Doctrine 2015 Overview

Army Doctrine Publications (ADP)
[15 ADPs]
Fundamental principles

Army Doctrine Reference Publications (ADRP)
[1 per ADP]
Detailed information on fundamentals

Field Manuals (FM)
[50 FMs]
Tactics and Procedures

Army Techniques Pubs (ATP)
Authenticated version on APD
Input through wiki version

**ADP 1 – The Army**

**The Army’s Roles**
- Prevent
- Shape
- Win

**The Army’s Mission - Fight and win the Nation’s wars through prompt and sustained land combat, as part of the joint force**

**Core Competencies**
- Combined arms maneuver
- Wide area security

**Enabling Competencies**
- Security cooperation
- Force Tailoring
- Entry operations
- Mission command
- Support joint & Army forces
- DSCA
- Mobilize & integrate the Reserve Components

**Our Profession**
- Trust
- Military Expertise
- Esprit de Corps
- Honorable Service
- Stewardship
- Military & civilian professionals

**Our Continuing Duty**
- Win the current fight
- Develop the Future Army
- Maintain reserve readiness
- All-volunteer force
- Develop future leaders
- Strengthen the profession
- Soldiers for life

**The Army is Landpower**

United States Army Combined Arms Center

As of 11 SEP12
The 19th edition of the Army’s capstone operational doctrine

Reasons for Change
- Significant recent operational experience
- Evolving policy and doctrine
- Joint and Army transformation

1905-1938: Field Service Regulations
1939-2000: FM 100-5, Operations
2001-2008: FM 3-0, Operations
2011-: ADP/ADRP 3-0, Unified Land Operations
Unified Action
Central idea: synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort

Anticipated Operational Environment
- US must project power into region, opposed
- US must seize at least one base of operations (maybe more)
- Threat of WMD will require dispersal of US forces and decentralized operations
- Size of theater (space and population) will exceed US ability to control

Unified Land Operations
Seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict resolution

Executed through...
Decisive Action
offensive defensive stability DSCA

By means of...
Army Core Competencies
combined arms maneuver wide area security

Guided by...
Mission Command

To do this we must...
Develop operations characterized by flexibility, integration, lethality, adaptability, depth, and synchronization
Cognitively link tactical actions to strategic objectives
Organize effort within a commonly understood construct

Operations Structure
Provide a broad process for conducting operations
Provide basic options for visualizing and describing operations
Provide intellectual organization for common critical tasks

Tenets
- Flexibility
- Integration
- Lethality
- Adaptability
- Depth
- Synchronization

Operational Art
The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Operations Process
Plan
- Army Design Methodology
- MDMF
- TLP
Prepare
Execute
Assess

Operational Framework
Decisive-Shaping-Sustaining
Deep-Close-Security
Main and Supporting Efforts

Warfighting Functions
- Mission Command
- Movement and Maneuver
- Intelligence
- Fires
- Sustainment
- Protection

DSCA defense support of civil authorities
MDMP military decisionmaking process
TLP troop leading procedures
WMD weapons of mass destruction
Mission Command

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.

**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.

**The principles of mission command assist commanders and staff in balancing the Art of Command with the Science of Control**

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

As a warfighting function, mission command consists of the related **tasks** and a **mission command system** that support the exercise of authority and direction by the commander.

**Commander Tasks:**

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

**Staff Tasks:**

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
  - Conduct inform and influence activities
  - Conduct cyber electromagnetic activities

The mission command system **enables** the exercise of authority and direction by the commander.

**Mission Command System:**

- Personnel
- Processes and Procedures
- Networks
- Facilities and Equipment
- Information Systems

Together mission command and the mission command warfighting function guides, integrates, and synchronizes Army forces throughout the conduct of unified land operations.
### ADP/ADRP 6-22

**Army Leadership**

- Minor update to 2006 version
- Clarifications to the Leadership Requirements model to reinforce mission command and Army profession
- Expanded discussion of
  - Positive, effective leadership contrasted with negative, toxic leadership
  - Overcoming resistance
  - Negotiations
  - Building trust
  - Strategic leadership

### Leadership Requirements Model

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Leadership</th>
<th>Achieves</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Character</strong></td>
<td>* Army Values * Empathy * Warrior Ethics/Service Ethics * Discipline</td>
<td>Leads others * Builds trust * Extends influence beyond the chain of command * Leads by example * Communicates</td>
</tr>
<tr>
<td><strong>Presence</strong></td>
<td>* Mission command * Mission focus * Mission accomplishment * Mission success * Mission focus</td>
<td>Creates a positive environment * Fosters esprit de corps * Prepares self * Develops others * Stewards the profession</td>
</tr>
<tr>
<td><strong>Intellect</strong></td>
<td>* Mental agility * Sound judgment * Innovation * Interpersonal tact * Expertise</td>
<td>* Get results</td>
</tr>
</tbody>
</table>

### Competencies

- Oath to Constitution
- Subordinate to law & civilian authority
- Combat Power: Unit and Multiplier
- Influence: Commitment, Compliance and Resistance
- Positive and harmful forms of leadership

### Levels of Leadership

- Direct: Refine ability to apply competencies at a proficient level
- Organizational: Apply competencies to increasingly complex situations
- Strategic: Shape the military through change over extended time

### Conditions of Leadership

- Formal: designated by rank or position, command is an example
- Informal: take initiative and apply special expertise when appropriate
- Collective: synergistic effects achieved with multiple leaders aligned by purpose
- Situational: actions adjusted to complex and uncertain environments

### Outcomes

- Secured U.S. interests: Expertly led organizations
- Mission success: Stewardship of resources
- Sound decisions: Stronger families
- Fit units: Healthy climates
- Engaged Soldiers & Civilians
Train leaders to train . . . achieve “training overmatch” and return to commander-centric training

Army’s Operations & Training Management Processes are the same: plan, prepare, execute and assess

Integrate leader development objectives into training objectives using Training Management Process

Brigade & above METLs are standardized, but commanders choose supporting tasks to train

Web-based tools (ATN/CATS/DTMS) enable training management
Doctrine 2015 Implementation

**HQDA / TRADOC / CAC**

- STRATCOM (Themes & Messages)
- AUSA
- CSA Box Sets
- Media Engagements
- Warfighter Forums
- Professional Articles
- Road Shows
- Self Development

**TRADOC / CAC**

- Education
  - Schools
  - LDP’s
  - Interactive Media
  - GO Courses
  - Conferences
  - Testing & Certification
- Self Development

**FORSCOM / ASCCs / Corps, DIVs, & BCTs**

- Training
  - CDR’s in Units
  - CTC’s
  - Chain Teach
  - Training Guidance
  - WFX’s
  - Doctrine Stand-down
- Self Development

**Key audiences informed:**
- internal/external

**Leaders know and understand doctrine**

**Leaders and units use current doctrine in training and operations**

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*As of 11 SEP12*