 1-72
 execution, 4-5
 expeditionary capability, 1-59–1-62
 exterior lines, defined, 2-33

F

fires warfighting function, 5-23–5-24
 defined, 5-23
 tasks, 5-23
 flexibility, 3-79–3-80
 considerations, 4-42
 defined, 3-79
 leaders and, 3-80
 training and, 1-71
 force tailoring, defined, 5-37
 forces, rules for use of, 3-61
 simultaneity, 3-73
 foreign internal defense, defined, 1-34

forward operating base, defined, 2-41

G

goal, unified land operations, 3-1

H

hazard, defined, 1-16
 health service support, 5-29–5-32
 homeland defense, and decisive action, 3-17–3-18
 defined, 3-17
 host nation, support to, 1-41
 humans, changing behavior, 1-22
 interactions of, 1-7
 hybrid threat, defined, 1-15

I

information, 5-5
 need for, 3-47
 requirements, 3-49
 information collection, defined, 4-9
 information environment, defined, 1-5
 information networks,
 synchronization and, 3-77
 information technology, 1-5
 information theme, 5-6
 initiative, exploiting, 3-27
 indicators of, 3-25
 mission command and, 5-12
 retaining, 3-26
 seize, retain, and exploit, 3-23–3-27, 3-70, 3-82
 instability, causes of, 1-3
 integration, 3-42
 in operations, 4-39–4-40
 intelligence warfighting function, 5-21–5-22
 defined, 5-21
 tasks, 5-21
 interagency coordination, defined, 1-31
 intergovernmental organization, defined, 1-38
 interior lines, defined, 2-33
 intermediate staging base, defined, 2-40
 interorganizational coordination, defined, 1-32
 isolate, defined, 2-12

J

joint, principles of operations, 2-3
 joint force, defined, 1-47

support to, 3-28

joint operations, defined, 1-47
 principles of, 2-3

L

land, people and, 1-24
 land operations, 1-48–1-67
 characteristics of, 1-52–1-58
 close combat and, 1-63
 purpose, 1-49
 landpower, campaigns and, 1-59
 defined, 1-51
 law of war, adherence to, 3-58–3-62
 defined, 3-58
 principles of, 3-59
 purposes of, 3-58
 leaders, 1-65
 characteristics of, 3-8
 flexibility and, 3-80
 responsibilities of, 4-20
 leadership, defined, 5-4
 lethality, situational understanding and, 1-66
 levels of warfare, operational environment and, 1-2
 liaison, defined, 4-8
 line of effort, 2-34–2-35
 defined, 2-34
 lines of operations and, 2-31–2-36
 line of operations, defined, 2-33
 lines of effort and, 2-31–2-36
 lodgment, defined, 2-42
 logistics, 5-26–5-27

M

main and supporting efforts, 4-44–4-45
 main effort, defined, 4-44
 maintaining continuity, in operations, 4-41–4-43
 major operation, defined, 1-47
 maneuver, defined, 5-18
 measure of effectiveness, defined, 2-35
 measure of performance, defined, 2-35
 message, 5-6
 METT-TC, defined, 1-11
 military decisionmaking process, 4-16–4-17
 military operations, 1-1–1-72

Entries are by paragraph number.

