



# INTRODUCTION TO OPERATIONAL ART

By

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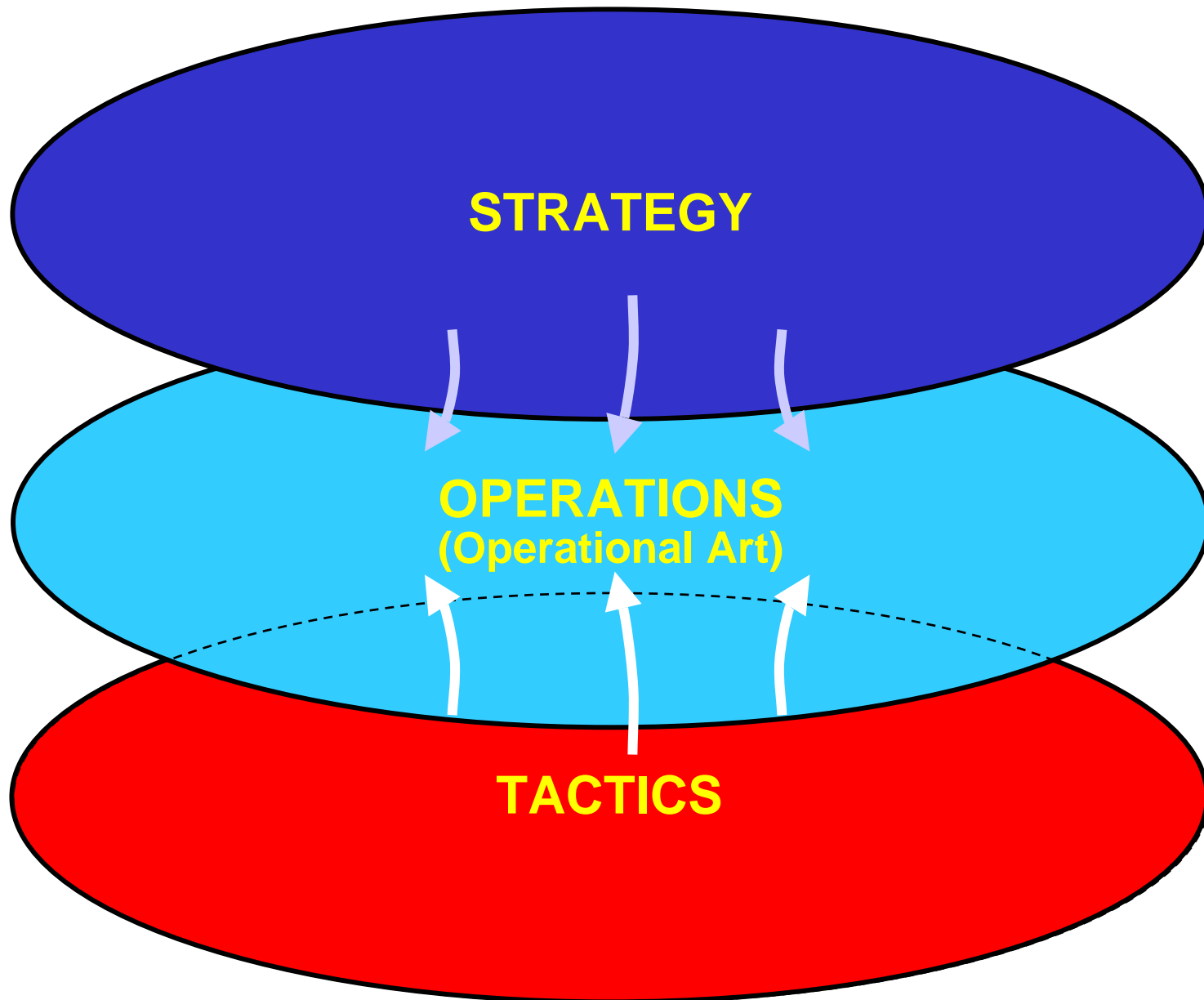
**“WAR IS NOT AN AFFAIR OF  
CHANCE. A GREAT DEAL OF  
KNOWLEDGE, STUDY AND  
MEDITATION IS NECESSARY TO  
CONDUCT IT WELL.”**

**FREDERICK THE GREAT, 1747**

# TERMS USED

- GRAND TACTICS
- OPERATIONS (*OPERATIONS*)
- OPERATIONAL ART (*OPERATIONSKUNST*)
- OPERATIONAL ART (*OPERATIVNOYE ISKUSSTVO*)
- OPERATIONAL LEADERSHIP  
(*OPERATIONSFUEHRUNG; OPERATIVE FUEHRUNG*)
- OPERATIONAL WARFARE
- OPERATIONAL WARFIGHTING

# HISTORICAL EVOLUTION OF COMPONENTS OF MILITARY ART



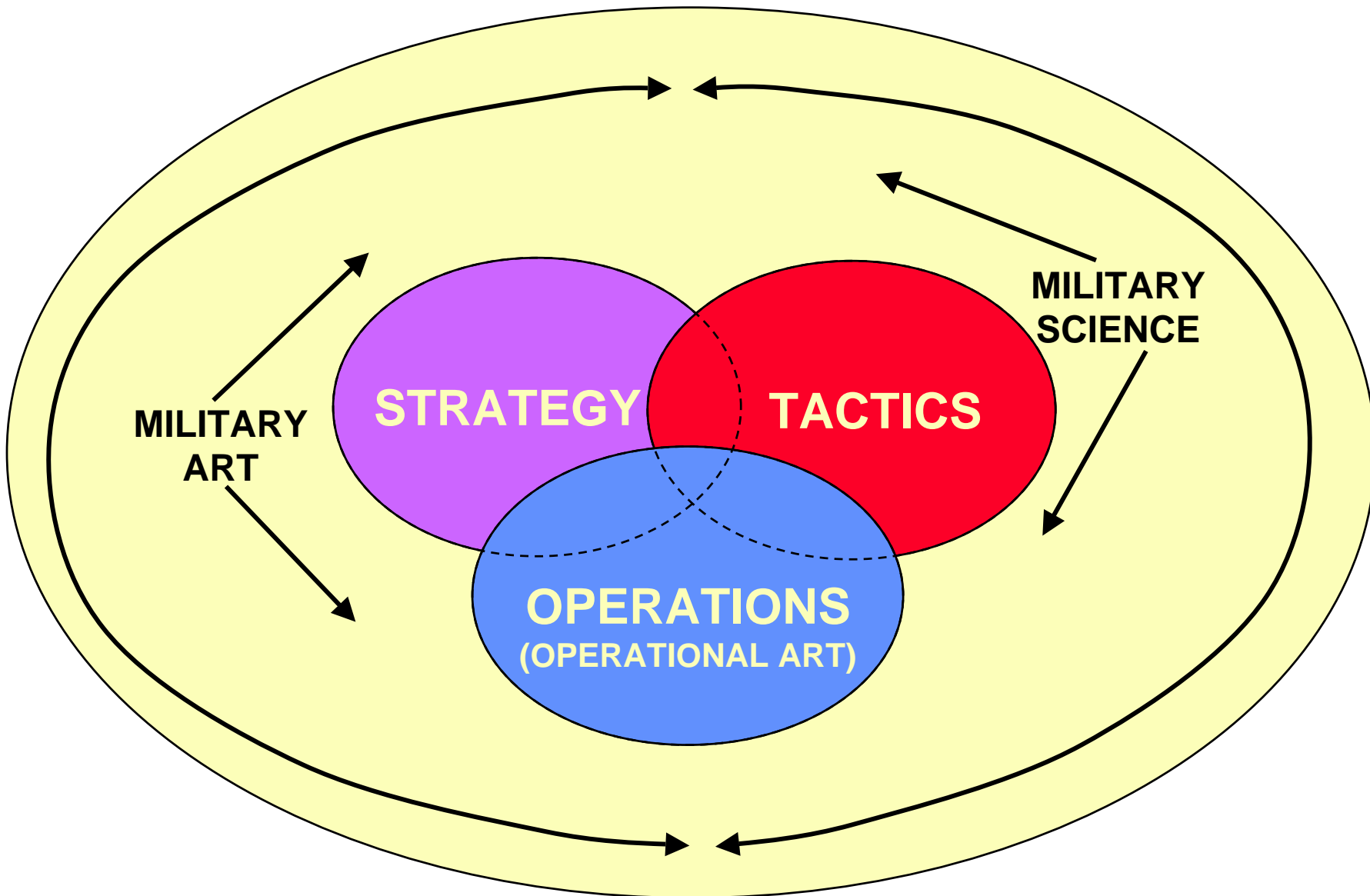
# ON OPERATIONAL ART

- AN INTERMEDIATE FIELD OF STUDY AND PRACTICE BETWEEN STRATEGY AND TACTICS
- IT IS APPLIED ACROSS THE ENTIRE “OPERATIONAL CONTINUUM”
- IT DEALS WITH THEORY AND PRACTICE OF PLANNING, PREPARING, CONDUCTING, AND SUSTAINING MAJOR OPERATIONS AND CAMPAIGNS AIMED AT ACCOMPLISHING OPERATIONAL OR STRATEGIC OBJECTIVES IN A THEATER.

**“THE NATION THAT WILL INSIST ON DRAWING A BROAD LINE BETWEEN THE FIGHTING MAN AND THE THINKING MAN IS LIABLE TO FIND ITS FIGHTING DONE BY FOOLS AND ITS THINKING DONE BY COWARDS.”**

**SIR WILLIAM FRANCIS BUTLER**

# MILITARY SCIENCE AND MILITARY ART



# IMPORTANCE

- TACTICS ALONE CANNOT ACCOMPLISH STRATEGIC OBJECTIVES IN A THEATER OR WIN THE WAR; RESULTS OF TACTICAL ACTIONS ARE USEFUL ONLY WHEN LINKED TOGETHER AS A PART OF SOME LARGER DESIGN FRAMED BY STRATEGY AND ORCEHSTRATED BY OPERATIONAL ART
- THE GAP BETWEEN STRATEGY AND TACTICS IS TOO LARGE TO BE BRIDGED WITHOUT AN INTERMEDIATE FIELD OF STUDY AND PRACTICE -- OPERATIONAL ART



- **OPERATIONAL ART SEQUENCES AND SYNCHRONIZES SERIES OF TACTICAL ACTIONS TO ACCOMPLISH OPERATIONAL OBJECTIVES THROUGH THE CONDUCT OF MAJOR OPERATIONS; STRATEGIC OBJECTIVES IN A THEATER ARE NORMALLY ACCOMPLISHED THROUGH SERIES OF MAJOR OPERATIONS**
- **OPERATIONAL ART ALLOWS A SMALLER, BUT BETTER TRAINED AND SKILLFULLY LED FORCE GUIDED BY SOUND STRATEGY TO DEFEAT QUICKLY AND DECISIVELY A MUCH STRONGER FORCE.**

- **OPERATIONAL ART HELPS TO AVOID MORE COSTLY AND TIME-CONSUMING ATTRITIONAL WARFARE AT THE OPERATIONAL AND STRATEGIC LEVELS**
- **IT PROVIDES A FRAMEWORK AND KEY INPUTS FOR WRITING SERVICE AND JOINT/COMBINED DOCTRINE**
- **IT REINFORCES THE NEED FOR THE CLOSEST COOPERATION AMONG THE SERVICES -- JOINTNESS.**

# CHARACTERISTICS

- MOVEMENTS OF LARGE MULTI-SERVICE OR MULTI-NATIONAL FORCES OVER LARGE PART OF THE THEATER
- THE DEPLOYMENT FORMS THE VERY BASIS OF A PLAN FOR CAMPAIGN OR MAJOR OPERATION
- SEQUENCED AND SYNCHRONIZED EMPLOYMENT OF MILITARY AND NON-MILITARY SOURCES OF POWER

# PREREQUISITES

- **A SUFFICIENT PHYSICAL SPACE FOR MOVEMENTS OF LARGE FORMATIONS**
- **FULL MASTERY OF TACTICS**
- **THE COMMANDERS MUST HAVE THAT RARE ABILITY TO THINK BEYOND THE REALM OF PHYSICAL COMBAT**
- **THE EXISTENCE OF THE THEATER-WIDE STRUCTURE (C2; C2W; INTELLIGENCE; FIRES; LOGISTICS; AND PROTECTION).**

