



ADP 6-0

MISSION COMMAND

MAY 2012

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Mission Command

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*This publication supersedes FM 6-0, dated 13 September 2011.

Preface

Army Doctrine Publication (ADP) 6-0 presents the Army's guidance on command, control, and the mission command warfighting function. This publication concisely describes how commanders, supported by their staffs, combine the art of command and the science of control to understand situations, make decisions, direct action, and accomplish missions. (See figure 1, page iv, for a graphical overview of the exercise of mission command.)

The principal audience for ADP 6-0 is all professionals within the Army. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine on command and control of 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 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 Field Manual [FM] 27-10.)

To understand and apply mission command doctrine, readers must understand how unified land operations (the Army's operational concept, described in ADP 3-0, *Unified Land Operations*) contributes to unified action. In addition, readers must be familiar with the fundamentals of the operations process, established in ADP 5-0, *The Operations Process*, and the fundamentals of Army leadership.

Army Doctrine Reference Publication (ADRP) 6-0, also titled *Mission Command*, explains the principles of mission command in more detail. Taken as a whole, the doctrine in ADP 6-0, ADRP 6-0, and ADP 5-0 forms the foundation for the tactics, techniques, and procedures for the exercise of mission command.

ADP 6-0 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ADP 6-0 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ADP 6-0 is the proponent publication are boldfaced in the text. These terms and their definitions will be in the next revision of FM 1-02. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ADP 6-0 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 ADP 6-0 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, U.S. Army

Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCK-D (ADP 6-0), 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.

