



Attack the Network – Defeat the Device – Train the Force

Major General John W. Nicholson, Jr. "Mission Command: The Human Dimension"

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Regional Command-East Situation 2006-07

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- **Size:** 43,000 square miles or 111,300 square kms
 - Size of Ohio; shares 450-mile border with Pakistan
- **Command and control:** One U.S. brigade headquarters; 20 battalion-equivalents – U.S. Army, Marine Corps, Navy, Air Force
- **Interagency:** State, USAID, DEA, USDA, others
- **Coalition effort:**
 - Two Afghan Corps
 - Two Afghan Police Regions
 - French, New Zealand units
 - Pakistan Frontier Corps and 11th Corps
- **Sustained effort – Extended to 17 months**





Pre-deployment

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- **Complexity:** Anticipated prior to deployment
- **Doctrine:** Counter-insurgency doctrine not yet published
- **Operations:** Decentralized across large area



Solution: Operationalize *mission command*



Mission Command

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Achieve unity of effort without unity of command through:

- **Common visualization**
 - See the enemy
 - See yourself
 - See population
- **Clear understanding of intent**
 - Endstate
- **Relationships and Trust**
 - Align sectors and conditions to specific qualities of individual leaders





Implement Mission Command

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- Visualization with battlespace owners: 3 days/week
- Visualization with provincial reconstruction team commanders: 1 day/week
- "Level bubbles" with BCT staff: Daily
- Visualization with Division Commander: Talk daily, meet face-to-face weekly
- Battlefield circulation 5 days/week
- Technology: Video and phone conferences, not radio



Face-to-face with all levels critical to assess and reinforce trust