# COMPONENTS

# MILITARY ART COMPONENTS

**COMPONENT**

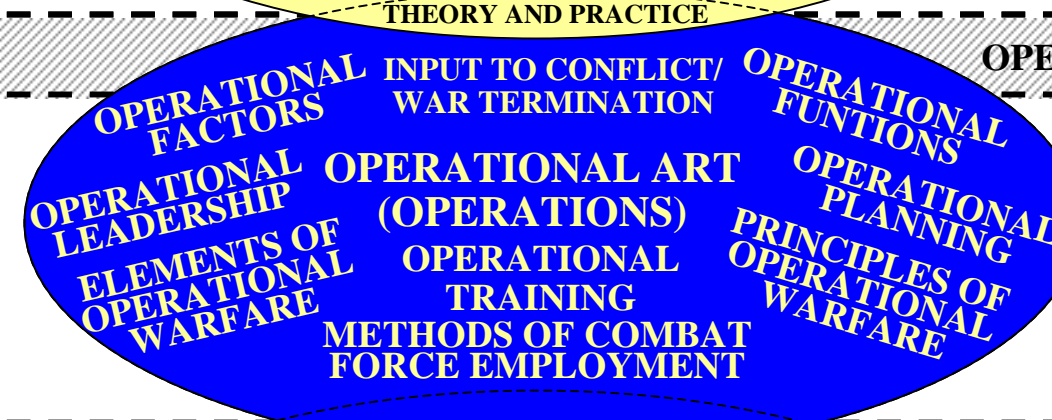
**LEVEL OF WAR**



**STRATEGY**

**STRATEGIC**

- NATIONAL-STRATEGIC
- THEATER-STRATEGIC



**OPERATIONAL ART (OPERATIONS)**

**OPERATIONAL-STRATEGIC**

**OPERATIONAL**

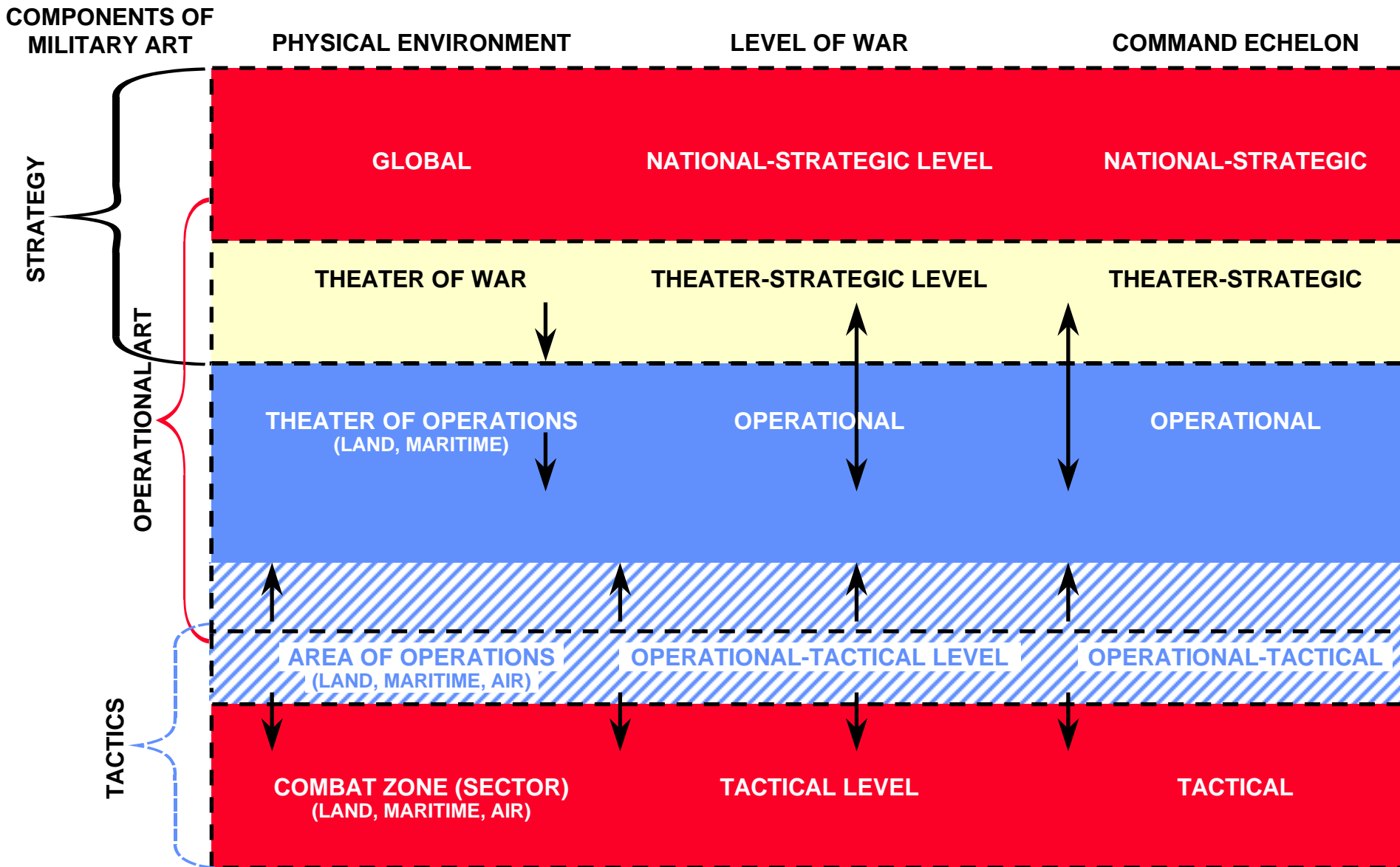


**TACTICS**

**OPERATIONAL-TACTICAL**

**TACTICAL**

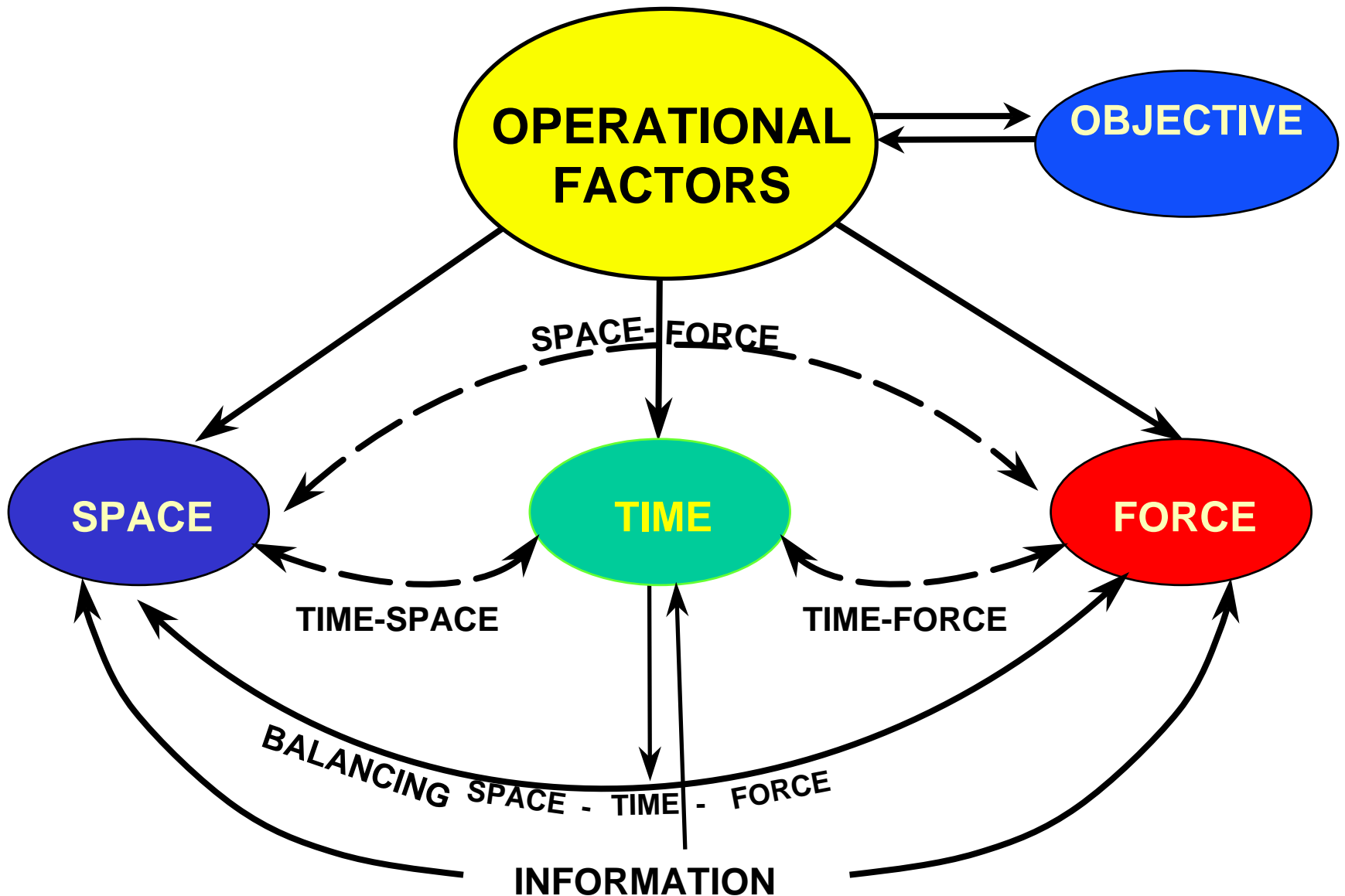
# RELATIONSHIP BETWEEN COMPONENTS OF MILITARY ART AND THE LEVELS OF WAR



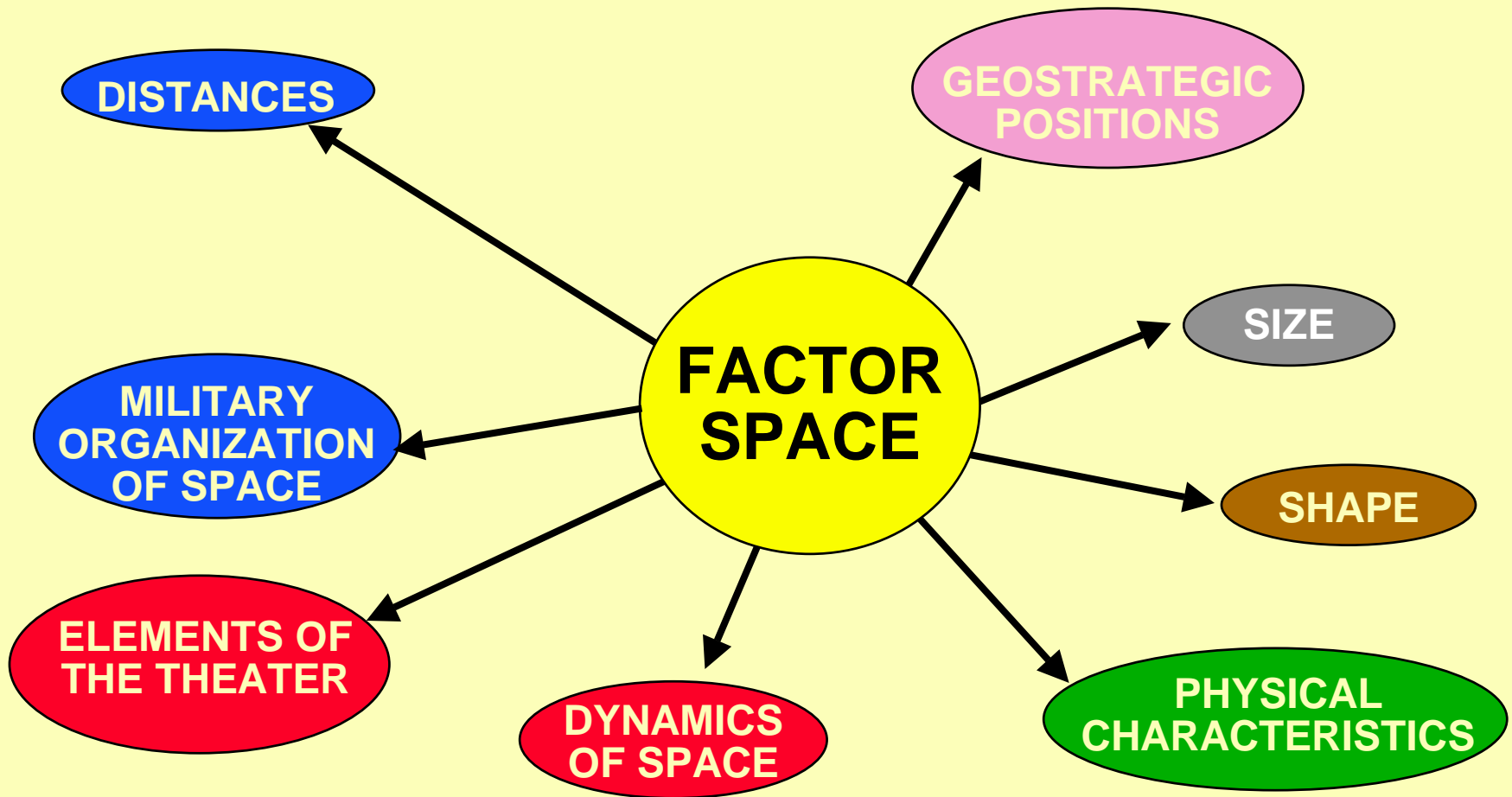
# OPERATIONAL FACTORS



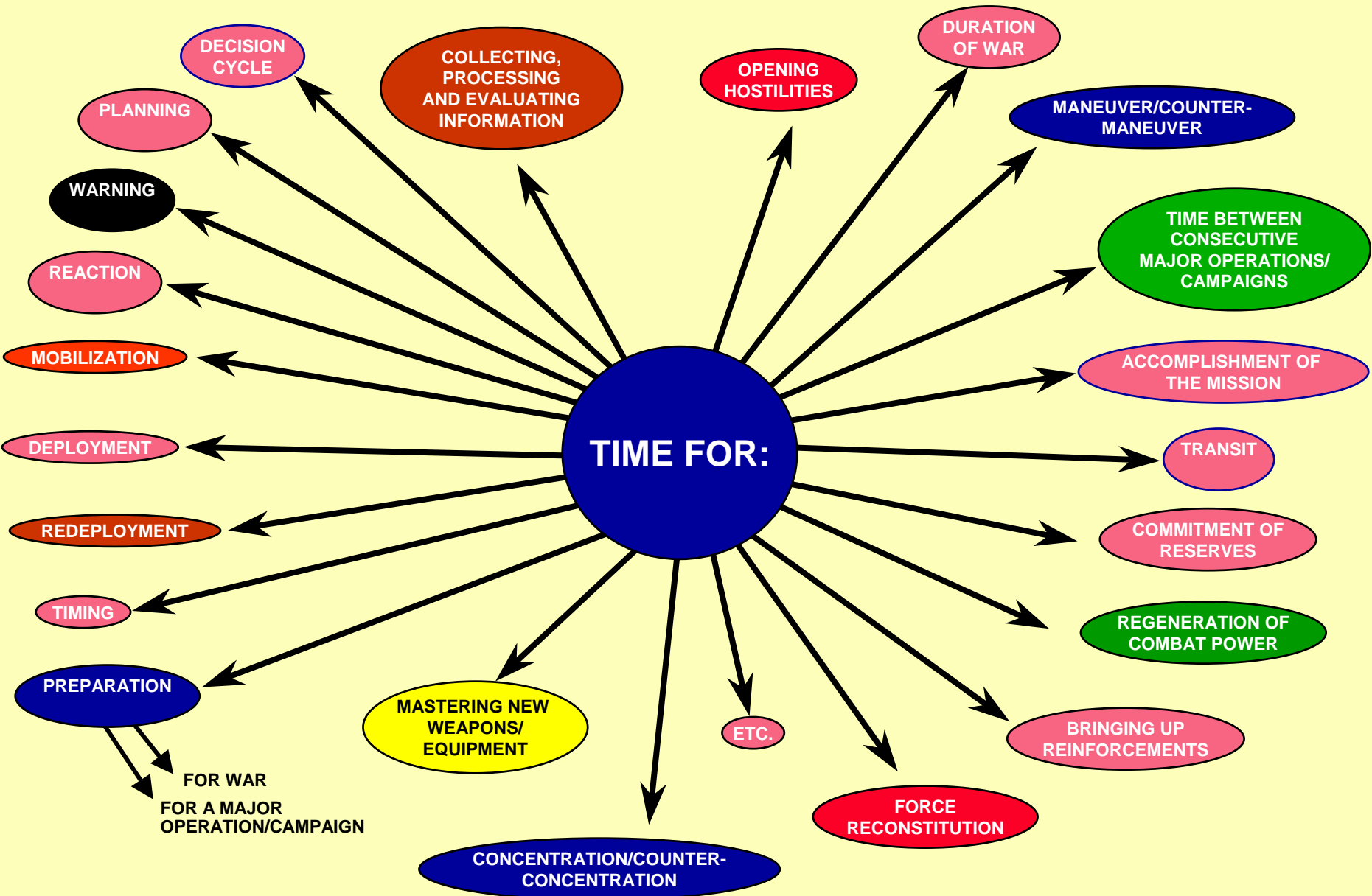
# OPERATIONAL FACTORS



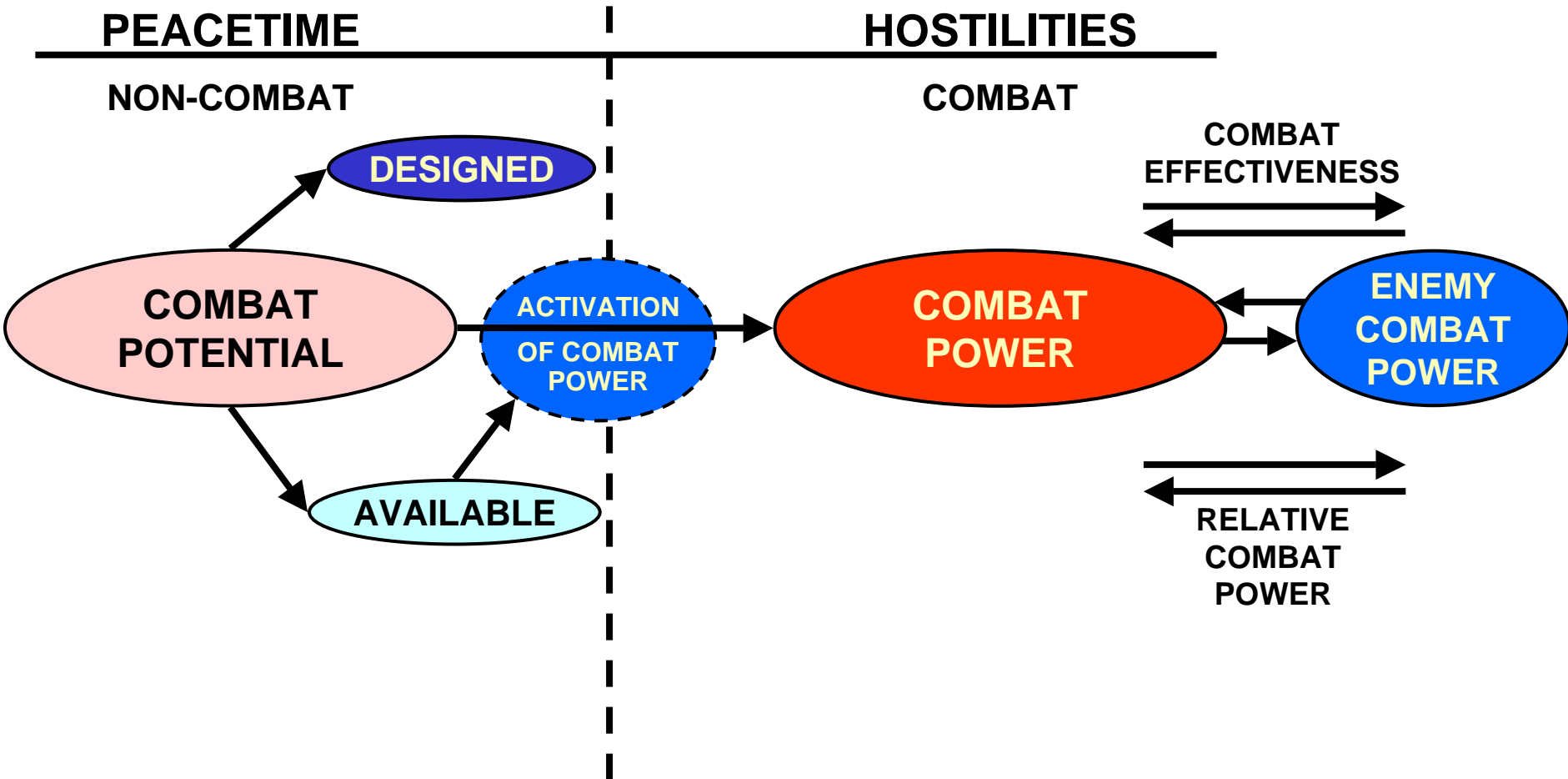
# THE FACTOR OF SPACE



# THE FACTOR OF TIME

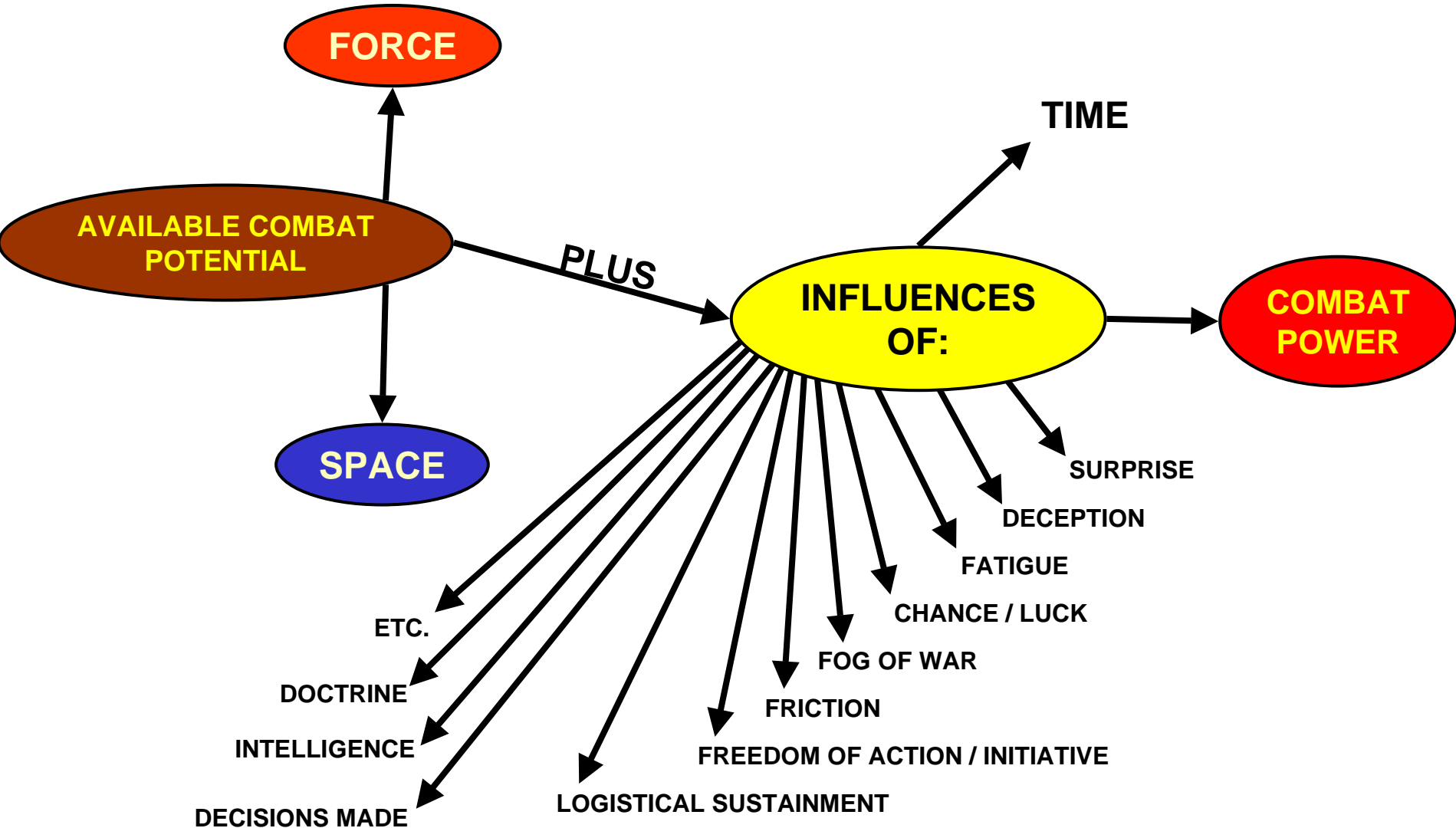