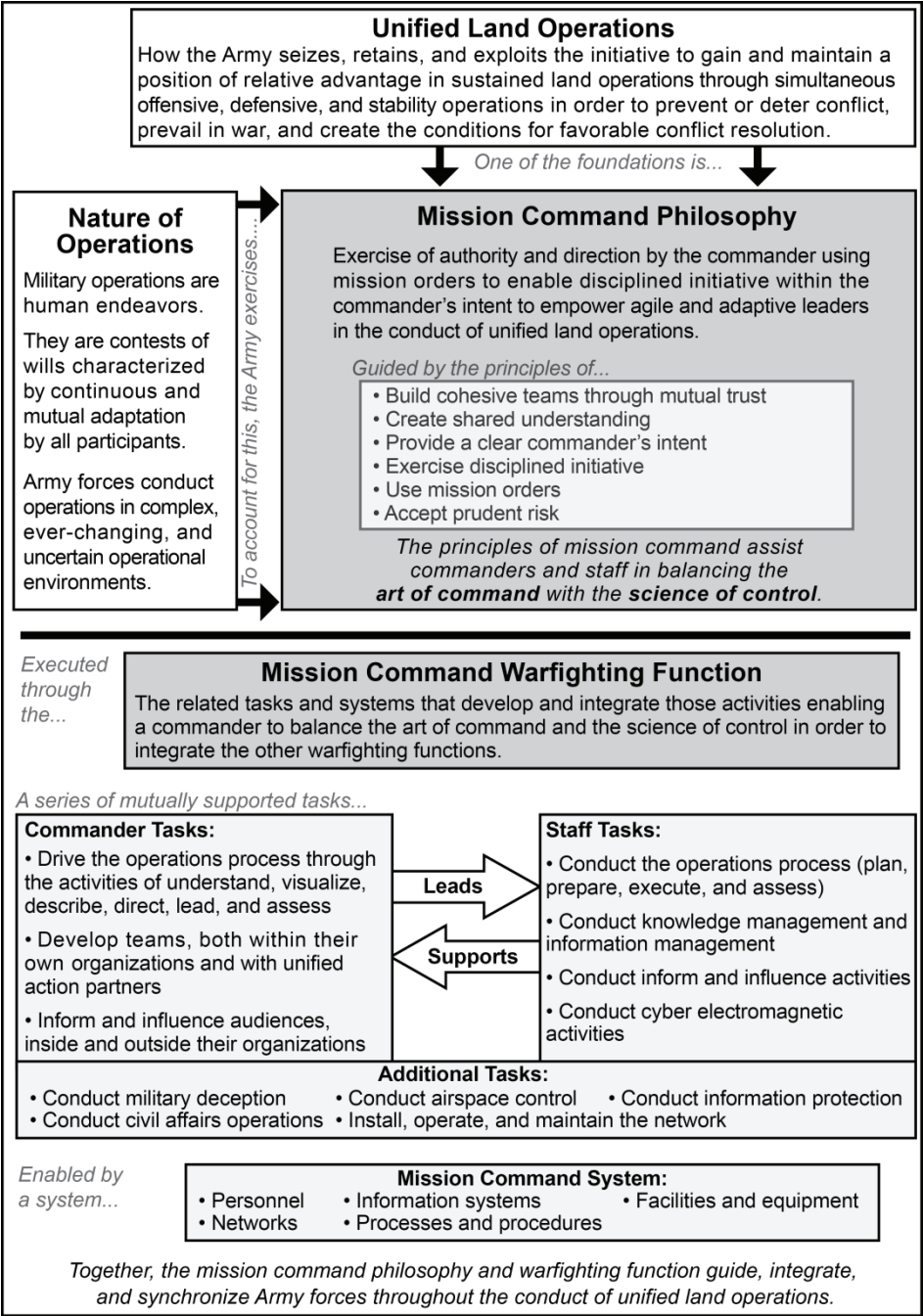


Figure 1. The exercise of mission command

This publication begins by introducing the mission command philosophy of command as a foundation of unified land operations. It then discusses the Army's approach to mission command. Next, it explains how Army commanders apply the mission command philosophy to balance the art of command and the science of control. Finally, it explains the mission command warfighting function.

UNIFIED LAND OPERATIONS AND MISSION COMMAND

1. Unified land operations is the Army's operational concept. This concept is based on the central idea that Army units seize, retain, and exploit the initiative to gain a position of relative advantage over the enemy. This is accomplished through decisive action—the simultaneous combination of offensive, defensive, and stability operations (or defense support of civil authorities) that set the conditions for favorable conflict resolution.
2. The mission command philosophy of command is one of the foundations of unified land operations. ***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.*** The mission command philosophy effectively accounts for the nature of military operations. Throughout operations, unexpected opportunities and threats rapidly present themselves. Operations require responsibility and decisionmaking at the point of action. Through mission command, commanders initiate and integrate all military functions and actions toward a common goal—mission accomplishment.

THE ARMY'S APPROACH TO MISSION COMMAND

3. An effective approach to mission command must be comprehensive, without being rigid, because military operations as a whole defy orderly, efficient, and precise control. Military operations are complex, human endeavors characterized by the continuous, mutual give and take, moves, and countermoves among all participants. The enemy is not an inanimate object to be acted upon. It has its own objectives. While friendly forces try to impose their will on the enemy, the enemy resists and seeks to impose its will on friendly forces. In addition, operations occur among civilian groups whose actions influence and are influenced by military operations. The results of these interactions are often unpredictable—and perhaps uncontrollable.

A HUMAN SOLUTION TO COMPLEX OPERATIONAL CHALLENGES

4. To overcome these challenges, mission command doctrine incorporates three ideas: the exercise of mission command, the mission command philosophy, and the mission command warfighting function. In this discussion, the “exercise of mission command” refers to an overarching idea that unifies the mission command philosophy of command and the mission command warfighting function—a flexible grouping of tasks and

systems. The exercise of mission command encompasses how Army commanders apply the foundational mission command philosophy together with the mission command warfighting function. The principles of mission command guide commanders and staffs in the exercise of mission command.

THE PRINCIPLES OF MISSION COMMAND

5. The exercise of mission command is based on mutual trust, shared understanding, and purpose. Commanders understand that some decisions must be made quickly at the point of action. Therefore, they concentrate on the objectives of an operation, not how to achieve it. Commanders provide subordinates with their intent, the purpose of the operation, the key tasks, the desired end state, and resources. Subordinates then exercise disciplined initiative to respond to unanticipated problems. Every Soldier must be prepared to assume responsibility, maintain unity of effort, take prudent action, and act resourcefully within the commander's intent.

6. Effective commanders understand that their leadership guides the development of teams and helps to establish mutual trust and shared understanding throughout the force. Commanders allocate resources and provide a clear intent that guides subordinates' actions while promoting freedom of action and initiative. Subordinates, by understanding the commander's intent and the overall common objective, are then able to adapt to rapidly changing situations and exploit fleeting opportunities. When given sufficient latitude, they can accomplish assigned tasks in a manner that fits the situation. Subordinates understand that they have an obligation to act and synchronize their actions with the rest of the force. Likewise, commanders influence the situation and provide direction, guidance, and resources while synchronizing operations. They encourage subordinates to take bold action, and they accept prudent risks to create opportunity and to seize the initiative.

