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"Mission Command: The Human Dimension"

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**Mission Command: The Human Dimension**

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Regional Command-East Situation 2006-07

- 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

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

Solution: Operationalize mission command
Mission Command

Achieve unity of effort without unity of command through:

• Common visualization
  o See the enemy
  o See yourself
  o See population

• Clear understanding of intent
  o Endstate

• Relationships and Trust
  o Align sectors and conditions to specific qualities of individual leaders
Implement Mission Command

- 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