# COMBAT POTENTIAL vs. COMBAT POWER



# COMBAT POWER

PEACETIME HOSTILITIES  
NON-COMBAT COMBAT



# THE THEATER

# THEATER STRUCTURE AND LEVELS OF WAR

## LEVELS OF WAR

## ULTIMATE OBJECTIVE

THEATER-STRATEGIC

NATIONAL OR ALLIANCE/COALITION STRATEGIC OBJECTIVE

OPERATIONAL

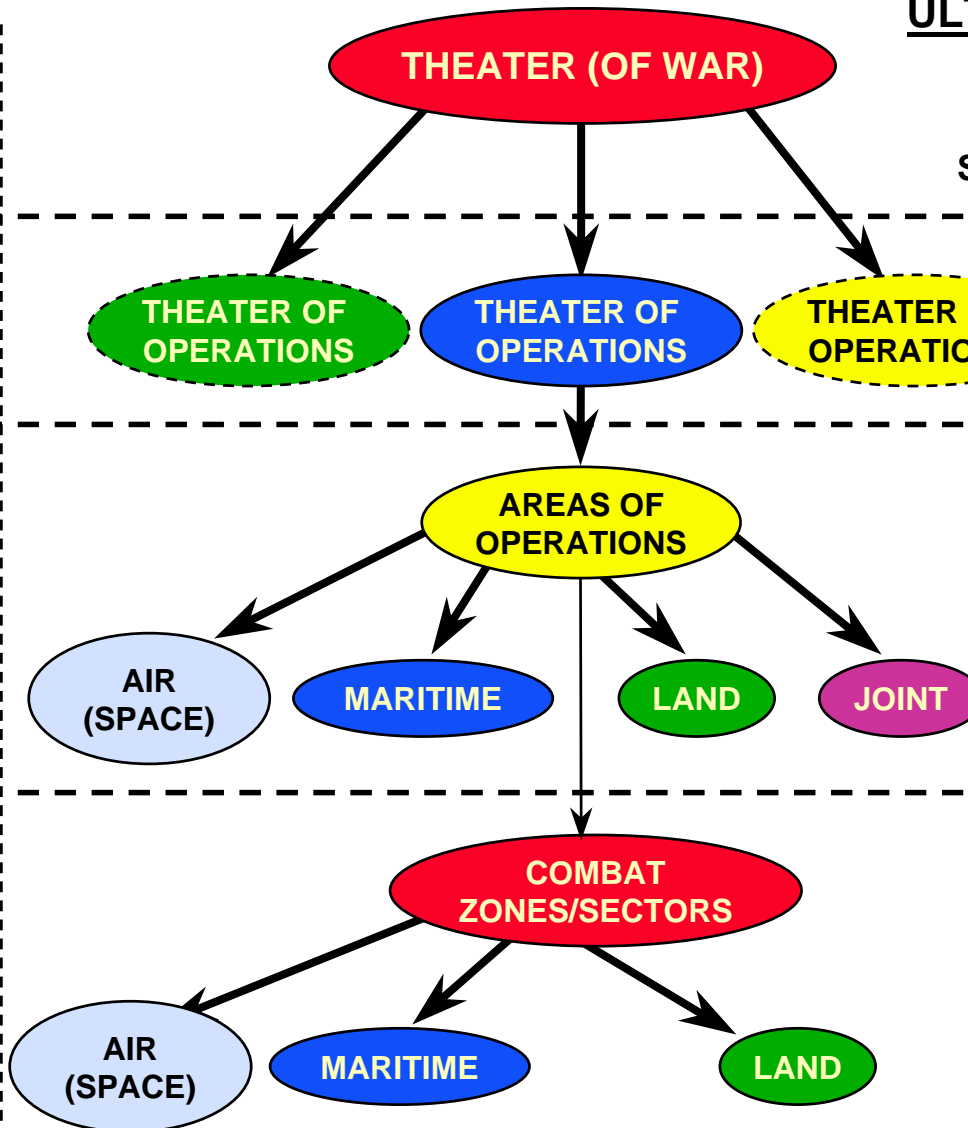
THEATER-STRATEGIC (OR MILITARY STRATEGIC) OBJECTIVE

OPERATIONAL-TACTICAL

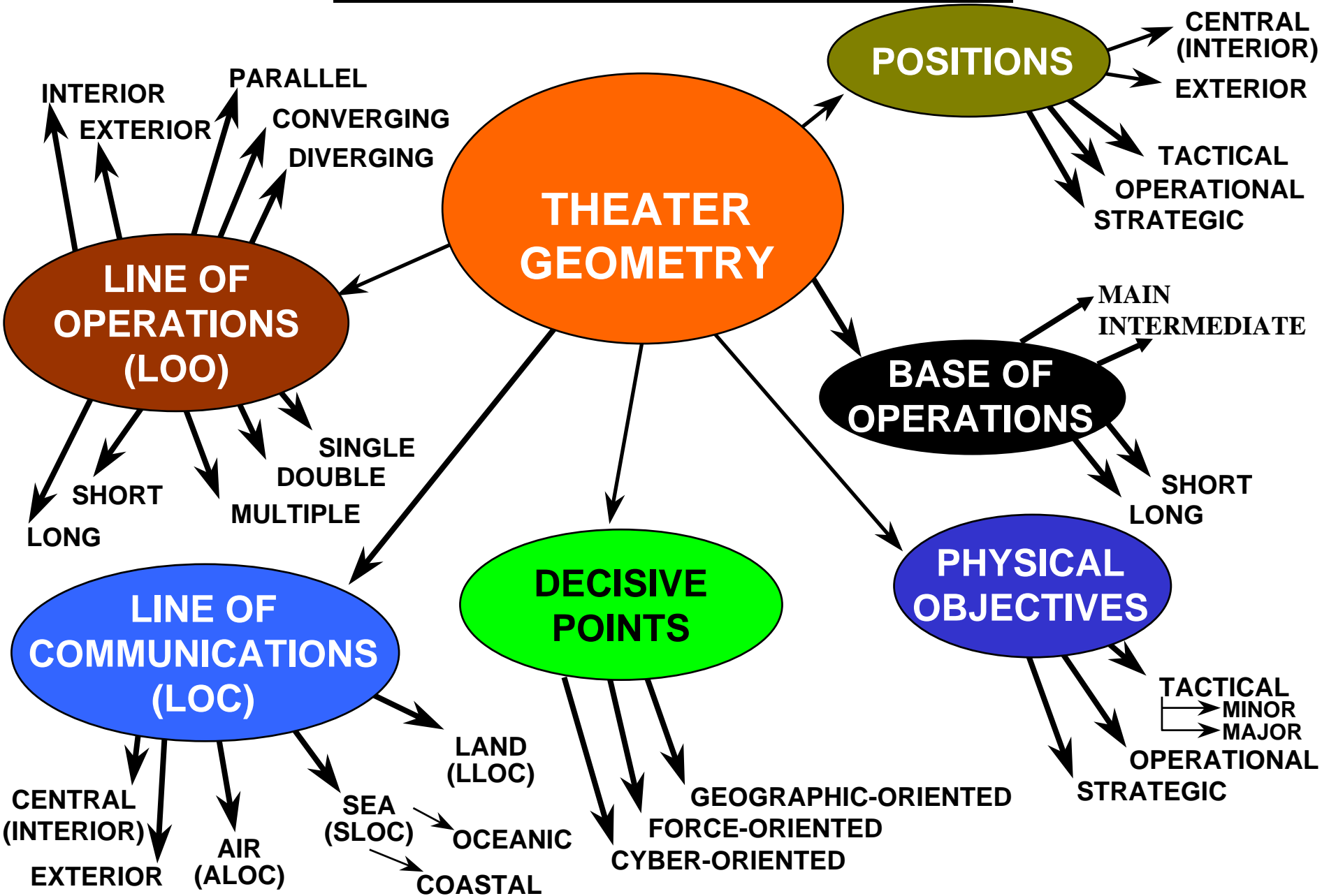
OPERATIONAL OBJECTIVE OR MAJOR TACTICAL

TACTICAL

TACTICAL OBJECTIVE

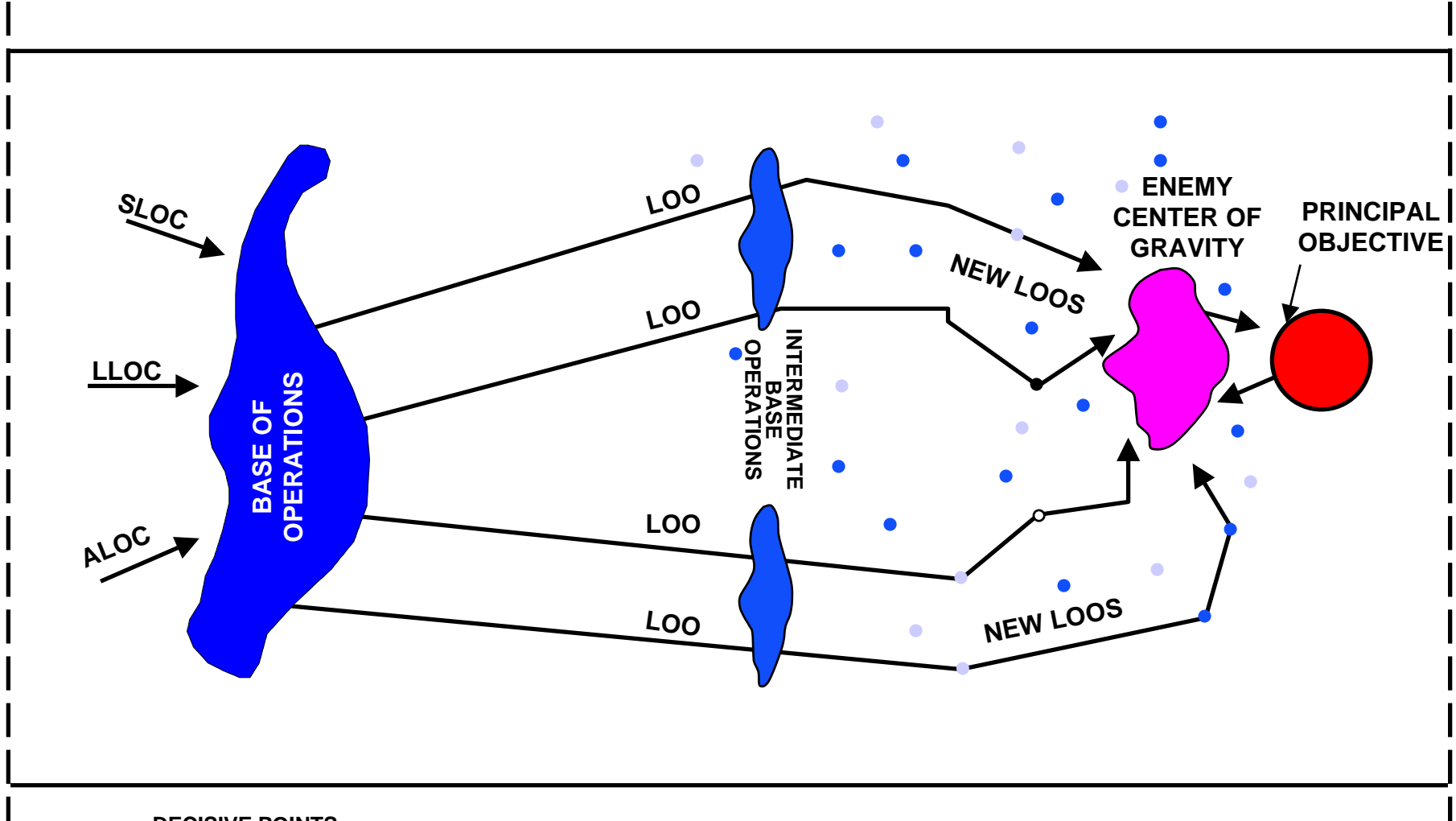


# THEATER GEOOMETRY





# THEATER GEOMETRY



## DECISIVE POINTS

- GEOGRAPHIC-ORIENTED
- FORCE=ORIENTED

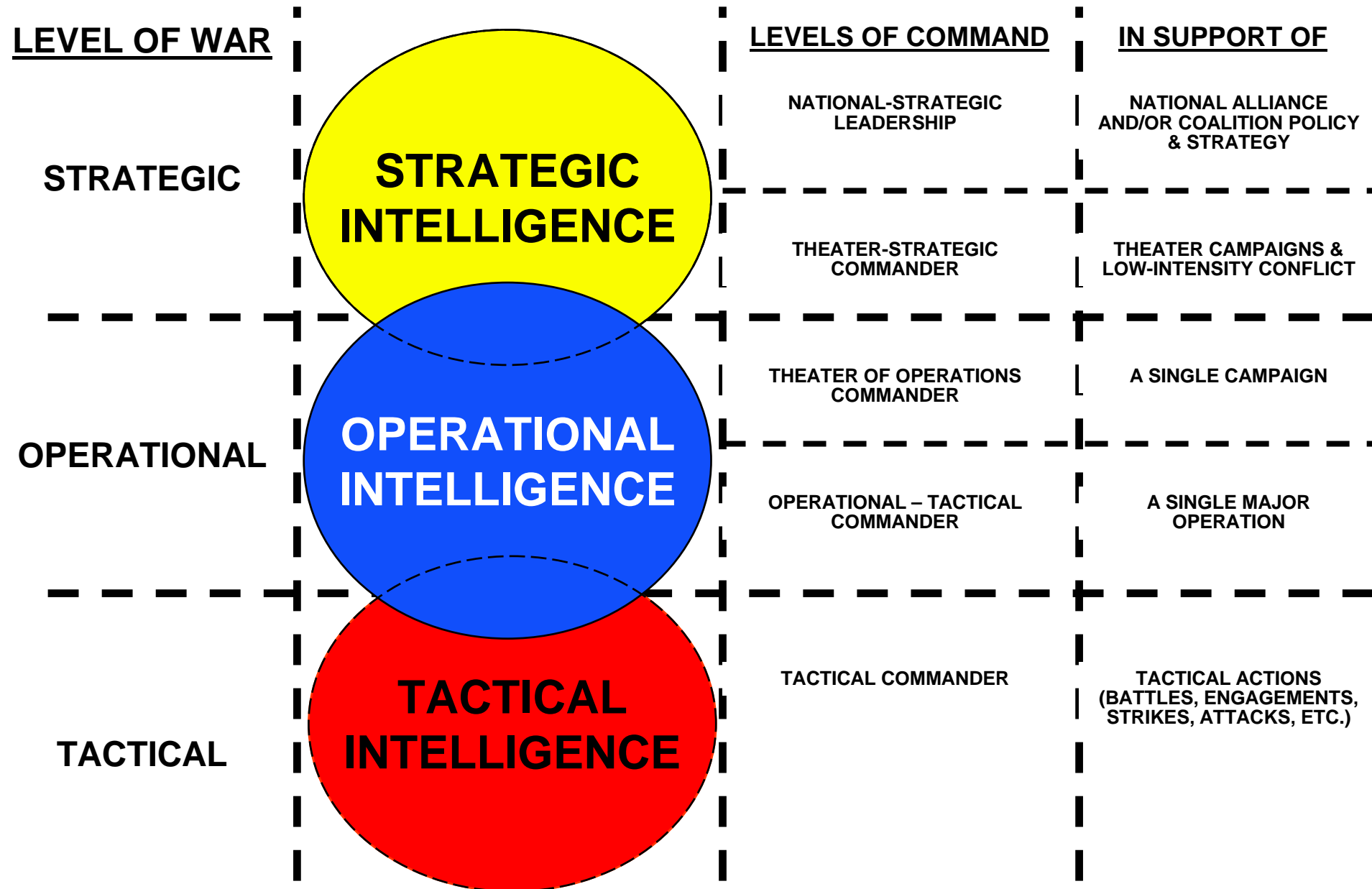
# OPERATIONAL FUNCTIONS

# OPERATIONAL FUNCTIONS

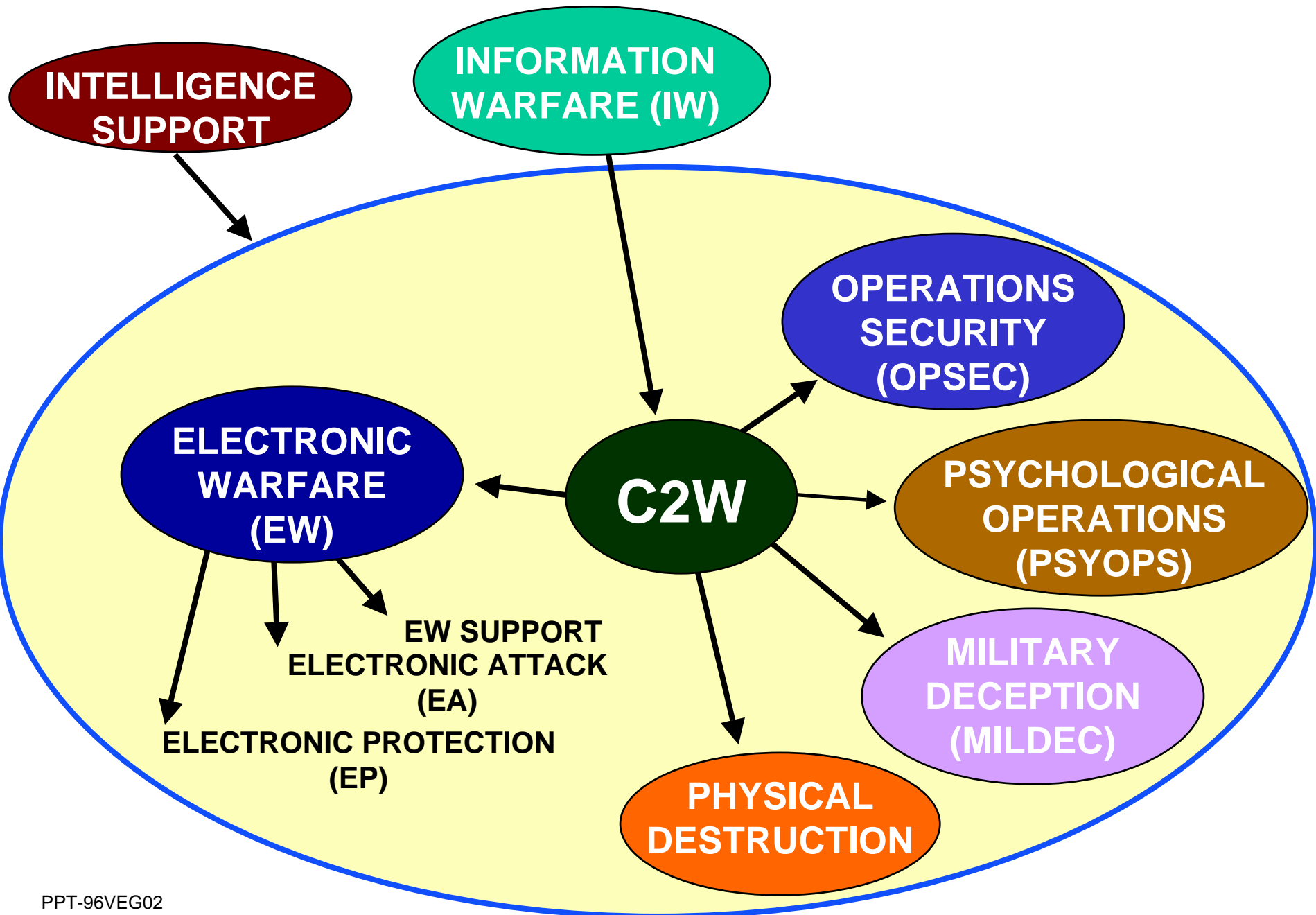
(IN GENERIC TERMS)