7. The six principles of mission command are—

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

Build Cohesive Teams Through Mutual Trust

8. Mutual trust is shared confidence among commanders, subordinates, and partners. Effective commanders build cohesive teams in an environment of mutual trust. There are few shortcuts to gaining the trust of others. Trust takes time and must be earned. Commanders earn trust by upholding the Army values and exercising leadership, consistent with the Army's leadership principles. (See the Army leadership publication for details on the leadership principles.)

9. Trust is gained or lost through everyday actions more than grand or occasional gestures. It comes from successful shared experiences and training, usually gained incidental to operations but also deliberately developed by the commander. While sharing experiences, the interaction of the commander, subordinates, and Soldiers through two-way communication reinforces trust. Soldiers expect to see the chain of command accomplish the mission while taking care of their welfare and sharing hardships and danger.

10. Effective commanders build teams within their own organizations and with unified action partners through interpersonal relationships. *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 (ADRP 3-0). Uniting all the diverse capabilities necessary to achieve success in operations requires collaborative and cooperative efforts that focus those capabilities toward a common goal. Where military forces typically demand unity of command, a challenge for building teams with unified action partners is to forge unity of effort. *Unity of effort* is coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—the product of successful unified action (JP 1).

Create Shared Understanding

11. A defining challenge for commanders and staffs is creating shared understanding of their operational environment, their operation's purpose, its problems, and approaches to solving them. Shared understanding and purpose form the basis for unity of effort and trust. Commanders and staffs actively build and maintain shared understanding within the force and with unified action partners by maintaining collaboration and dialogue throughout the operations process (planning, preparation, execution, and assessment). (See ADP 5-0 for a discussion of the operations process.)

12. Commanders use collaboration to establish human connections, build trust, and create and maintain shared understanding and purpose. Collaborative exchange helps commanders increase their situational understanding, resolve potential misunderstandings, and assess the progress of operations. Effective collaboration provides a forum. It allows dialogue in which participants exchange information, learn from one another, and create joint solutions. Establishing a culture of collaboration is difficult but necessary. Creating shared understanding of the issues, concerns, and abilities of commanders, subordinates, and unified action partners takes an investment of time and effort. Successful commanders talk with Soldiers, subordinate leaders, and unified action partners. Through collaboration and dialogue, participants share information and perspectives, question assumptions, and exchange ideas to help create and maintain a shared understanding and purpose.

Provide a Clear Commander's Intent

13. The *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). Commanders establish their own commander's intent within the intent of their higher commander. The higher commander's intent provides the basis for unity of effort throughout the larger force.

14. Commanders articulate the overall reason for the operation so forces understand why it is being conducted. A well-crafted commander's intent conveys a clear image of the operation's purpose, key tasks, and the desired outcome. It expresses the broader purpose of the operation—beyond that of the mission statement. This helps subordinate commanders and Soldiers to gain insight into what is expected of them, what constraints apply, and, most important, why the mission is being undertaken. A clear commander's intent that lower-level leaders can understand is key to maintaining unity of effort. (See ADRP 5-0 for the format of the commander's intent.)

15. Successful commanders understand they cannot provide guidance or direction for all conceivable contingencies. They formulate and communicate their commander's intent to describe the boundaries within which subordinates may exercise disciplined initiative while maintaining unity of effort. Commanders collaborate and dialogue with subordinates to ensure they understand the commander's intent. Subordinates aware of the commander's intent are far more likely to exercise initiative in unexpected situations. Successful mission command demands subordinates exercising their initiative to make decisions that further their higher commander's intent.

Exercise Disciplined Initiative

16. Disciplined initiative is action in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise. Leaders and subordinates exercise disciplined initiative to create opportunities. Commanders rely on subordinates to act, and subordinates take action to develop the situation. This willingness to act helps develop and maintain operational initiative that sets or dictates the terms of action throughout an operation.

