

COMMAND AND CONTROL

NATURE OF COMMAND

In order to properly command soldiers, we must first possess a clear understanding of the fundamental nature of command, its purpose and authority.

WHAT IS COMMAND?

Definition: the authority vested in an individual for the direction, coordination and control of military forces.

exercise of that authority and responsibility

The need for command arises from the requirement of the nation to ensure that the activities of its armed forces are in concert with national policies and objectives. Command has a legal and constitutional status.

MILITARY COMMAND

Encompasses the art of leading, decision-making, motivating and directing all ranks into action to accomplish missions.

It requires a vision of the desired end-state, an understanding of military science (doctrine), military art (the profession of arms), concepts, missions, priorities and the allocation of resources.

It requires an ability to assess people and risks, and involves a continual process of re-evaluating the situation.

A commander must have a clear understanding of the dynamics that take place within and outside his command. Above all, he must possess the ability to decide on a course of action and inspire his command to carry out that action.

WHY COMMAND?

- Command is the central operational function which, when combined with the other operational functions, leads to successful operations.
- Command is the glue that ensures the cohesion of our military force and the solvent that dissolves that of the enemy.

UNIQUE ENVIRONMENT OF COMMAND

- Increased Op Tempo
- Extended Areas
- Complex Terrain
- Technology

DIMENSIONS OF COMMAND ENVIRONMENT

- Human
- Time
- Chaos
- Uncertainty

HUMAN DIMENSION

- Land combat occurs as human interaction.
- Leadership is needed to counter the one unifying element of war throughout the ages — fear, for in combat all soldiers feel fear to a greater or lesser extent.
- Effective command and control must account for the characteristics and limitations of human nature, and must enhance or exploit the uniquely human leadership and decision-making attributes and skills in the execution of command and the expression of the commander's will.

TIME DIMENSION

Consideration of time reveals two prominent aspects:

- First, friendly forces must be able to conduct operations quicker than the enemy in order to achieve surprise and/or positional advantage. This allows the friendly force to gain and retain the initiative, and generates a level of chaos and uncertainty for the enemy that has the potential of becoming insurmountable and leads to the enemy's collapse. Therefore, friendly force decision-making and the resulting execution of operations must be quicker than those of the enemy.
- Second, the value of information about the enemy decreases with time while the situation continues to change. The rapid tempo of operations sets a limit to the amount of information that can be collected and processed for decision-making before it slows to the point that the enemy gains the initiative and the operational advantage. To keep time as their ally, therefore, all commanders must make timely decisions.

CHAOS AND UNCERTAINTY

DIMENSION

- Random variables generate unforeseen effects that make the reality of warfare and military operations something very different from that envisioned in plans and textbooks.
- Commanders must accept that chaos and uncertainty will never be completely eliminated on operations, and therefore must be able to function effectively in this type of operating environment.

CONTROL

- Definition: the process through which a commander, assisted by his staff, organizes, directs and co-ordinates the activities of the forces allocated to him. Includes feedback from the bottom-up as to the effect of the action taken.

CONTROL

Attempts to reduce uncertainty, mitigate risk and increase response speed by constraining the problem and imposing relative order.

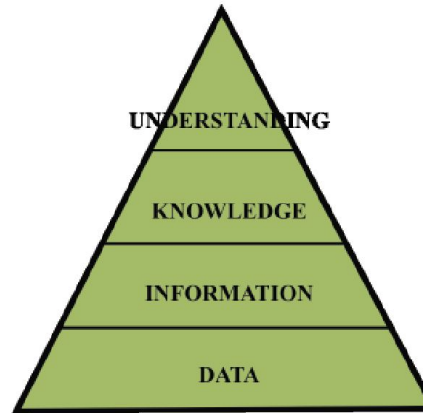
Control is merely one aspect of command, and aims to support a commander in overcoming the time-uncertainty challenge of command through the management and production of timely, relevant and accurate information and knowledge upon which he can understand his current state and visualize what he needs to do next; hence, the cognitive hierarchy.

COGNITIVE HIERARCHY

The Cognitive Hierarchy

A description by which understanding of the situation can be achieved

- **Understanding**: Human judgement applied to knowledge to explain and predict (level at which Battlefield Visualization and decision-making occurs) *What should I do?*
- **Knowledge**: Evaluated information accepted by a human *What does this information mean?*
- **Information**: Processed data (that reduces uncertainty) *What are the observations?*
- **Data**: An observation



COMMAND SUPPORT

An integrated system of resources necessary to enable command.