# SCALE OF INTELLIGENCE EFFORT



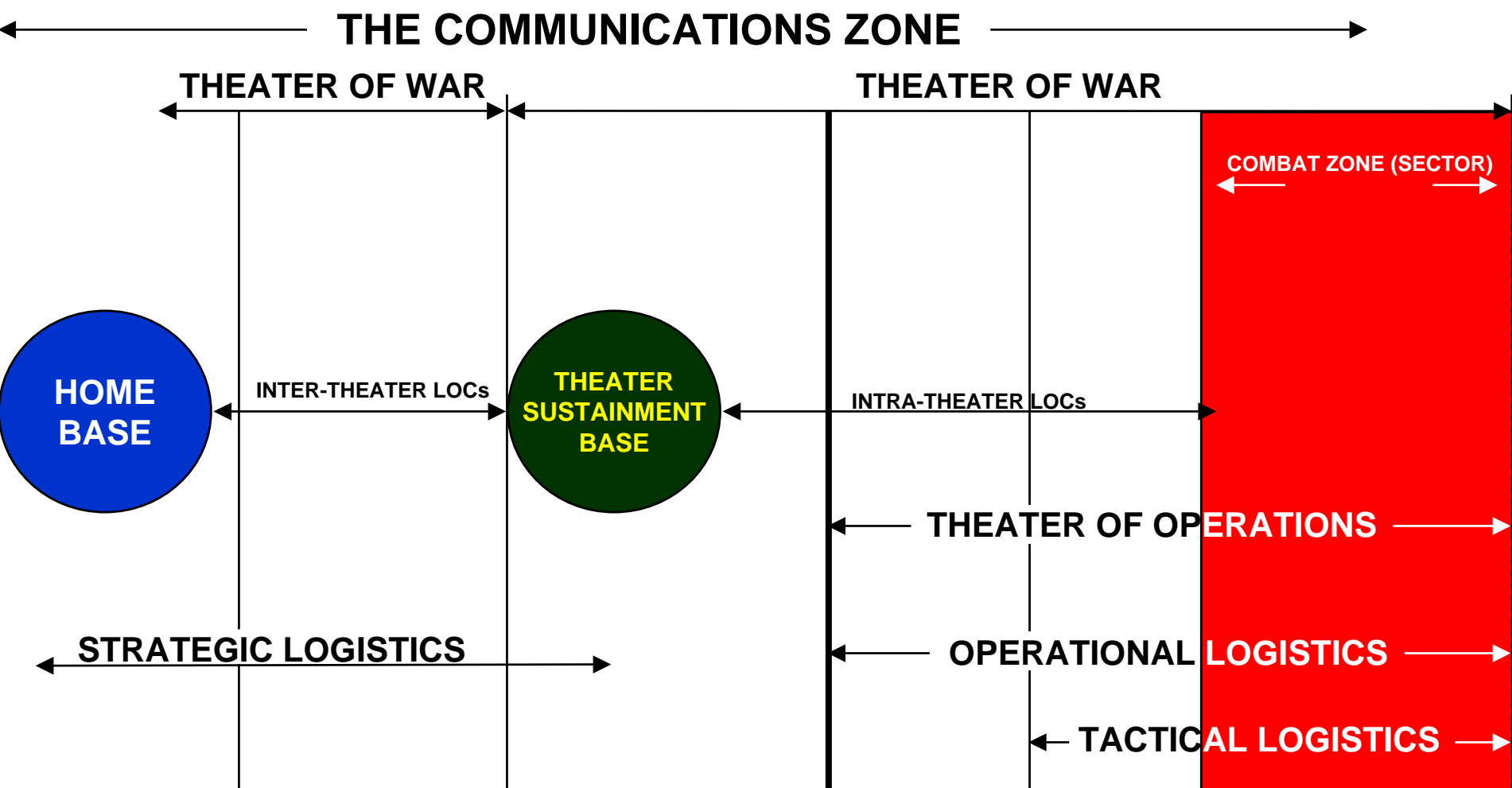
# C2W COMPONENTS



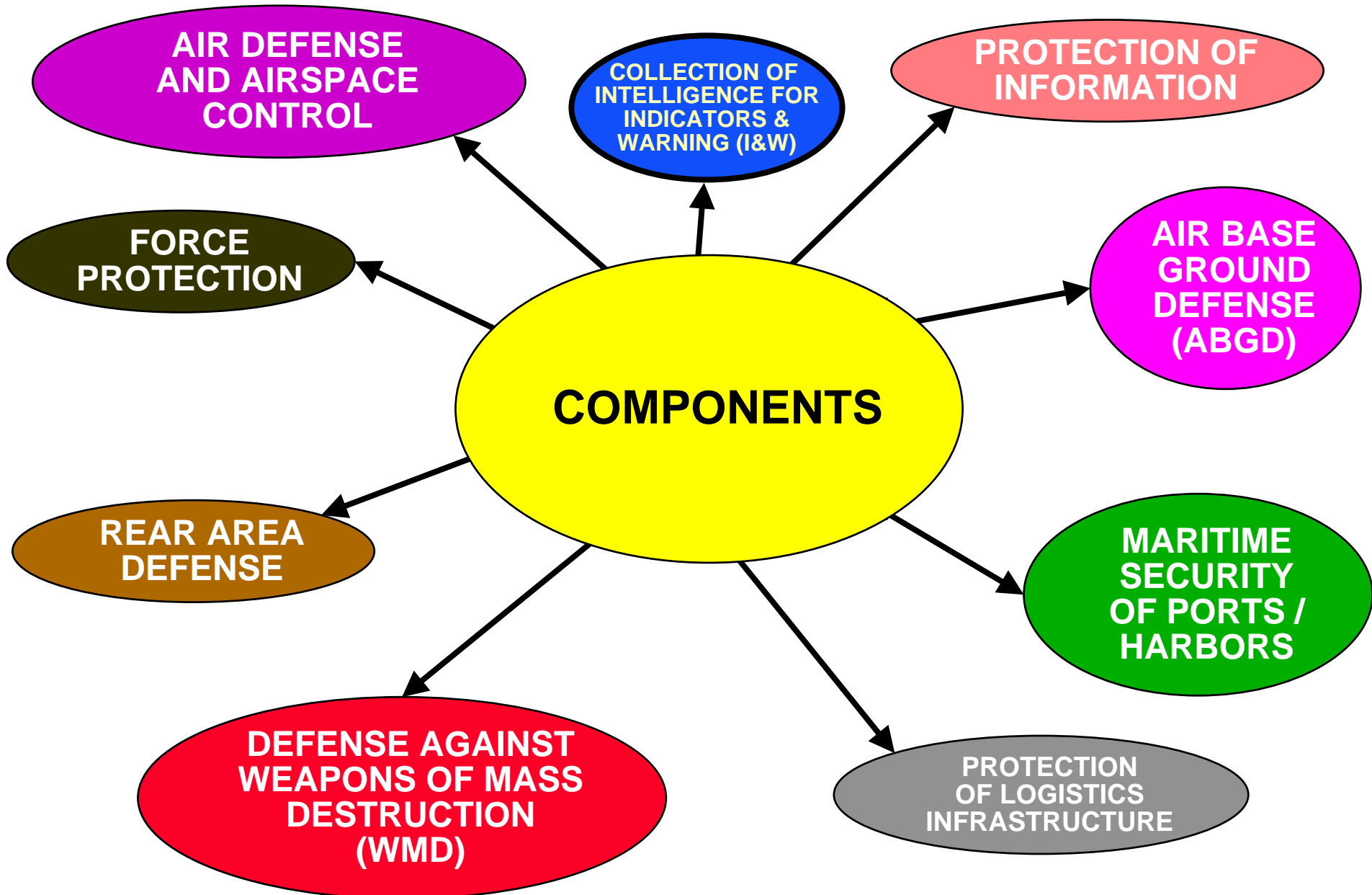
# TYPE OF OPERATIONAL FIRES



# SCALE OF LOGISTICAL SUPPORT



# OPERATIONAL PROTECTION (IN GENERIC TERMS)

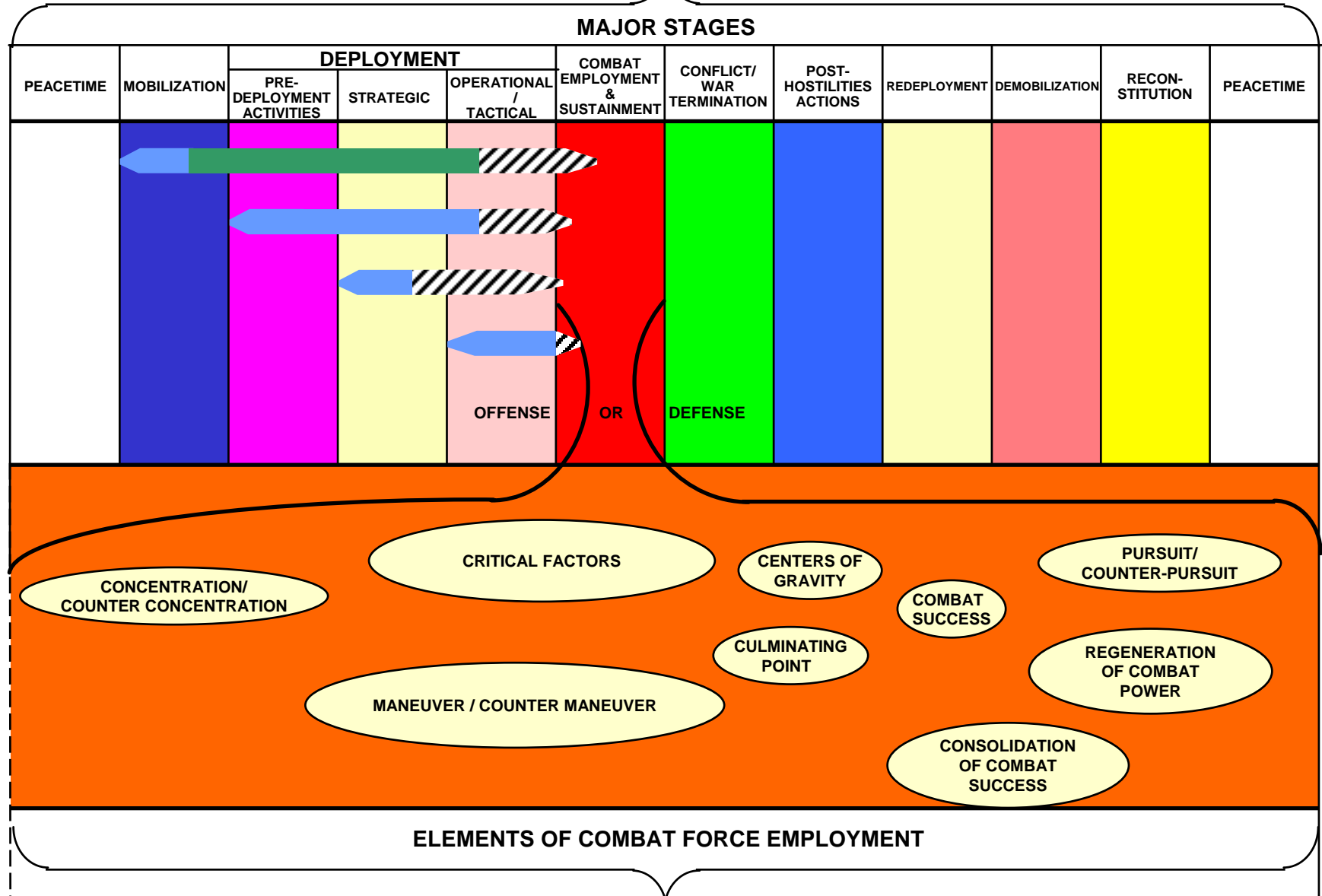




# STAGES OF COMBAT FORCE EMPLOYMENT

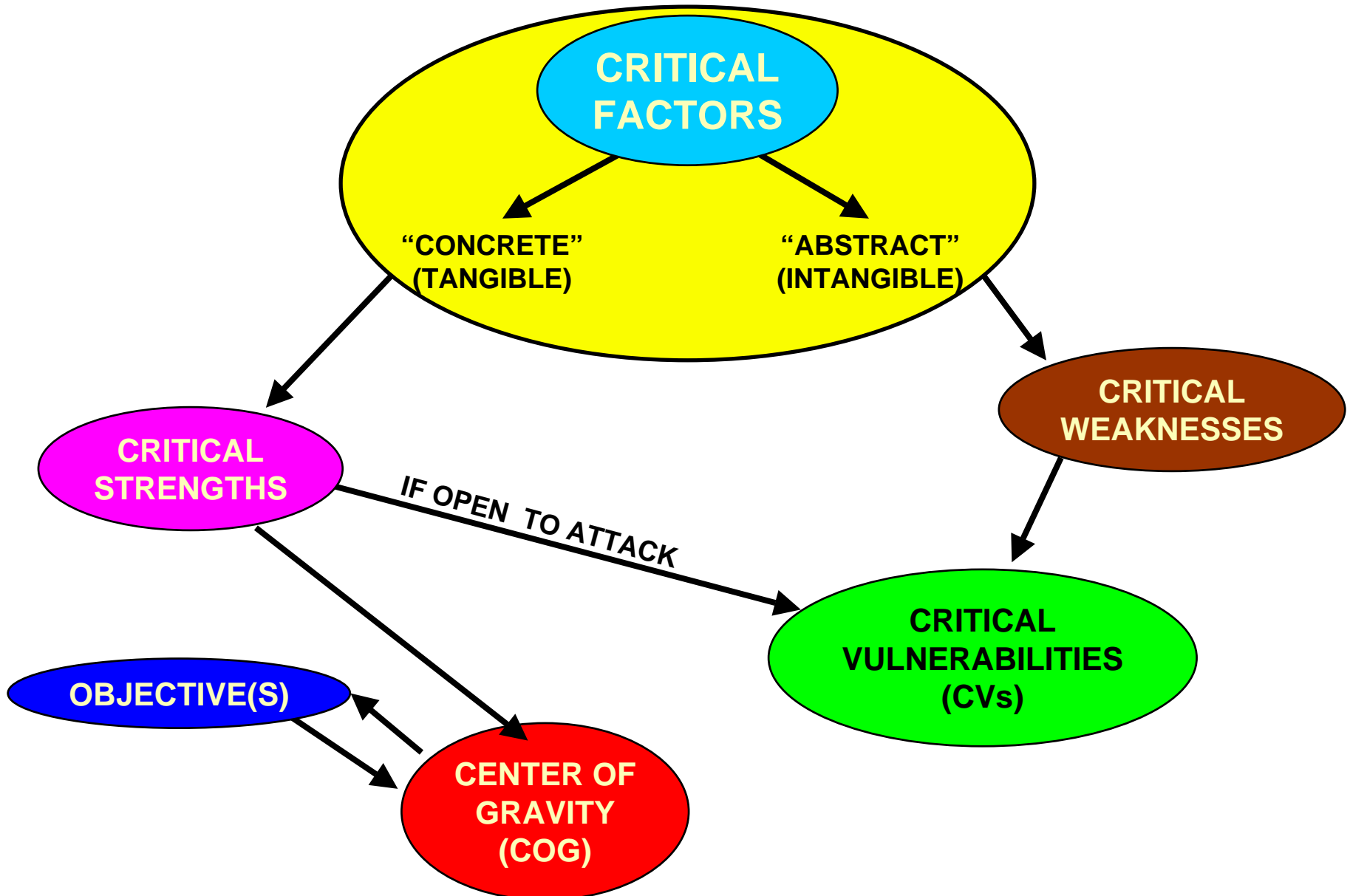
# STAGES AND ELEMENTS OF COMBAT FORCE EMPLOYMENT

## MILITARY DECISION-MAKING AND PLANNING

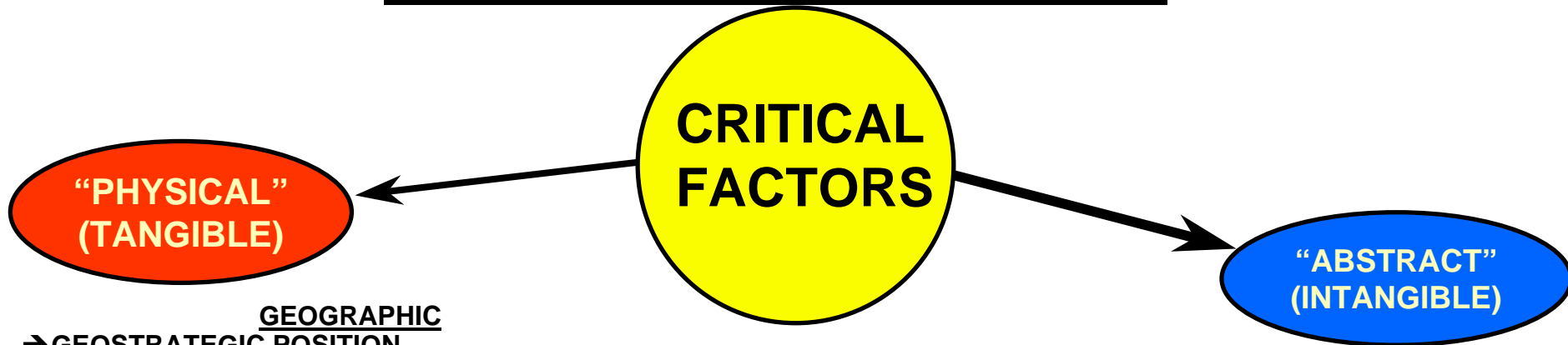


**ELEMENTS OF**  
**OPERATIONAL WARFARE**

# CONCEPT OF CRITICAL FACTORS



# CRITICAL FACTORS



## GEOGRAPHIC

- GEOSTRATEGIC POSITION
- GEOPOLITICAL POSITION
- POSITIONS
- BASE OF OPERATIONS
- LINES OF OPERATIONS
- LINES OF COMMUNICATIONS
- ETC.

## MILITARY

- ARMED FORCES
- INDIVIDUAL SERVICES (ARMY, NAVY, AIR FORCE)
- THEATER ARMY, FLEET, AIR FORCE
- NUMBERED ARMY, FLEET, AIR FORCE
- MAJOR FORCE ELEMENTS (AIR CORPS, NAVAL TASK FORCES, AIR TASK FORCES)
- TACTICAL UNITS (DIVISIONS, BRIGADES, REGIMENTS, NAVAL SQUADRONS / GROUPS, AIR DIVISIONS / REGIMENTS / SQUADRONS)
- INTELLIGENCE
- C<sup>3</sup>I NODES
- LOGISTICAL SUPPORT AND SUSTAINMENT
- BATTLEFIELD SURVEILLANCE
- INTELLIGENCE AND WARNING (I&W)
- ETC.

## CRITICAL FACTORS

## NON-MILITARY

- STATE ORGANIZATION
- ECONOMY
- MINERAL RESOURCES
- AGRICULTURE
- FINANCES
- BANKING
- ENERGY RESOURCES
- ETC.