17. The commander's intent defines the limits within which subordinates may exercise initiative. It gives subordinates the confidence to apply their judgment in ambiguous and urgent situations because they know the mission's purpose, key task, and desired end state. They can take actions they think will best accomplish the mission. Using disciplined initiative, subordinates strive to solve many unanticipated problems. They perform the necessary coordination and take appropriate action when existing orders no longer fit the situation.

18. Commanders and subordinates are obligated to follow lawful orders. Commanders deviate from orders only when they are unlawful, needlessly risk the lives of Soldiers, or no longer fit the situation. Subordinates inform their superiors as soon as possible when they have deviated from orders. Adhering to applicable laws and regulations when exercising disciplined initiative builds credibility and legitimacy. Straying beyond legal boundaries undermines trust and jeopardizes tactical, operational, and strategic success.

Use Mission Orders

19. **Mission orders** are directives that emphasize to subordinates the results to be attained, not how they are to achieve them. Commanders use mission orders to provide direction and guidance that focus the forces' activities on the achievement of the main objective, set priorities, allocate resources, and influence the situation. They provide subordinates the maximum freedom of action in determining how best to accomplish missions. Mission orders seek to maximize individual initiative, while relying on lateral coordination between units and vertical coordination up and down the chain of command. The mission orders technique does not mean commanders do not supervise subordinates in execution. However, they do not micromanage. They intervene during execution only to direct changes, when necessary, to the concept of operations.

Accept Prudent Risk

20. Commanders accept prudent risk when making decisions because uncertainty exists in all military operations. **Prudent risk is a deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost.** Opportunities come with risks. The willingness to accept prudent risk is often the key to exposing enemy weaknesses.

21. Making reasonable estimates and intentionally accepting prudent risk are fundamental to mission command. Commanders focus on creating opportunities rather than simply preventing defeat—even when preventing defeat appears safer. Reasonably estimating and intentionally accepting risk are not gambling. Gambling, in contrast to prudent risk taking, is staking success on a single event without considering the hazard to the force should the event not unfold as envisioned. Therefore, commanders avoid taking gambles. Commanders carefully determine risks, analyze and minimize as many hazards as possible, and then take prudent risks to exploit opportunities.

THE MISSION COMMAND PHILOSOPHY OF COMMAND

22. People are the basis of all military organizations, and military operations occur as human interactions. Commanders use the philosophy of mission command to exploit and enhance uniquely human skills. Commanders implement mission command through the balancing of the art of command with the science of control.

ART OF COMMAND

23. Joint doctrine defines *command* as the authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel (JP 1). Army doctrine defines the **art of command** as **the creative and skillful exercise of authority through timely decisionmaking and leadership.** As an art, command requires exercising

judgment. Commanders constantly use their judgment for such things as delegating authority, making decisions, determining the appropriate degree of control, and allocating resources. Although certain facts such as troop-to-task ratios may influence a commander, they do not account for the human aspects of command. A commander's experience and training also influence decisionmaking skills. Proficiency in the art of command stems from years of schooling, self-development, and operational and training experiences.

24. As an art, command also requires providing leadership. Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. Humans communicate to convey information and thoughts. Although various formats exist to communicate information, successful commanders understand the immeasurable value of collaboration and dialogue. Collaboration and dialogue help commanders obtain human information not collected by their mission command system. Based on the situation and the audience (Soldiers, subordinate commanders, or unified action partners), commanders determine the appropriate communication and leadership style. (See the Army leadership publication for details on leadership style.) Commanders then organize their mission command system to support their decisionmaking and facilitate communication.

Authority

25. **Authority is the delegated power to judge, act, or command.** Commanders have a legal authority to enforce orders under the Uniform Code of Military Justice. Commanders understand that operations affect and are affected by human interactions. As such, they seek to establish personal authority. Personal authority ultimately arises from the actions of the commander and the trust and confidence generated by those actions. Commanders earn respect and trust by upholding laws and Army values, applying Army leadership principles, and demonstrating tactical and technical expertise. In this way, commanders enhance their authority.

26. Commanders are legally responsible for their decisions and for the actions, accomplishments, and failures of their subordinates. All commanders have a responsibility to act within their higher commander's intent to achieve the desired end state. However, humans sometimes make mistakes. Commanders realize that subordinates may not accomplish all tasks initially and that errors may occur. Successful commanders allow subordinates to learn through their mistakes and develop experience. With such acceptance in the command climate, subordinates gain the experience required to operate on their own. However, commanders do not continually underwrite subordinates' mistakes resulting from a critical lack of judgment. Nor do they tolerate repeated errors of omission when subordinates fail to exercise initiative. The art of command lies in discriminating between mistakes to underwrite as teaching points from those that are unacceptable in a military leader.