mission, Army's, 1-48

mission command, 3-41–3-46

defined, 3-41

emphasis from, 3-45

freedom of action and, 5-12

principles of, 3-41

mission command warfighting

function, 5-11–5-17

defined, 5-11

tasks, 5-15

mission variables, 1-9, 1-11

momentum, operational reach

and, 2-58

movement and maneuver

warfighting function, 5-18–5-20

defined, 5-18

tasks, 5-18

multi-domain battle, 1-29, 3-39

multinational forces, challenges,

1-46–1-47

multinational operations, 1-42–

1-46

defined, 1-42

mutual support, 5-39–5-45

defined, 5-39

N

neutral, defined, 1-14

nongovernmental organization,

defined, 1-39

O

offensive task, defined, 3-13

operation, defined, 1-48

operational approach, concept of

operations, 2-5

defined, 2-6

developing, 2-7

operational art, 2-1–2-63

application of, 2-1–2-6

defined, 2-2

elements of, 2-18–2-36

operational concept, Army's, 3-1–

3-82

unified land operations and,

3-81–3-82

operational design, 2-19

operational environment, 1-1–1-8

considerations of, 1-2

defined, 1-1

evolution of, 1-7

understanding, 2-18

variables of, 1-6

operational framework,

components of, 4-21

defined, 4-20

operational reach, 2-56–2-60

culmination and, 2-60

defined, 1-60

phasing and, 2-49

operational variables, 1-9–1-10

operations, complexity of, 1-14

decisive, shaping, and

sustaining, 4-30–4-43

influences on, 1-3, 1-4

integration in, 4-39–4-40

joint, 1-47

land, 1-48–1-67

maintaining continuity in, 4-41–

4-43

military, 1-1–1-72

multinational, 1-42–1-46

position of relative advantage

in, 4-35–4-38

scope of, 1-26

shaping, 1-25

sustaining, 1-62

tenets of, 3-71

operations process, 4-2–4-18

operations structure, 4-1–4-45

construct, 4-1

opportunities, exploiting, 4-35

risk and, 2-63

organizations, extremist, 1-19

organizing combat power, 5-36–

5-45

P

people, behavior, 1-22

land and, 1-24

permanence, 1-57

personnel services, 5-28

phase, defined, 2-46

phasing, 2-46–2-49

operational reach and, 2-49

transition and, 2-50

versus decisive action, 3-21

planning, considerations, 3-32

defined, 4-3

lines of effort and, 2-34

transitions and, 2-53

variables and, 1-10

PMESII-PT, defined, 1-10

populations, effects of, 1-64

operations among, 3-6

position of relative advantage,

5-18

defined, 4-35

in operations, 4-35–4-38

preparation, 4-4

security and, 3-64

principles, defined, 3-40

joint operations, 2-3

unified land operations, 3-40–

3-70

projection, of power, 3-66

protection, defined, 4-11

operational reach and, 2-59

protection warfighting function,

5-33–5-35

defined, 5-33

tasks, 5-34

purpose of simultaneity, 3-10–

3-11

R

readiness through training, 1-68–

1-72

reconnaissance in force, defined,

3-68

reframing the problem,

transitioning and, 3-22

relationships, 1-50

Army forces, 1-21

dynamics of, 1-8

risk, 2-61–2-63

defined, 2-61

opportunity and, 2-63

rules for the use of force, 3-61

rules of engagement, defined,

3-60

S

scope, land operations, 1-54

security, civilian organizations,

1-37

consolidation and, 3-35

establish and maintain, 3-63–

3-64

preparation, 3-64

security cooperation, defined,

1-33

security force assistance, defined,

1-34

security operations, 3-64

defined, 4-10

security sector programs, support

to, 1-35

seize the initiative, 3-25

setting the theater, intelligence

warfighting function and, 5-22

shaping operation, defined, 4-31

simultaneity, 3-72–3-73

defined, 3-72

purpose of, 3-10–3-11

tasks, 3-4

Entries are by paragraph number.

situation, develop, 3-54–3-57
 situational understanding, lethality and, 1-66
 Soldier's Rules, 3-62
 Soldiers, considerations of, 3-59
 importance of, 1-65
 responsibilities of, 3-47, 3-61
 stability, 3-31
 consolidation and, 3-36
 stability mechanism, defined, 2-16
 stability mechanisms, types, 2-17
 stability task, defined, 3-15
 stability tasks, 2-14, 3-5
 staff, tasks, 5-14
 success, training and, 1-68
 support, contractor, 1-40
 support area, 2-39
 defined, 4-29
 supporting distance, defined, 5-41
 influences on, 5-42
 supporting effort, defined, 4-45
 supporting range, defined, 5-40
 surprise, achieving, 3-57
 sustaining operation, defined, 4-32
 sustainment, basing and, 2-39
 civilian organizations, 1-37
 multinational forces and, 1-47
 tempo and, 2-45
 sustainment warfighting function, 5-25–5-32
 defined, 5-25
 tasks, 5-25
 synchronization, 3-42, 3-76–3-78
 actions, 1-28
 combat power and, 3-10
 defined, 3-76

T

tactical action, 3-71
 task-organizing, defined, 5-38
 tasks, defense support of civil
 authorities, 3-16
 defensive, 3-14
 emphasis of, 3-7
 of decisive action, 3-12–3-16
 offensive, 3-13
 simultaneity of, 3-4
 special, 4-7
 stability, 3-15
 technology, disruptions to, 1-17
 tempo, 2-43–2-45
 defined, 2-43
 tenets, of unified land operations, 3-71–3-80
 tenets of operations, defined, 3-71
 terrain, 1-56
 urban, 1-64
 terrain management, defined, 4-12
 theater of operations, set and sustain, 1-30
 threat, challenges from, 3-62
 defined, 1-12
 determining, 3-48
 hazards and, 1-12–1-21
 time, advantages of, 3-52
 training, 3-9
 characteristics of, 1-69
 transition, 2-50–2-53, 3-20
 in decisive action, 3-19–3-22
 phasing and, 2-50
 reasons for, 2-51–2-52
 troop leading procedures, 4-18

U

uncertainty, environment, 1-53
 training for, 1-70

understanding of purpose, 2-4
 unified action, 1-28–1-47, 4-39
 Army contribution, 1-28
 commanders for, 1-32
 defined, 1-28
 unified action partners, application of, 3-55
 defined, 1-29
 unified land operations, decisive action and, 3-81
 defined, 3-1
 execution of, 3-81
 goal of, 3-1
 landpower, 1-51
 principles of, 3-40–3-70
 success through, 3-81–3-82
 tenets of, 3-71–3-80
 unity of effort, defined, 1-28
 use of force, 3-61

V

variables, mission, 1-9, 1-11
 operational, 1-9–1-10
 planners use of, 1-10
 violence, organizations of, 1-19

W

war as a human endeavor, 1-22–1-27
 warfighting function, defined, 5-9
 fires, 5-23–5-24
 intelligence, 5-21–5-22
 mission command, 5-11–5-17
 movement and maneuver, 5-18–5-20
 protection, 5-33–5-35
 sustainment, 5-25–5-32
 warfighting functions, 4-19, 5-9–5-35
 weapons, influences on, 1-64
 will, breaking the enemy's, 1-23

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11 November 2016

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe", with a stylized flourish at the end.

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1625603

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