## “ABSTRACT” (INTANGIBLE)

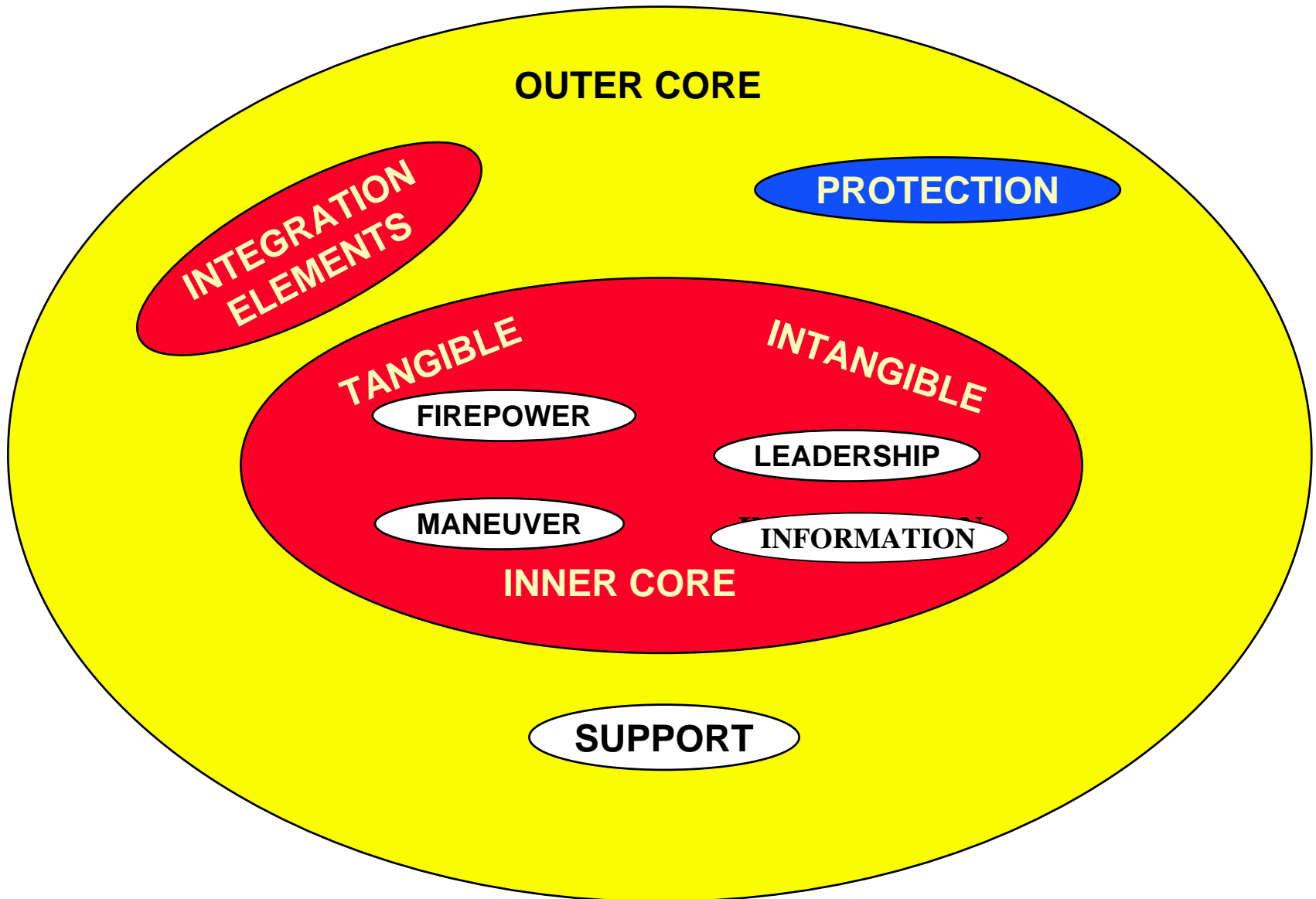
- POLITICAL
- DIPLOMATIC
- PSYCHOLOGICAL
- WILL TO FIGHT
- LEADERSHIP
- ALLIANCE/COALITION COHESION
- ALLIANCE / COALITION'S COMMUNITY OF INTERESTS
- PUBLIC SUPPORT
- UNITY OF COMMAND
- SERVICE / JOINT DOCTRINE
- MORALE
- DISCIPLINE
- COMBAT TRAINING
- COMBAT READINESS
- ETC.

# **CENTER OF GRAVITY**

**(IN GENERIC TERMS)**

**“IS A SOURCE OF ‘MASSED STRENGTH’ -- PHYSICAL OR MORAL OR A SOURCE OF LEVERAGE WHOSE SERIOUS DEGRADATION, DISLOCATION, NEUTRALIZATION, OR DESTRUCTION WILL HAVE THE MOST DECISIVE IMPACT ON THE ENEMY’S OR ONE’S OWN ABILITY TO ACCOMPLISH A GIVEN MILITARY OBJECTIVE.”**

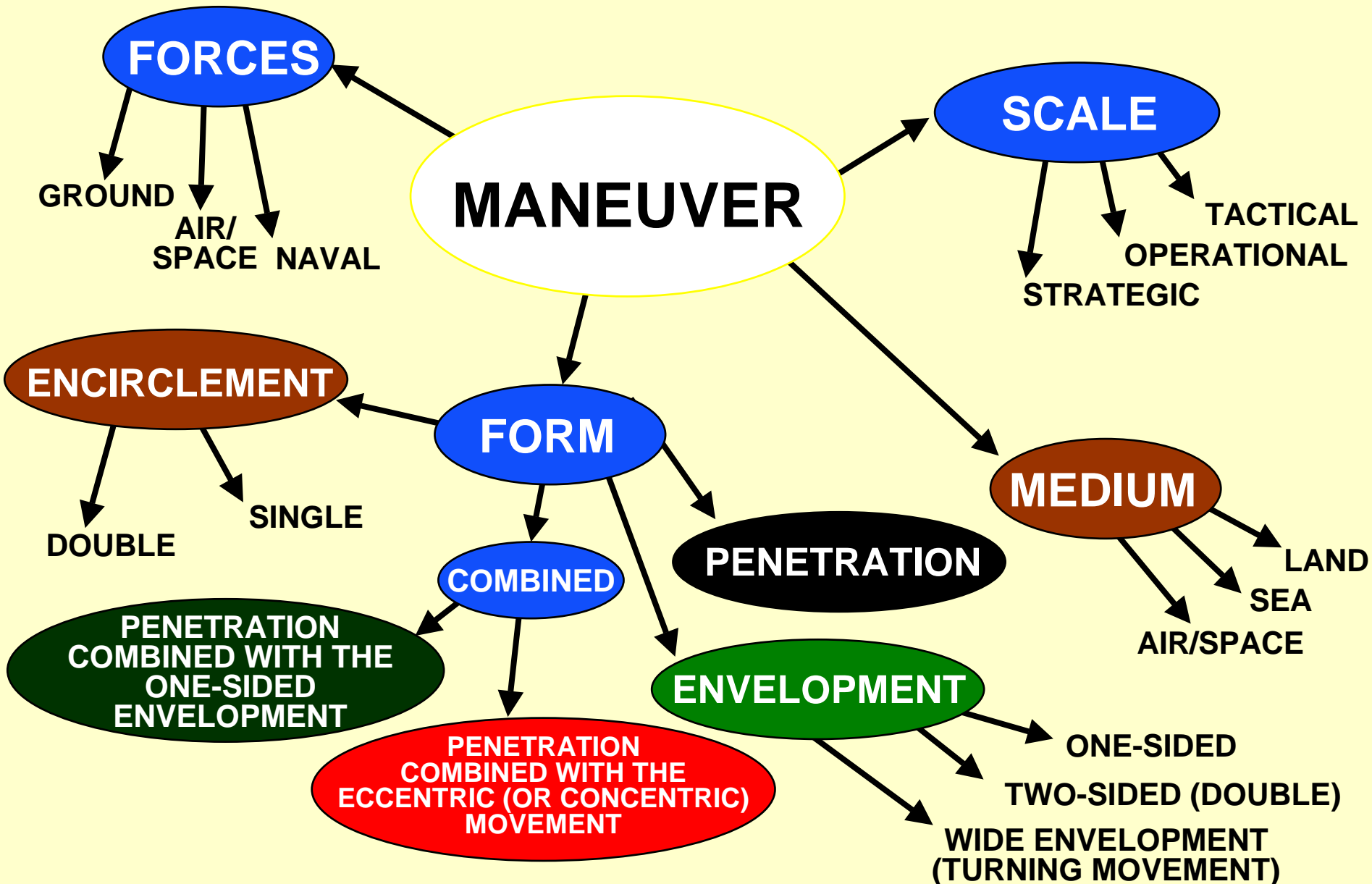
# CENTER OF GRAVITY'S COMPOSITION



# OPERATIONAL MANEUVER

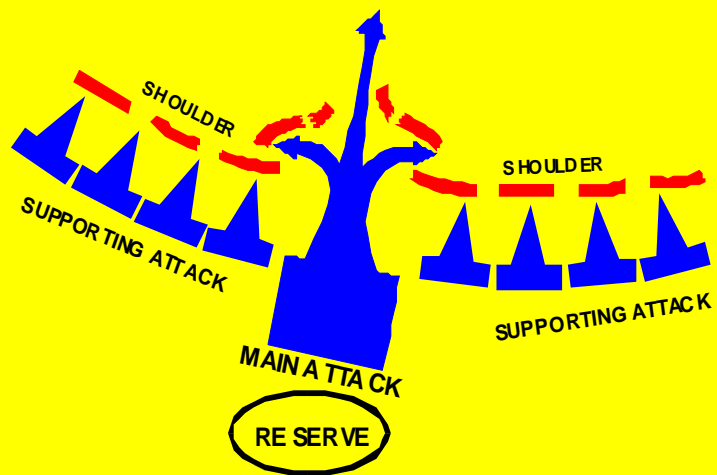


# MANEUVER

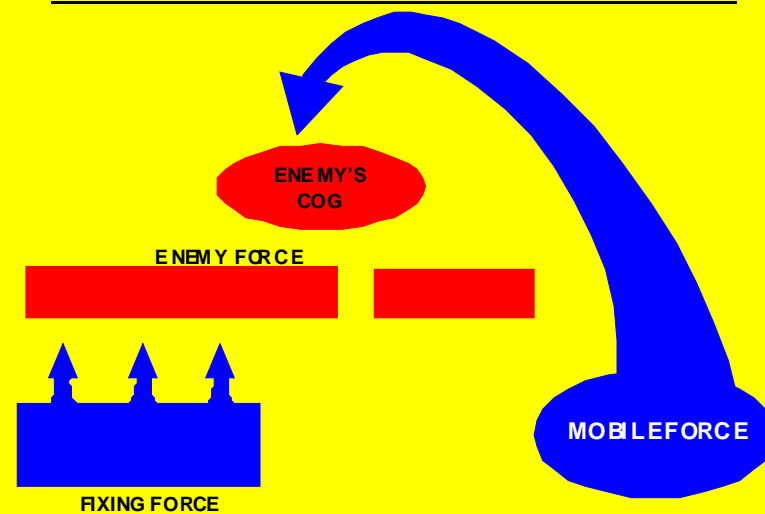


# OPERATIONAL MANEUVER, PART 1

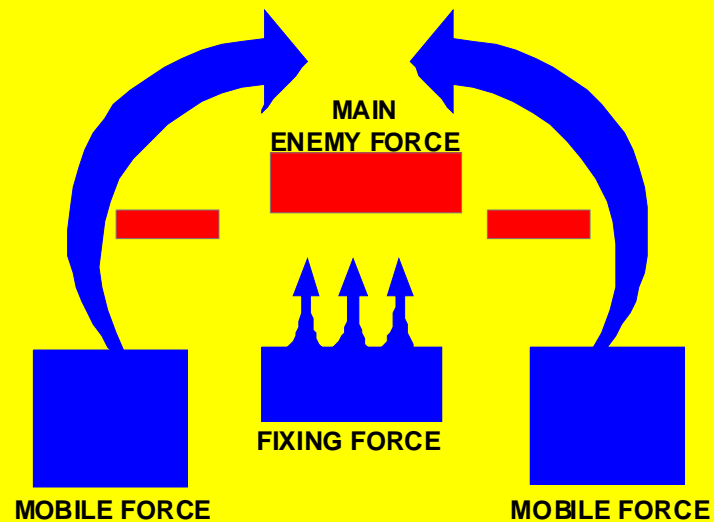
## PENETRATION MANEUVER



## ONE-SIDED ENVELOPMENT MANEUVER

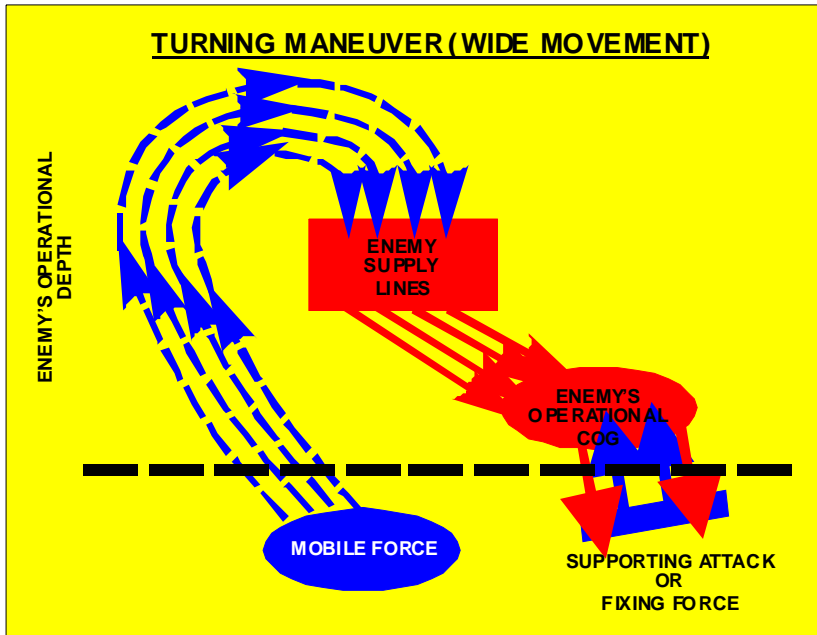


## TWO-SIDED (DOUBLE) ENVELOPMENT

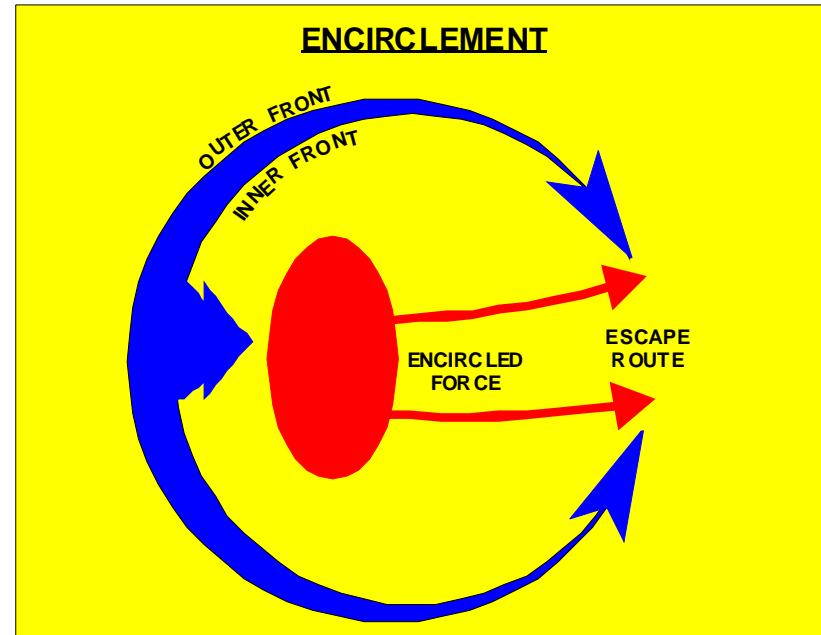


# OPERATIONAL MANEUVER, PART 2

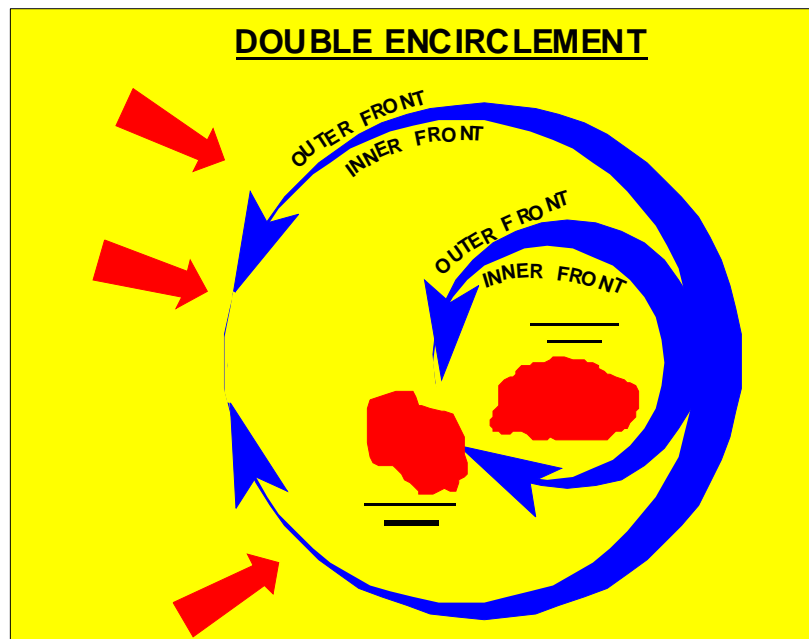
## TURNING MANEUVER (WIDE MOVEMENT)