Decisionmaking

27. Decisionmaking requires knowing if, when, and what to decide and understanding the consequences of any decision. Commanders first seek to understand the situation. As

commanders and staffs receive information, they process it to develop meaning. Commanders and staffs then apply judgment to gain understanding. This understanding helps commanders and staffs develop effective plans, assess operations and make quality decisions. Commanders use experience, training, and study to inform their decisions. They consider the impact of leadership, operational complexity, and human factors when determining how to best use available resources to accomplish the mission. Success in operations demands timely and effective decisions based on applying judgment to available information and knowledge. They use their judgment to assess information, situations, or circumstances shrewdly and to draw feasible conclusions.

Leadership

28. Through leadership, commanders influence their organizations to accomplish missions. They develop mutual trust, create shared understanding, and build cohesive teams. Successful commanders act decisively, within the higher commander's intent, and in the best interest of the organization.

29. Commanders use their presence to lead their forces effectively. They recognize that military operations take a toll on the moral, physical, and mental stamina of Soldiers. They seek to maintain a constant understanding of the status of their forces and adjust their leadership appropriately. They gather and communicate information and knowledge about the command's purpose, goals, and status. Establishing command presence makes the commander's knowledge and experience available to subordinates. Skilled commanders communicate tactical and technical knowledge that goes beyond plans and procedures. Command presence establishes a background for all plans and procedures so that subordinates can understand how and when to adapt them to achieve the commander's intent. In many instances, a leader's physical presence is necessary to lead effectively.

30. Commanders position themselves where they can command effectively without losing the ability to respond to changing situations. They seek to establish a positive command climate that facilitates team building, encourages initiative, and fosters collaboration, dialogue and mutual trust and understanding. Commanders understand the importance of human relationships in overcoming uncertainty and chaos and maintaining the focus of their forces. The art of command includes exploiting the dynamics of human relationships to the advantage of friendly forces and to the disadvantage of an enemy. Success depends at least as much on understanding the human aspects as it does on any numerical and technological superiority.

SCIENCE OF CONTROL

31. **Control is the regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent.** Aided by staffs, commanders exercise control over assigned forces in their area of operations. Staffs coordinate, synchronize, and integrate actions; inform the commander; and exercise control for the commander.

32. **The science of control consists of systems and procedures used to improve the commander's understanding and support accomplishing missions.** The science of control is based on objectivity, facts, empirical methods, and analysis. Commanders and staffs use the science of control to overcome the physical and procedural constraints under which units operate. Units are bound by such factors as movement rates, fuel consumption, weapons effects, rules of engagement, and legal considerations. Commanders and staffs use the science of control to understand aspects of operations that can be analyzed and measured. These include the physical capabilities and limitations of friendly and enemy organizations and systems. Control also requires a realistic appreciation for time-distance factors and the time required to initiate certain actions. The science of control supports the art of command.

33. Commanders exercise control to account for changing circumstances and direct the changes necessary to address the new situation. Commanders impose enough control to mass the effect of combat power at the decisive point in time while allowing subordinates the maximum freedom of action to accomplish assigned tasks. They provide subordinates as much leeway for initiative as possible while keeping operations synchronized.

34. Control relies on the continuous flow of information between the commander, staff, subordinates, and unified action partners about the unfolding situation. Commanders and staff maintain a continuous information flow to update their understanding. The science of control depends on information, communication, structure, and degree of control.

Information

35. Commanders make and implement decisions based on information. Information imparts structure and shape to military operations. It fuels understanding and fosters initiative. Commanders determine information requirements and set information priorities by establishing commander's critical information requirements. Commanders and staff interpret information received to gain understanding and to exploit fleeting opportunities, respond to developing threats, modify plans, or reallocate resources. Staffs use information and knowledge management practices to assist commanders in collecting, analyzing, and disseminating information. This cycle of information exchange provides the basis for creating and maintaining understanding.

