

Battle Command

Battle Command empowers people; the art of leadership and decision making enabled by science (communications, computers, intelligence, surveillance, and reconnaissance) to achieve mission success. It is principally an art that employs skills developed by professional study, constant practice and considered judgment. Battle Command applies the necessary leadership, direction and motivation to achieve decisive action appropriate to the situation that includes strategic, operational and tactical implications. Battle Command is essentially how leaders think, how they convey those thoughts, and how those thoughts are translated into actions. The application of Leadership is the essential difference between Battle Command and Battle Management.

Field Manual 3-0, Operations, defines Battle Command doctrinally as “the exercise of command in operations against a hostile, thinking enemy.” The Army’s Battle Command concept complements and supports operational and organizational (O&O) constructs for both the Unit of Employment (UE) and the Unit of Action (UA) in support of Joint Force Operations. Battle command is inherently Joint, it synchronizes and integrates Army forces with other Service, Interagency and Multi-national elements to conduct the Joint functions of Battlespace Awareness and Command and Control leading to the appropriate Force Application. Supported by Focused Logistics and Protection joint functional concepts, Battle Command is the ultimate integrator of combat power and allows for the application of Leadership as a combat multiplier, with information applied as an exponential multiplier of combat power. Leadership is of greatest importance for land forces that confront the enemy face-to-face in order to resolve conflict. The Battle Command system allows the Army to support a wide range of military options; from Strategic Deterrence, through operational level support to Homeland Security to tactical level support for Stability Operations through Major Combat Operations. Battle Command in 2020 continues to work towards a successful merger between the arts of decision-making and leadership with the science of information management, and that product is focused on the ultimate executor of military power – the individual soldier.

In order to support the art of Battle Command the future soldier must be instructed, trained, mentored, critiqued and rewarded to instill confidence in their leadership ability and information technology enablers. All of these attributes must be developed in the live, virtual and constructive training environment using the Battle Command information systems, allowing the soldier to become intimately familiar with all aspects of those systems and how to adapt those systems to different scenarios. An embedded training capability provides soldiers the ability to learn continually, whether in institutions, in garrison, or in the field so they may gain and maintain their proficiency. The ability to examine multiple courses of action through recurring training will teach the soldier and leader to apply rapidly developed considered judgment to the military decision making process. Battle Command individual and unit training enhances the warrior ethos in all soldiers and leaders includes individual and collective training such as; physical training, marksmanship, leadership reaction, small unit tactics, operations in urban terrain, security operations, stability operations, and major combat operations. Training is conducted in a coordinated and combined environment that is designed to emulate as much as possible realistic scenarios that provide feedback on performance in near real time, these challenging and often competitive training sessions seek to produce in the warrior a desire for more realistic and demanding training.

Battle Command information systems operate on a robust and reliable network, which provides Commanders and leaders much greater situational awareness and understanding than was available in operations Enduring and Iraqi Freedom. A suite of Battle Command tools for generating running estimates, course of action development, interactive collaboration, and information dissemination capabilities facilitate superior understanding necessary to accelerate the military decision making process. Battle Command of 2020 has transformed a staff-centered and planning-focused process to one that is commander-centered and execution-focused. Through the synergistic combinations of modular/tailorable organizations, advanced technology, and decision dominance capabilities, significantly reduced forward deployed formations have the

capability to collaboratively plan, conduct rehearsals and operate while on the move, in a distributed fashion, without negatively effecting battle command or operational tempo.

Flexible and Adaptable Organizations. Army operations continue to be based on the ability of the Commander to lead and direct supporting and subordinate entities to achieve a common purpose using mission orders. The use of mission orders has become more challenging for our leaders with the inclusion of Joint, Interagency and Multi-national personnel within the Future Force. 2020 command structures are flexible and adaptable to accommodate shifting missions, geographic employment, differing multi-national partners, and rapid teaming of interagency and non-governmental organizations in the forward area. The Commander can form and execute an interdependent battle plan from the Home Station, while in route, from a forward deployed command post, or from a mobile command platform: wherever the commander is located. The ability of Home Stations to collect data from forward deployed units and knowledge centers from around the globe, and then aggregate and analyze that data into information, tailored to the user via advanced man-machine interfaces, enables split-based operations with reduced presence forward. Commanders, staff and organizations understand the capabilities and limitations of their systems and are able to tailor and adapt the organization to support Joint operations accordingly.

Advanced Technology. The dependability and accessibility of the Global Information Grid (GIG), provides an unprecedented access to information and collaborative tools that enable our Leaders to exercise battle command faster, more precisely and confidently than ever before. Multi-dimensional, multi-layered and robust communication networks and intelligence assets remove single points of failure and facilitate operational maneuver from strategic distances. Enabling information management systems such as the Joint Tactical Radios and Warfighter Information Networks, are embedded in maneuver platforms of the Future Combat System (FCS) Family of Systems, increasing the mobility and survivability of the network, as each platform is an inherent part of the network. Network centric capabilities are provided by

space, air and terrestrial based communications systems that use automated information management technology to optimize connectivity, capacity and responsiveness behind the scenes. 'Smart' processing capabilities manage the data traffic to eliminate information overload and help commanders more efficiently manage their cognitive resources. The Battle Command architecture is open and adaptive to incorporate diverse Interagency and Multi-national partners from the home station to the forward area of operations. The advanced information management capabilities enables agile command, control, and collaboration that will allow the soldier and leader to apply rapidly developed considered judgment to the military decision making process.

Decision Dominance. Commanders and leaders are comfortable with rapid transitions and changes, as the team is fully integrated from home station to point of decision through the use of the Common Operational Picture. Unprecedented teaming from dispersed locations using advanced on-demand collaboration techniques facilitates the timely sharing of information and multiple decisions that enables decision dominance. Advanced Battle Command software incorporates cognitive information sharing and understanding technologies, including the latest in sensor and knowledge fusion techniques, advanced running estimate and course of action generation algorithms, and state of the art user defined filters and profiles that provide the user with the tailored relevant Common Operational Picture. The force is able to plan and conduct continual coordination of multiple decisions in a rapidly evolving battlespace while on the move, in a distributed fashion. This unprecedented situational understanding is made possible by a single battle command system, integrated throughout all functional areas – the same in institutions, garrison, training, in route or in the field.

Battle command empowers the Army leader the ability to aggregate and synchronize the appropriate effects of joint military power at the precise time and place – any time and anywhere. Battle Command supports all Army operations across the full range of military operations which the Joint Force commander may employ; from continuous involvement of a knowledge center supporting Homeland Security to a Unit

of Action deployed to support stability operations. Battle Command enables rapid, mobile, and adaptable employment of effects in response to a thinking, adaptive enemy's changing tactics. Training, leadership, education, and cultural change allow our Soldiers and Leaders to be confident in their information systems and a decentralized decision-making process, giving them the audacity to succeed.