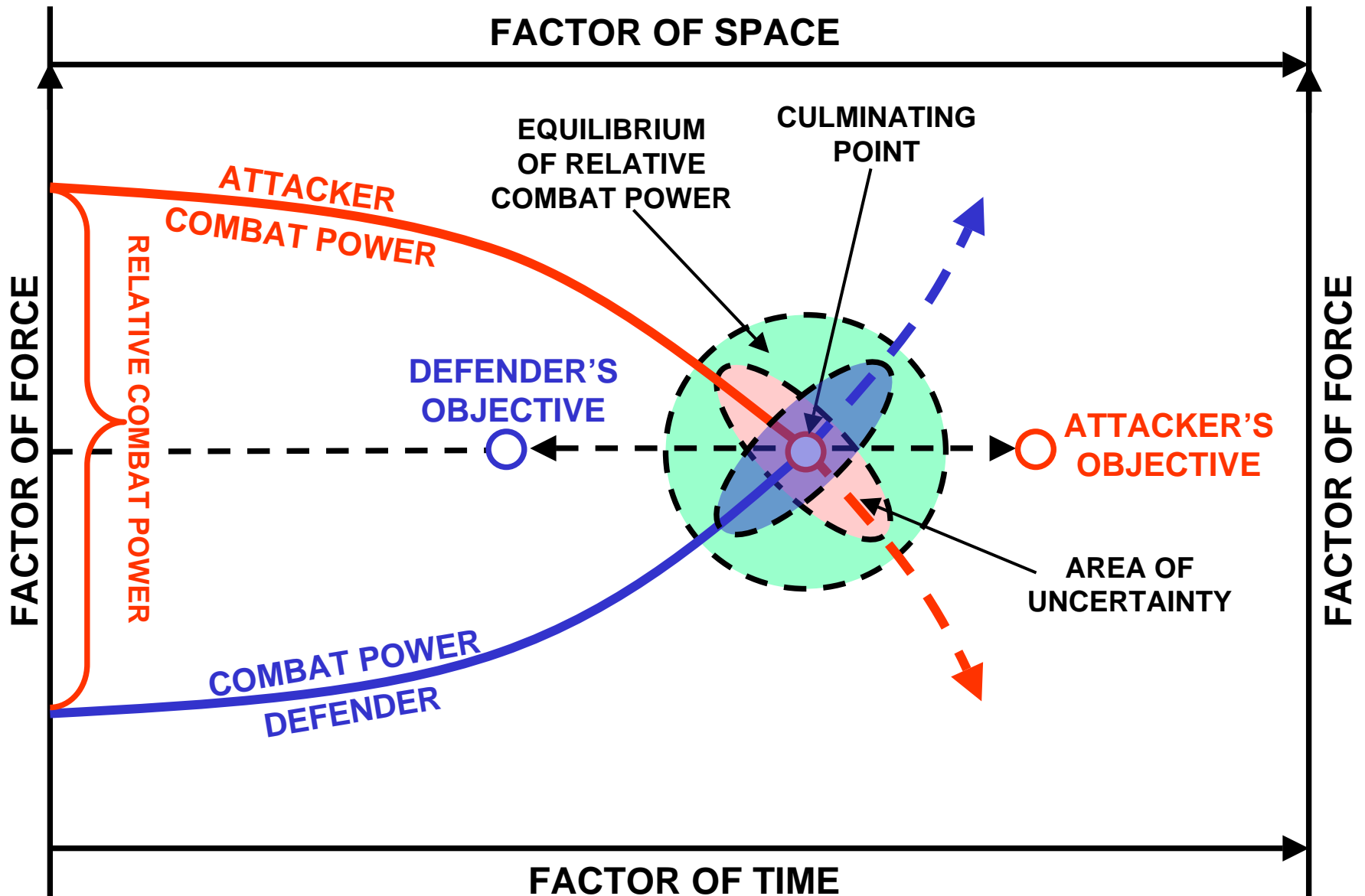
## ENCIRCLEMENT



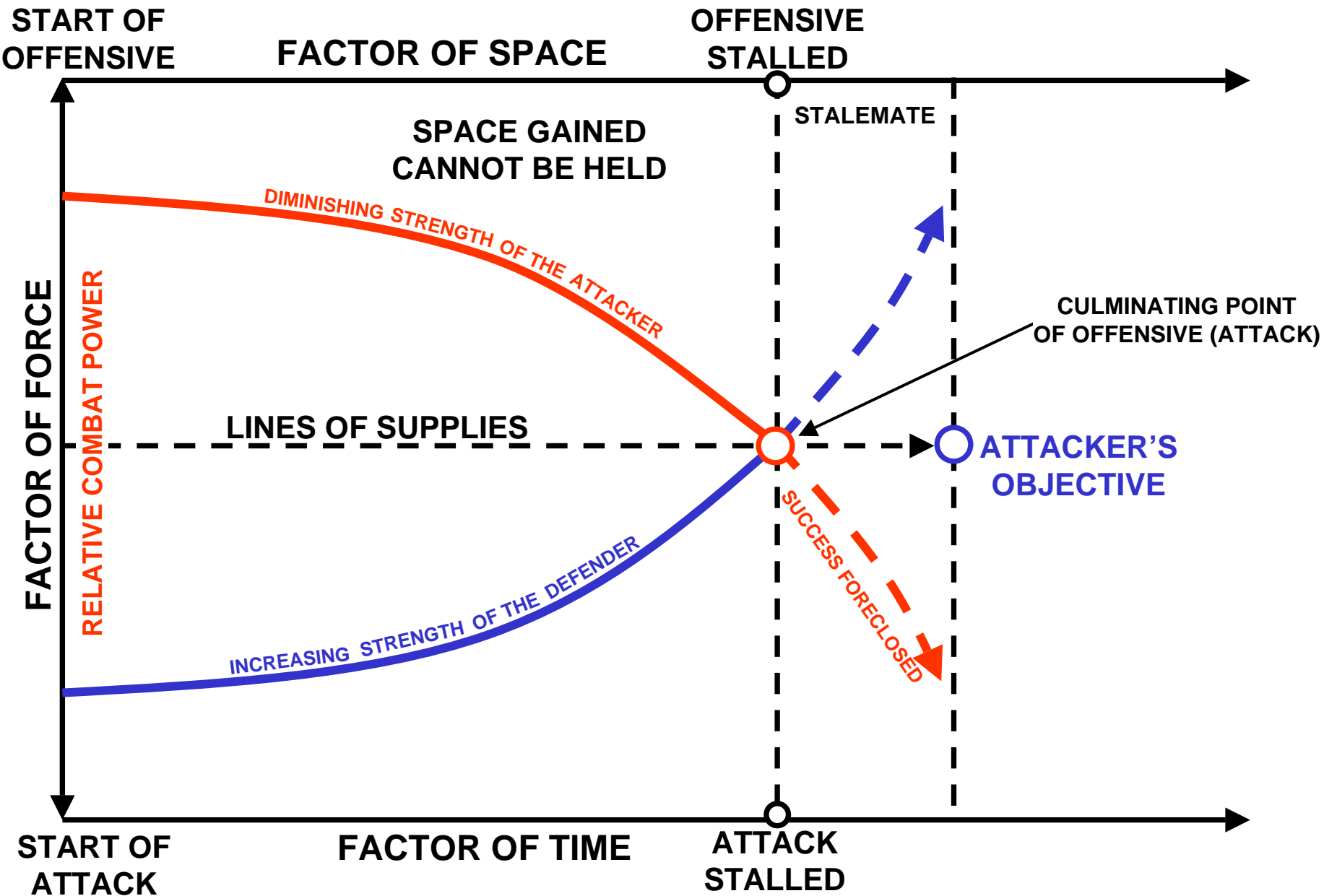
## DOUBLE ENCIRCLEMENT



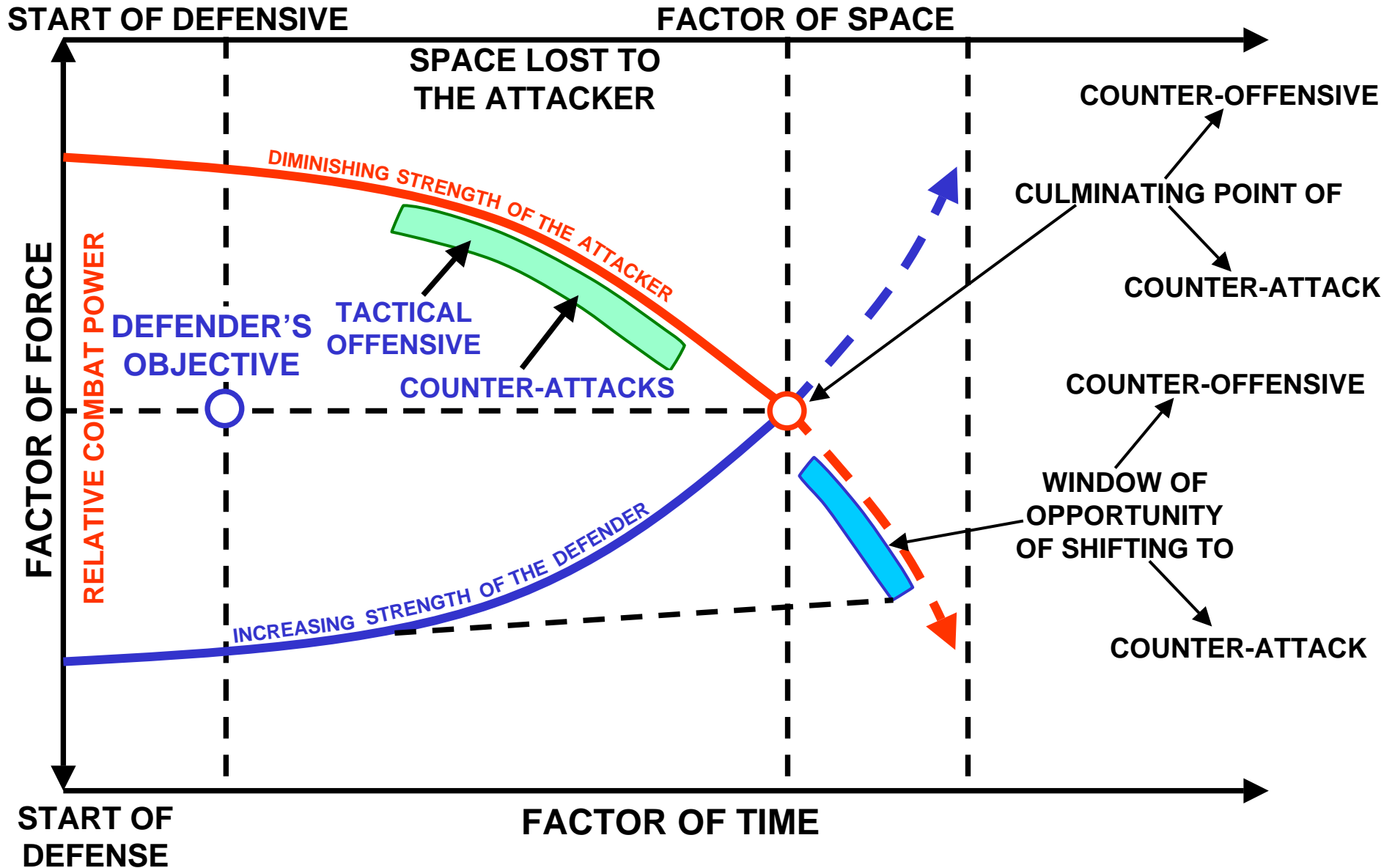
# THEORY OF CULMINATING POINT



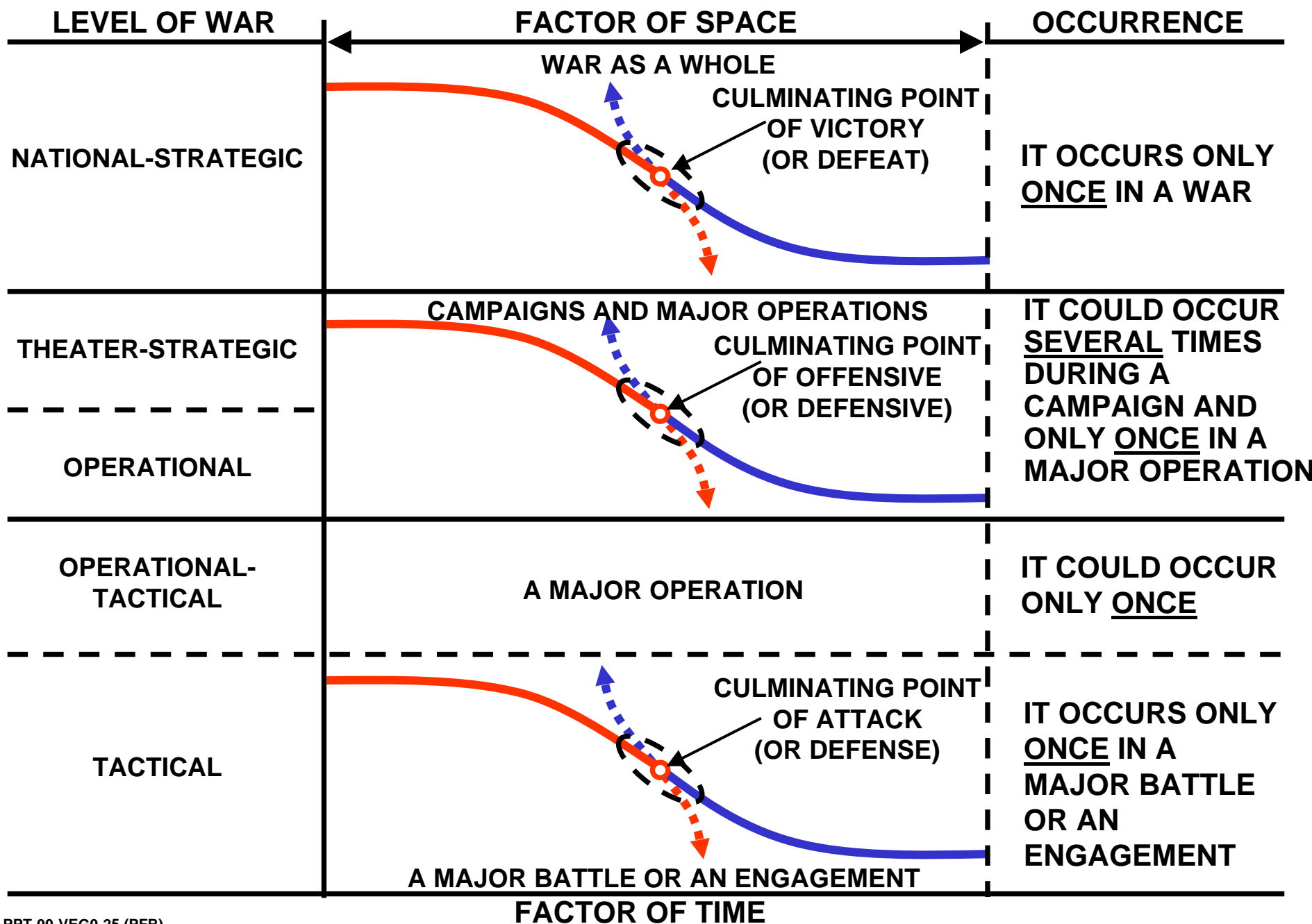
# ATTACKER'S CULMINATION



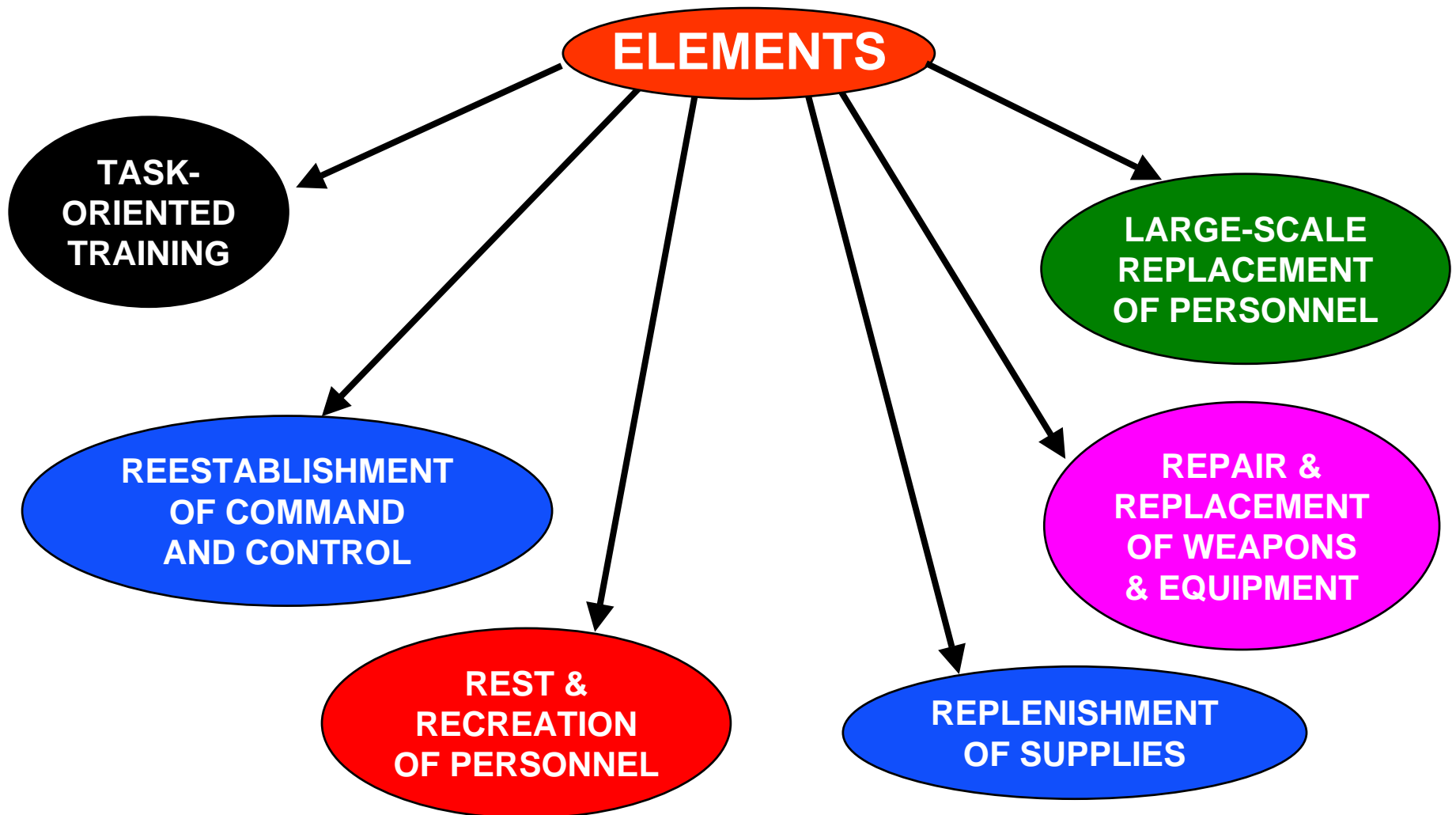
# DEFENDER'S CULMINATION



# CULMINATING POINT AND THE LEVELS OF WAR



# REGENERATION OF COMBAT POWER



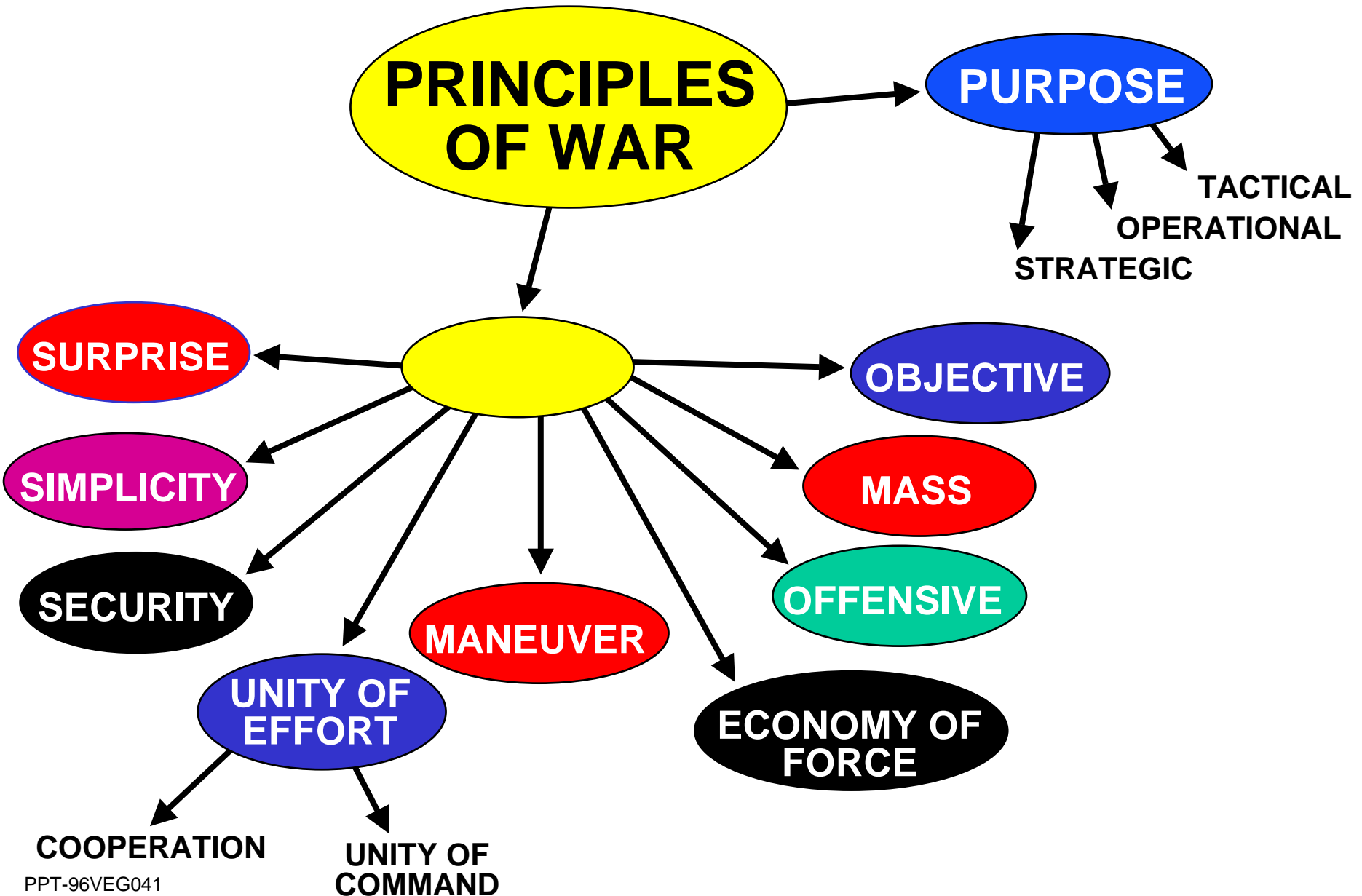


# PRINCIPLES OF OPERATIONAL WARFARE

**“THERE HAVE EXISTED IN ALL TIMES  
FUNDAMENTAL PRINCIPLES ON WHICH  
DEPEND GOOD RESULTS IN  
WARFARE.... THE PRINCIPLES ARE  
UNCHANGING, INDEPENDENT OF THE  
KIND OF WEAPONS, OF HISTORICAL  
TIME AND OF PLACE.”**