Communication

36. Communication is the means through which commanders exercise immediate and personal control over their forces. Units and other organizations disseminate and share information among people, elements, and places. Communication links information to decisions and decisions to action. No decision during operations can be executed without clear communication between commanders and subordinates. Because military operations require collective efforts, effective communication is imperative. Effective communication is intensive and unconstrained, within a culture of collaboration. Effective communication is characterized by the free and unhindered sharing of meaningful information and knowledge across all echelons.

37. Communication has an importance far beyond simply exchanging information. Commanders use communication to strengthen bonds within a command. Communication builds trust, cooperation, cohesion, and shared understanding. The traditional view of communication within military organizations is that subordinates send commanders information, and commanders provide subordinates with decisions and instructions. Mission command requires interactive communications characterized by continuous vertical and horizontal feedback. Feedback provides the means to improve and confirm situational understanding.

Structure

38. Organizational structure helps commanders exercise control. Structure refers to a defined organization that establishes relationships and guides interactions among elements. It also includes procedures that facilitate coordination among an organization's groups and activities. Structure is both internal (such as a command post) and external (such as command and support relationships among subordinate forces). Commanders apply the doctrinal guidance provided in ATTP 5-0.1 for organizing Army command post operations and command and support relationships.

Degree of Control

39. A key aspect of mission command is determining the appropriate degree of control to impose on subordinates. Commanders concentrate and synchronize multiple units to mass effects, and they centralize or decentralize control of operations as needed to ensure units can adapt to changing situations. The appropriate degree of control varies with each situation and is not easy to determine. Effective commanders impose enough control to maximize total combat power while allowing subordinates freedom of action. Commanders strive to provide subordinates the resources and the freedom to take action to develop the situation. Commanders and subordinates understand what risks the higher commander will accept and what risks will remain with the subordinate commander. The appropriate degree of control affords subordinates sufficient latitude to exploit opportunities to seize, retain, and exploit the initiative.

THE MISSION COMMAND WARFIGHTING FUNCTION

40. The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0). 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. Through the mission command warfighting function, commanders integrate the other warfighting functions into a coherent whole to mass the effects of combat power at the decisive place and time.

MISSION COMMAND WARFIGHTING FUNCTION TASKS

41. The mission command warfighting function tasks highlight what commanders and staff do to integrate the other warfighting functions. The mission command warfighting function tasks include mutually supporting commander, staff, and additional tasks. The commander leads the staff tasks, and the staff tasks fully support the commander in executing the commander tasks. Commanders, assisted by their staff, integrate numerous processes and activities within the headquarters and across the force, as they exercise mission command. (See ADRP 6-0 for more information.)

42. Commanders are the central figures in mission command. Under the mission command warfighting function, they perform three primary tasks to integrate all military functions and actions:

- Drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations.
- Develop teams, both within their own organizations and with joint, interagency, and multinational partners.
- Inform and influence audiences, inside and outside their organizations.

Commanders use the operations process as the overarching framework for exercising mission command. The operations process helps commanders translate decisions into action and synchronize forces. Commanders realize that teams and teamwork are crucial to success. A team is a group of individuals or organizations that work together toward a common goal. Teams work together to exchange ideas and synchronize efforts. Commanders use inform and influence activities to ensure complimentary and reinforcing actions, themes, and messages help forces accomplish their objectives. Inform and influence activities support the commander's operational goals by synchronizing words and actions.

43. The staff supports the commander in the exercise of mission command by performing the primary staff tasks:

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

Staffs assist the commander in the details of planning, preparing, executing, and assessing by conducting the operations process. They use the operations process to integrate and synchronize within the headquarters and across the force. Although staffs perform many tasks, they use knowledge and information management practices to provide commanders the information they need to create and maintain their understanding and make effective decisions. Staffs also assist the commander in developing, coordinating, and integrating inform and influence activities. Additionally, staffs integrate and synchronize cyber electromagnetic activities across all command echelons and warfighting functions.

44. In addition to the primary commander and staff tasks, five additional tasks reside within the mission command warfighting function. These are commander-led and staff-supported. The additional tasks are—

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

Commanders sometimes use military deception to establish conditions favorable to success. They use civil affairs operations to enhance the relationship between military forces and civil authorities in areas where military forces are present. Commanders and staffs rely a technical network to communicate information and control forces. They conduct airspace control to increase combat effectiveness. Commanders and staffs use information protection measures to safeguard and defend friendly information and information systems.