Command support is divided into two basic elements:

1. Systems management
2. Information management

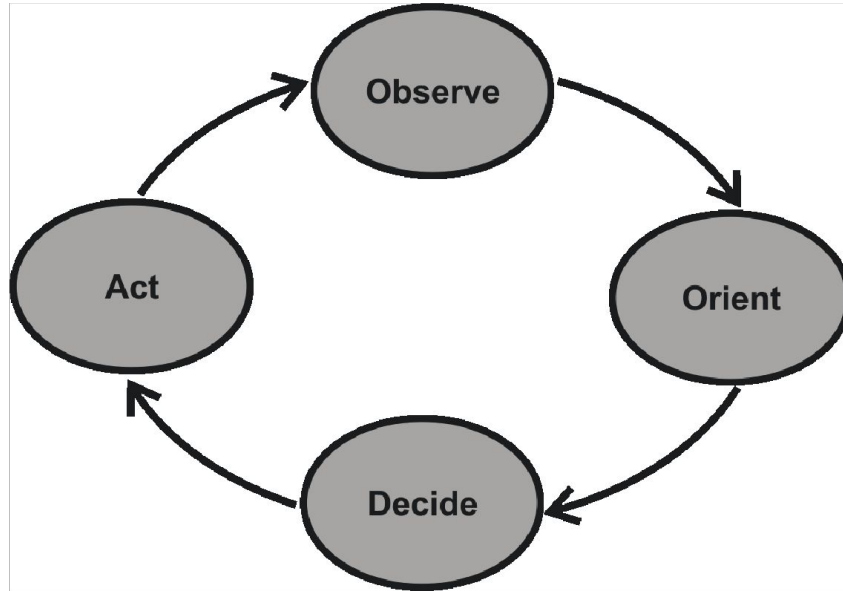
SYSTEMS MANAGEMENT

- Systems management is defined as the policies, procedures, tools, personnel and structures that ensure a consistent and robust command and control environment is provided to all C2IS users.

INFORMATION MANAGEMENT

- Information management is defined as the planning, coordination and control of the acquisition, analysis, processing, integration, distribution, use, safeguarding and disposal of information, and associated technology and supporting resources.

DECISION-ACTION CYCLE



RESPONSIBILITY & AUTHORITY

- Every soldier and every commander, as an individual, is personally responsible for their actions in peace and war, and the direct or indirect consequences of those actions.
- Commanders are responsible for the actions of those delegated command authority.
- Commanders accept the burden of accountability to their superiors for the actions of their subordinates.

SKILL AND COMPETENCY

- Commanders should possess certain skills and abilities to accomplish missions.
 - Physical fitness
 - Soldier skills
 - Intellectual competency
 - Interpersonal competency

COMMAND, LEADERSHIP AND MANAGEMENT

- Do you know what the difference is between Command/Leadership and Management?

The unique authorities of military commanders to resort to large-scale lethal force, to compel subordinates to go into harms way, and to dispense a distinct military justice with substantial powers of punishment.

COMMAND IN THE INFORMATION AGE

- The defining characteristic of warfare in the information age is the real-time coordination of both lethal and non-lethal effects over great distances, creating an unprecedented operational capability.
- To be a successful commander in the information age, therefore, one must acknowledge the impact of: knowledge and digitization; commander's confidence; tempo of operations; the limits of digitization; and, the media.

KNOWLEDGE AND DIGITIZATION

- Knowledge is analyzed information that provides meaning and value.
- Digitization is the application of information technology for the acquisition, processing and distribution of digital information to enhance situational awareness and operational effectiveness.

COMMANDER'S CONFIDENCE

- C2IS minimizes input and accuracy delays in processing.
- Commanders are confident about the timeliness and accuracy of the information presented to them.
- Allows commanders to make rapid and effective decisions.
- Allows commanders to better manage risks with respect to force deployment and employment.

LIMITS OF DIGITIZATION

- Digitization will not wipe away the chaos and uncertainty of war, and opponents will adjust their operations to minimize our advantages.
- There is a danger that the increased situational awareness that digitized C2IS will provide to commanders and staffs could lead to a concomitant desire on the part of commanders and staffs to micro-manage the operations of subordinate commanders and organizations.
- Digitization could also be an overwhelming information management (IM) challenge.

MEDIA

- The news media serve as a public forum for the analysis of military goals, objectives and activities, and are thus able to influence political and public perceptions of, and indeed support for, a particular operation.
- Equally, the media can be employed as a means to influence an opponent.

7TH ARMY COMMAND AND CONTROL FACILITY, WIESBADEN ARMY AIRFIELD

<http://www.youtube.com/watch?v=3XARICByQ3c>

THE END