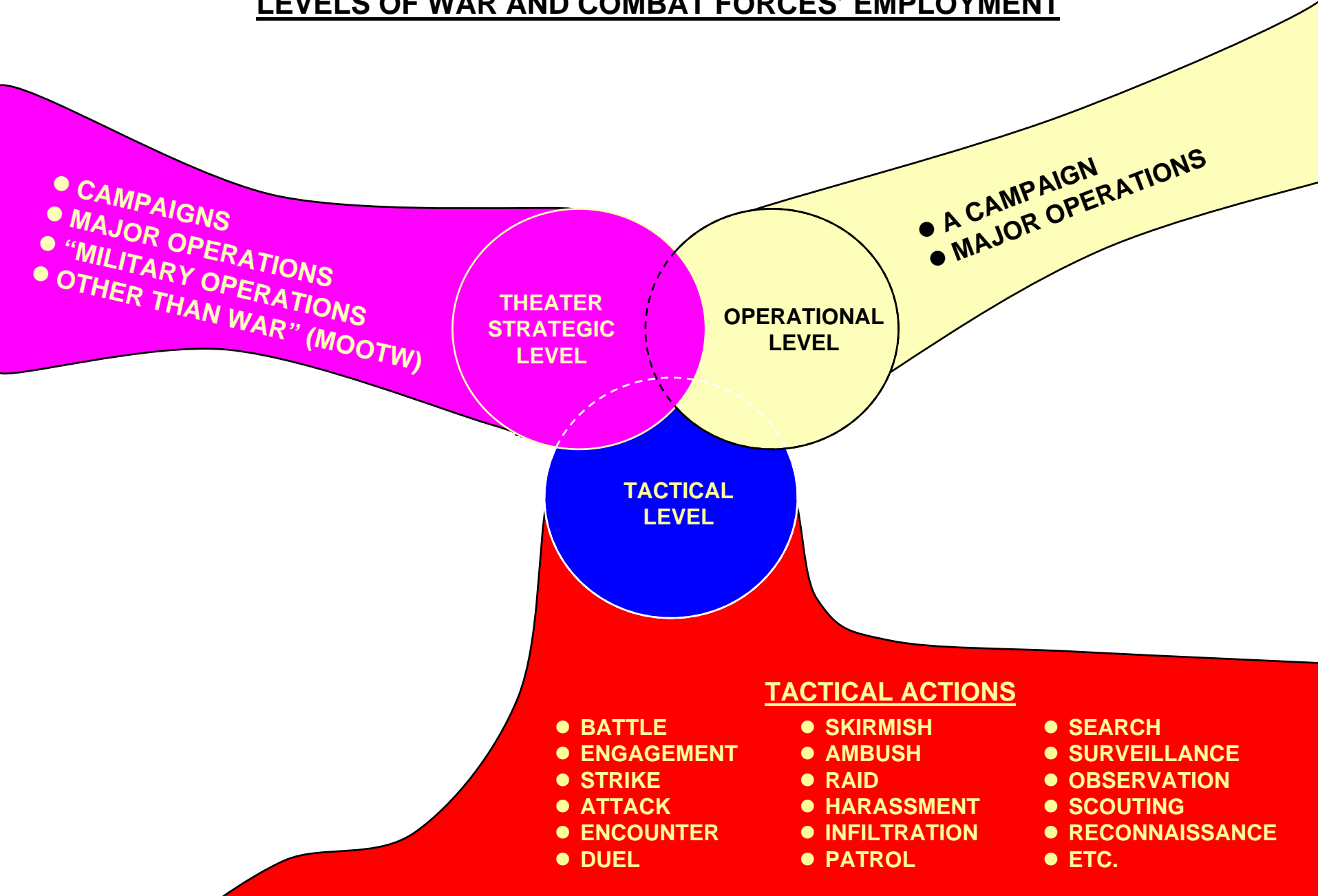
**BARON ANTOINE HENRI DE JOMINI**

# PRINCIPLES OF WAR (GENERIC)

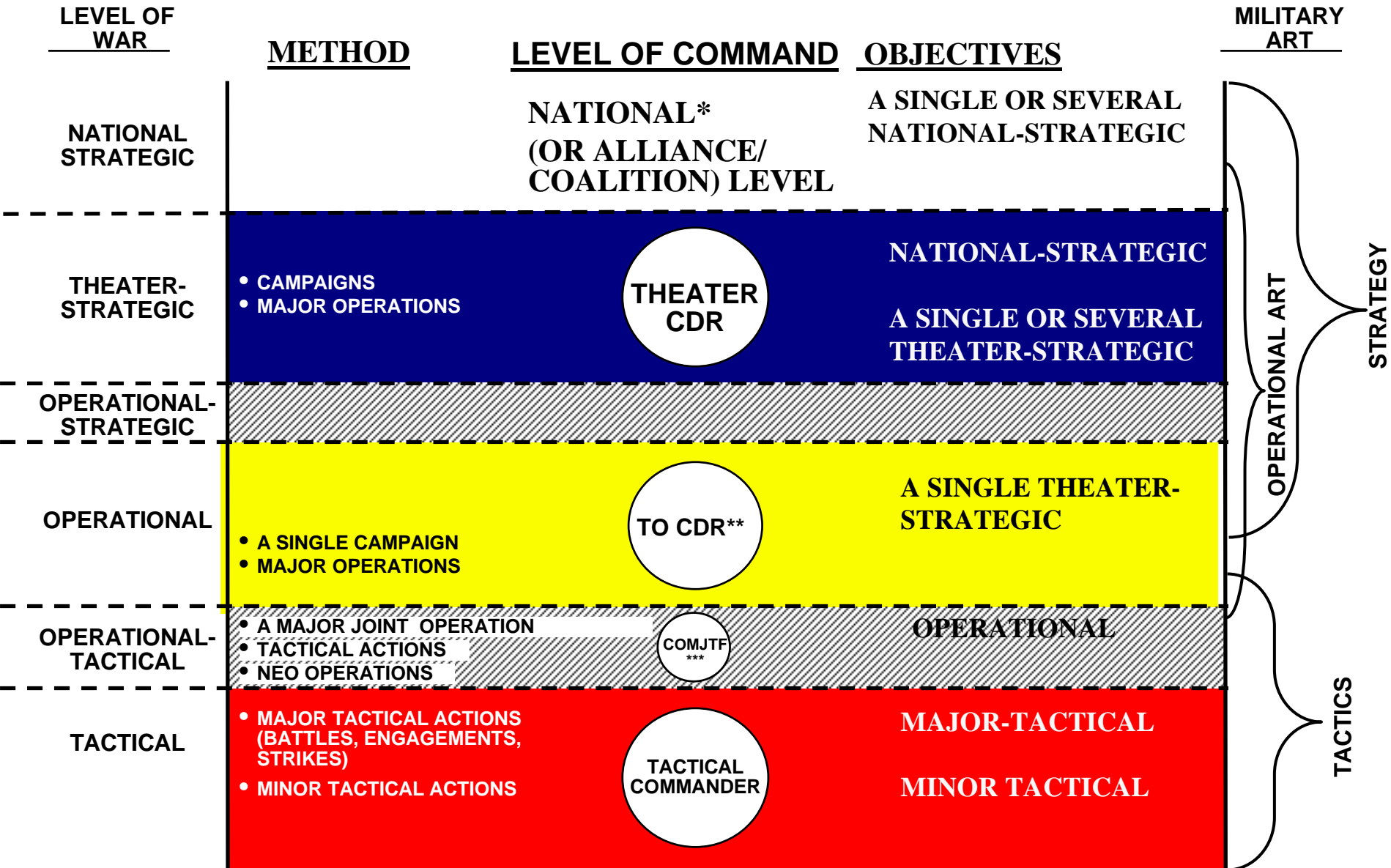


# METHODS OF COMBAT FORCE EMPLOYMENT

# LEVELS OF WAR AND COMBAT FORCES' EMPLOYMENT



# LEVELS OF COMMAND AND METHODS OF COMBAT FORCE EMPLOYMENT



\* NATIONAL COMMAND AUTHORITY

\*\* THEATER OF OPERATIONS CINC

\*\*\* COMMANDER JOINT TASK FORCE

# MAJOR OPERATIONS

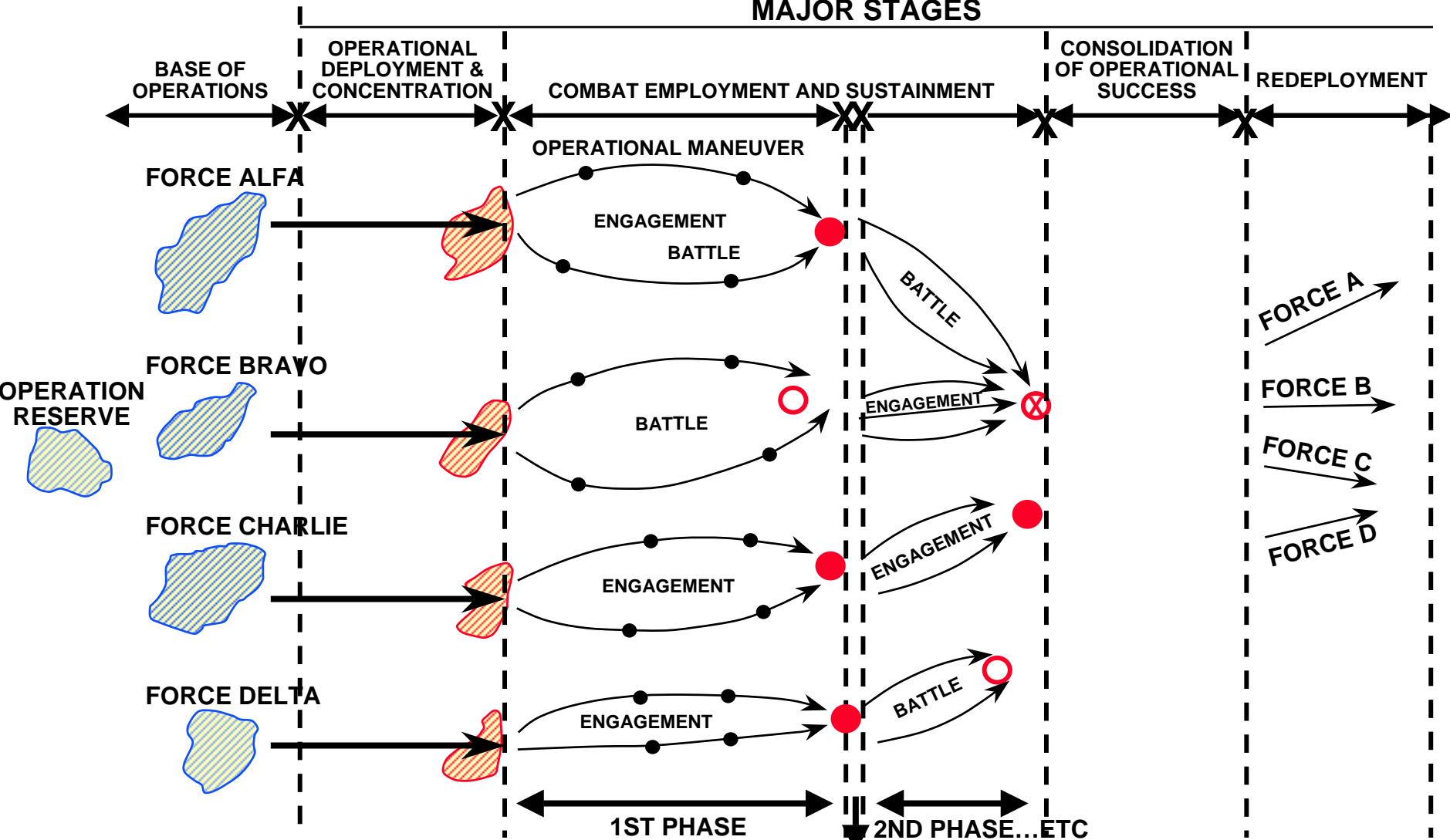
# MAJOR OPERATION (IN GENERIC TERMS)

A MAJOR OPERATION CONSISTS OF A SERIES OF BATTLES, ENGAGEMENTS, STRIKES, AND OTHER TACTICAL ACTIONS SEQUENCED AND SYNCHRONIZED IN TERMS OF SPACE AND TIME TO ACCOMPLISH AN OPERATIONAL (AND SOMETIMES STRATEGIC) OBJECTIVE IN A GIVEN PART OF THE THEATER.