MISSION COMMAND SYSTEM

45. At every echelon of command, each commander establishes a ***mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.*** Commanders organize their mission command system to support decisionmaking and facilitate communication.

Personnel

46. A commander's mission command system begins with people. Therefore, commanders base their mission command system on human characteristics and abilities more than on equipment and procedures. An effective mission command system requires trained personnel; commanders must not underestimate the importance of providing training. Key personnel dedicated to mission command include seconds in command, command sergeants major, and staff.

Networks

47. Social and technical networks enable commanders to communicate information and control forces, leading to successful operations. Generally, a network is a grouping of people or things interconnected for a purpose. Commanders develop and leverage various social networks—individuals and organizations interconnected by a common interest—to exchange information and ideas, build teams, and promote unity of effort. Technical networks also connect people and allow sharing of resources and information. For example, LandWarNet (the Army's portion of the Global Information Grid) is a technical network. It encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide.

Information Systems

48. Commanders determine their information requirements and focus their staffs and organizations on using information systems to meet these requirements. **An information system consists of equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use.** Staffs use information systems to process, store, and disseminate information according to the commander's priorities. These capabilities relieve the staff of handling routine data. Information systems—especially when merged into a single, integrated network—enable extensive information sharing.

Processes and Procedures

49. Processes and procedures help commanders organize the activities within the headquarters and throughout the force. Processes and procedures govern actions within a mission command system to make it more effective and efficient. A process is a series of actions directed to an end state. One example is the military decisionmaking process. Procedures are standard, detailed steps, often used by staffs, which describe how to perform specific tasks to achieve the desired end state. One example is a standard operating procedure. Adhering to processes and procedures minimizes confusion, misunderstanding, and hesitation as commanders make frequent, rapid decisions to meet operational requirements.

Facilities and Equipment

50. Facilities and equipment include command posts, signal nodes, and all mission command support equipment, excluding information systems. A facility is a structure or location that provides a work environment and shelter for the personnel within the mission command system. Facilities range from a command post composed of vehicles and tentage to hardened buildings. Examples of equipment needed to sustain a mission command system include vehicles, generators, and lighting.

CONCLUSION

51. ADP 6-0 aligns mission command doctrine with the Army's operating concept described in ADP 3-0. The doctrine in this publication shows how the principles of mission command guide commanders and staffs in the exercise of mission command. The exercise of mission command bridges the mission command philosophy with the mission command warfighting function. This doctrine accounts for the nature of military operations as complex human endeavors. Army commanders balance the art of command with the science of control to accomplish missions.

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 ADP 6-0 is the proponent publication are marked with an asterisk (*). The proponent publication for other terms is listed in parentheses after the definition.

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
*art of command	The creative and skillful exercise of authority through timely decisionmaking and leadership.
ATTP	Army tactics, techniques, and procedures
*authority	The delegated power to judge, act, or command.
command	The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1)
commander's intent	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)
*control	The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent.
DA	Department of the Army
FM	field manual
*information system	Equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use.
JP	joint publication

*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.
*mission command system	The arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct 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. (ADRP 3-0)
*mission orders	Directives that emphasize to subordinates the results to be attained, not how they are to achieve them.
*prudent risk	A deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost.
*science of control	Systems and procedures used to improve the commander's understanding and support accomplishing missions.
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. (ADRP 3-0)
unified land operations	How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. (ADP 3-0)
unity of command	The operation of all forces under a single responsible commander who has the requisite authority to direct and employ those forces in pursuit of a common purpose. (JP 3-0)
unity of effort	Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—the product of successful unified action. (JP 1)

References

Doctrinal publications are listed by new number followed by old number.

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These documents must be available to intended users of this publication.

ADP 3-0 (FM 3-0). *Unified Land Operations*. 10 October 2011.

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These documents contain relevant supplemental information.

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Most joint publications are available online:

<http://www.dtic.mil/doctrine/new_pubs/jointpub.htm>

JP 1. *Doctrine for the Armed Forces of the United States*. 2 May 2007.
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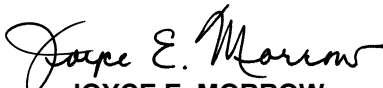
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17 May 2012

By Order of the Secretary of the Army:

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