# SCHEME OF A MAJOR OPERATION

## MAJOR STAGES

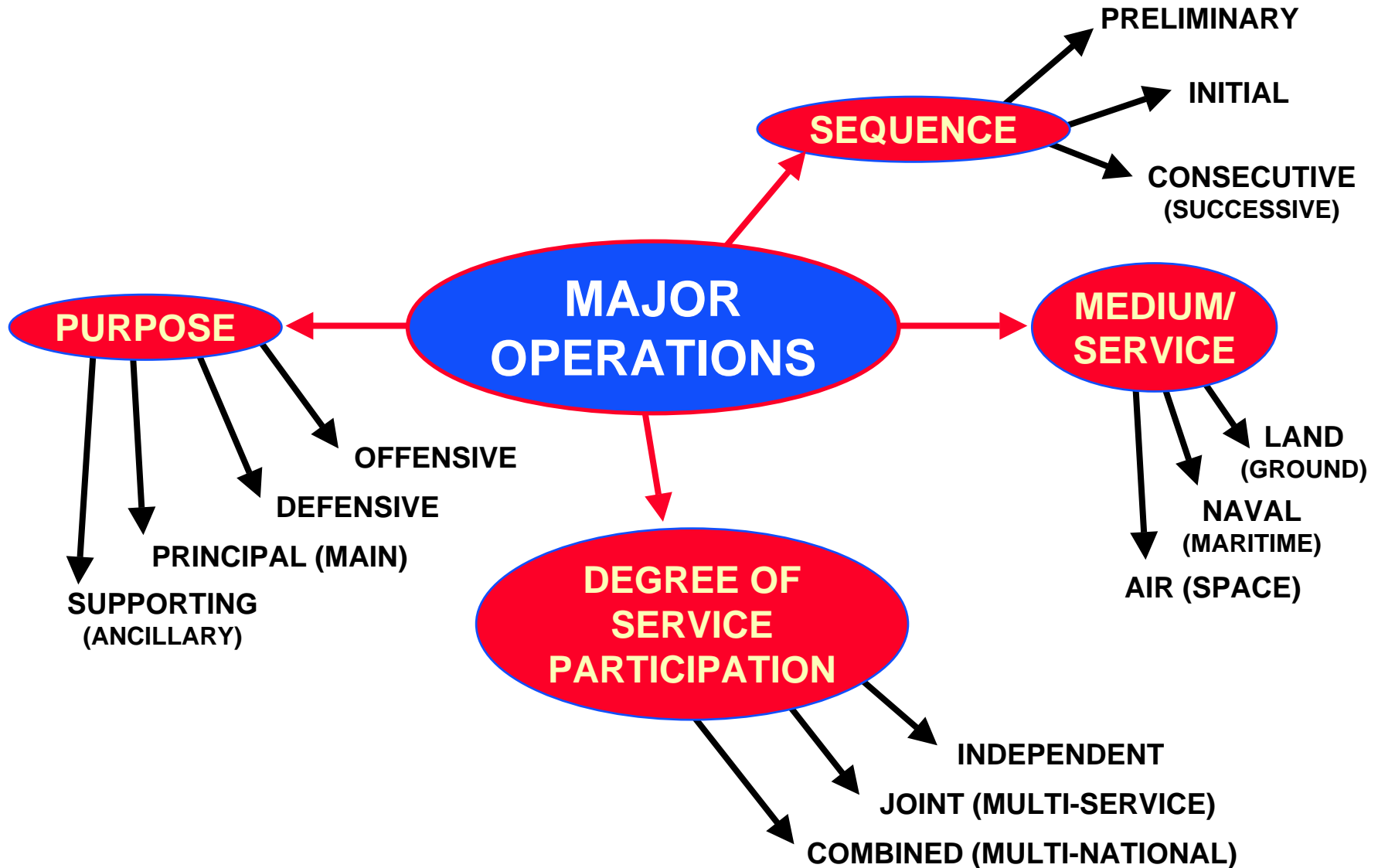


### LEGEND

- DECISIVE POINT
- MINOR TACTICAL OBJECTIVE
- MAJOR TACTICAL OBJECTIVE
- ⊗ OPERATIONAL OF STRATEGIC OBJECTIVE

OPERATIONAL PAUSE  
REGENERATION OF  
COMBAT POWER

# MAJOR OPERATIONS



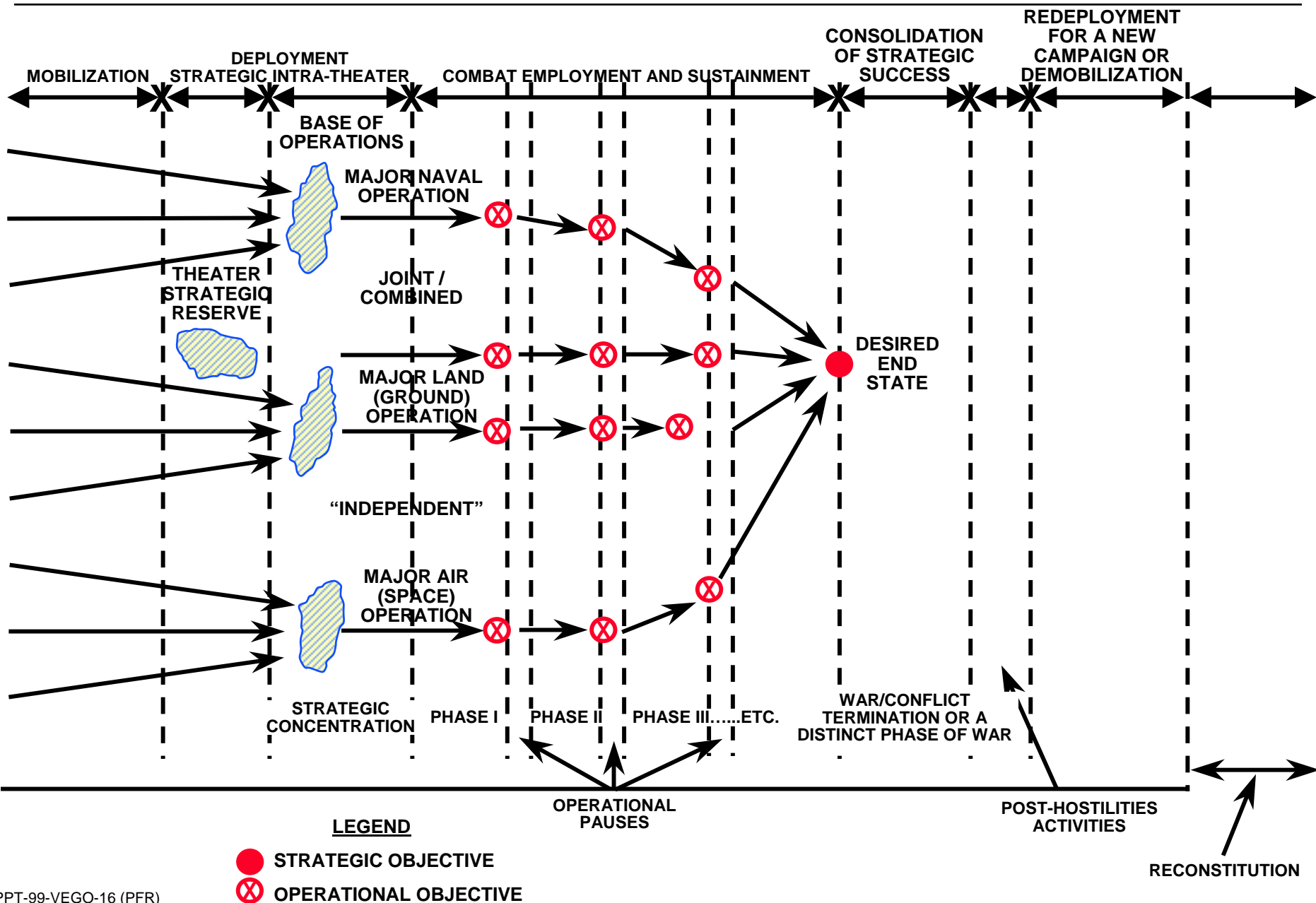
# CAMPAIGNS

# CAMPAIGN (IN GENERIC TERMS)

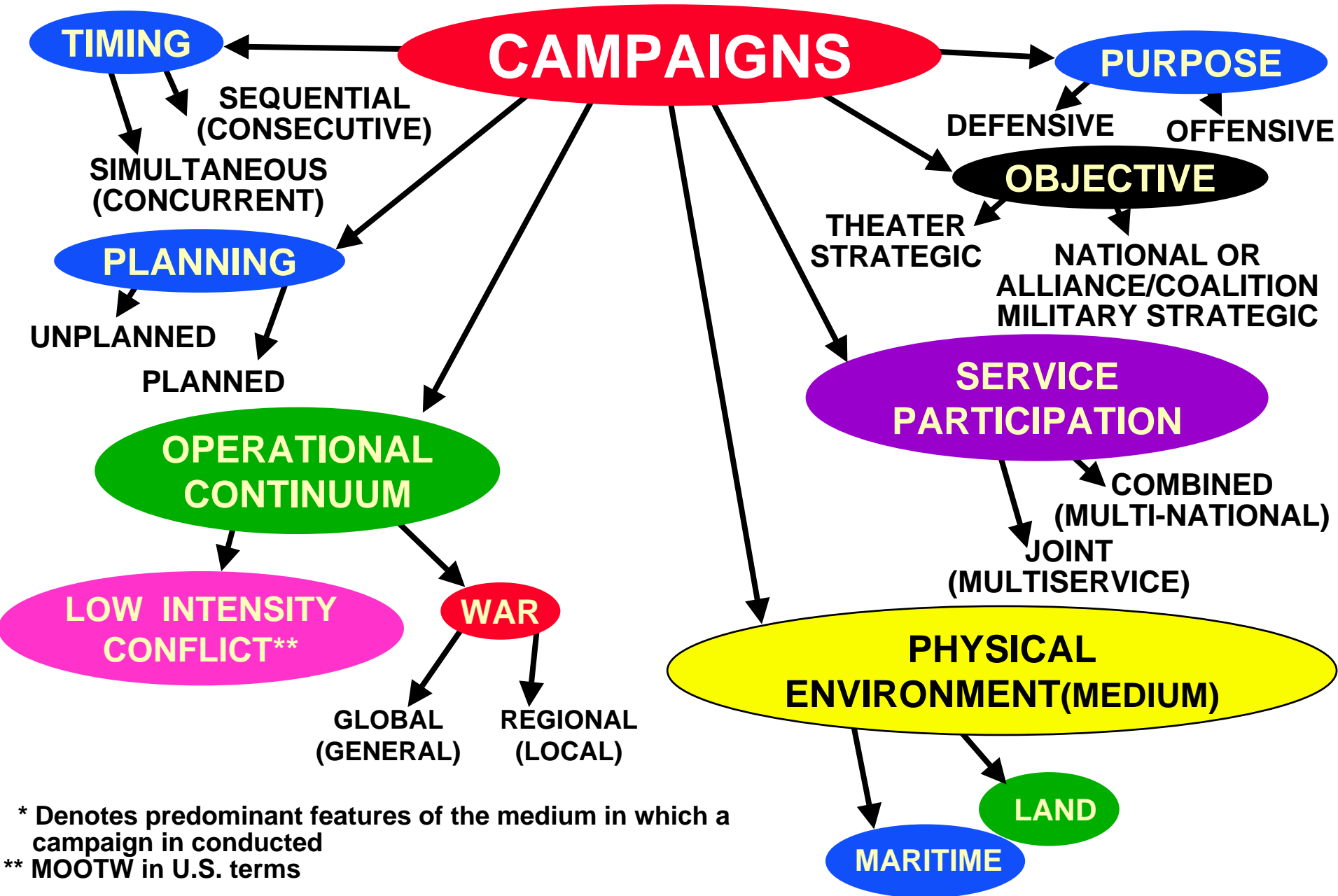
A CAMPAIGN CONSISTS OF A SERIES OF MAJOR OPERATIONS SEQUENCED AND SYNCHRONIZED IN TERMS OF SPACE AND TIME AND AIMED TO ACCOMPLISH A STRATEGIC OBJECTIVE IN A GIVEN THEATER OF OPERATIONS.

# SCHEME OF A CAMPAIGN

## MAJOR STAGES



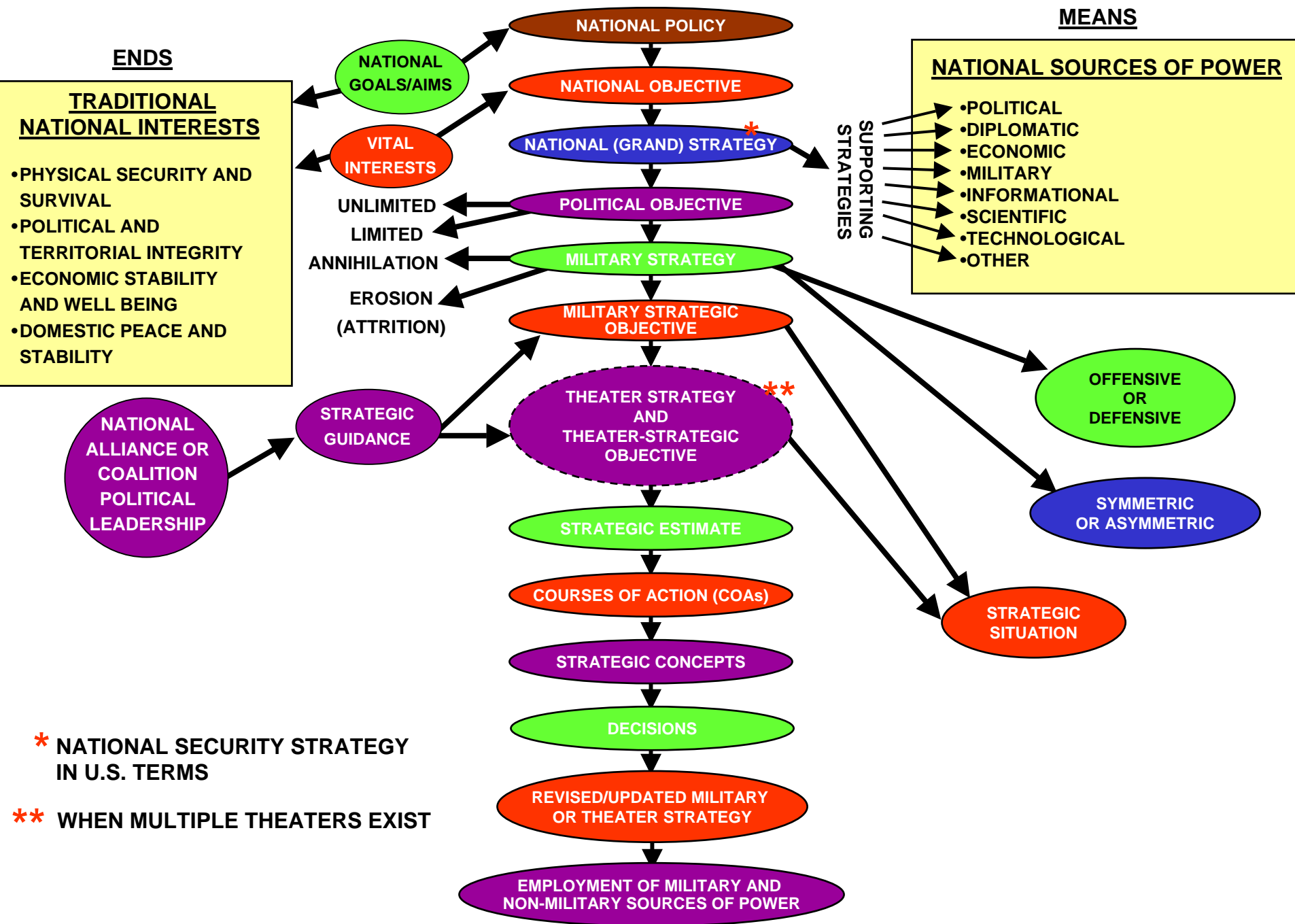
# CAMPAIGNS



\* Denotes predominant features of the medium in which a campaign is conducted  
\*\* MOOTW in U.S. terms

# OPERATIONAL PLANNING

# DEVELOPMENT OF STRATEGY (IN GENERIC TERMS)





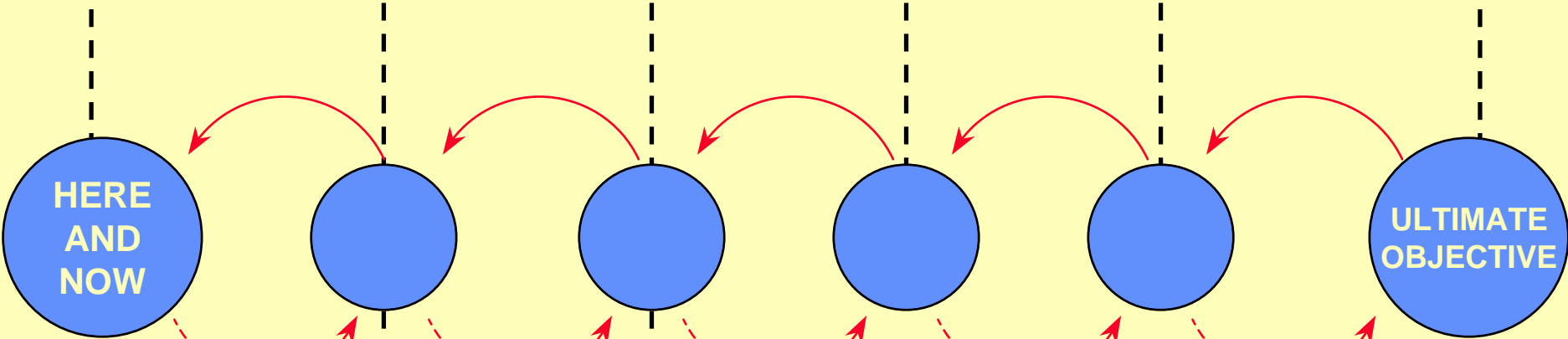
# TYPE OF PLANNING

## OPERATIONAL PLANNING

(MAJOR OPERATIONS OR CAMPAIGNS)

INTERMEDIATE MILITARY OBJECTIVES

INVERSE (REGRESSIVE) PLANNING



NEAR  
TASK

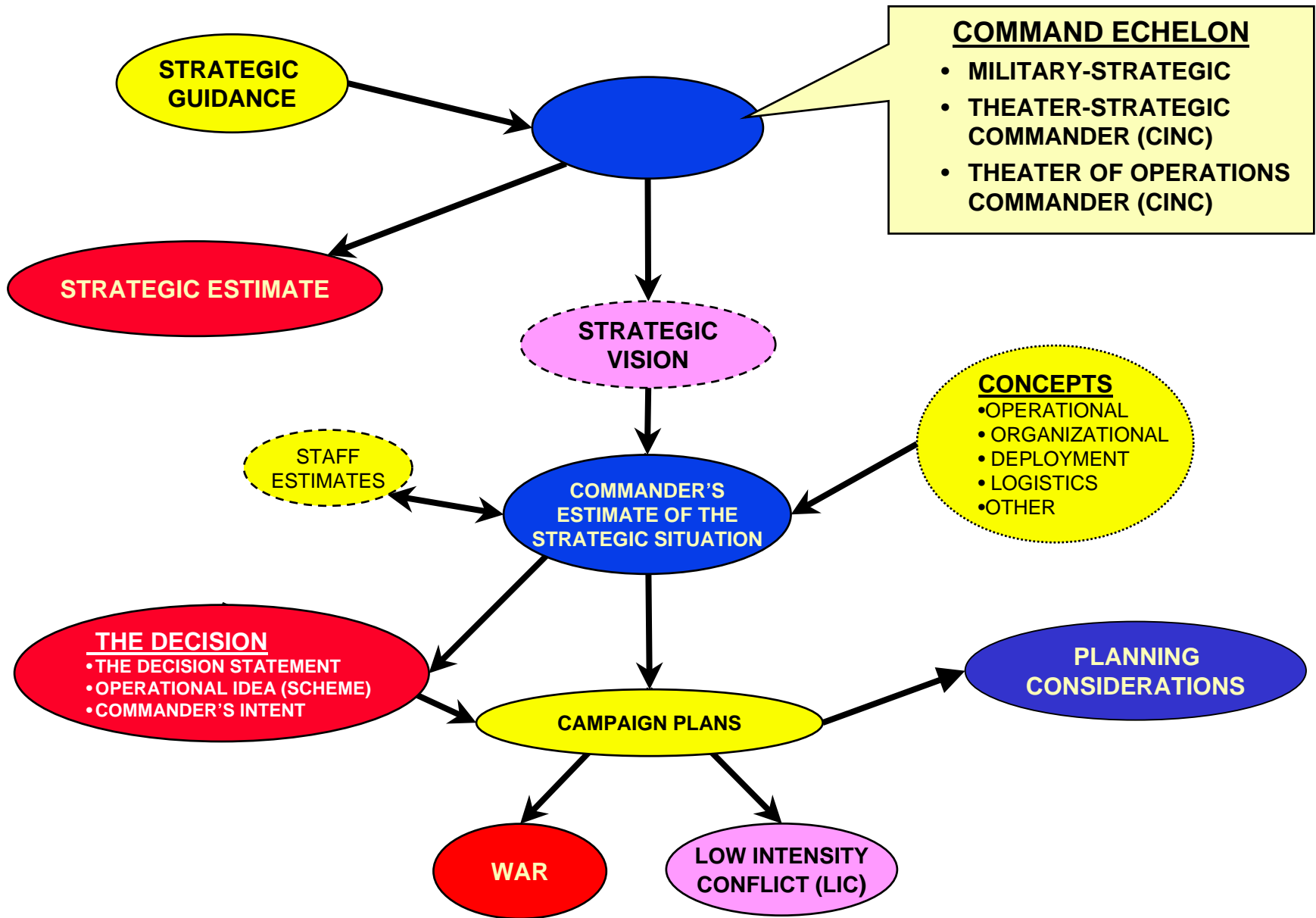
FUTURE  
TASK

PROGRESSIVE PLANNING

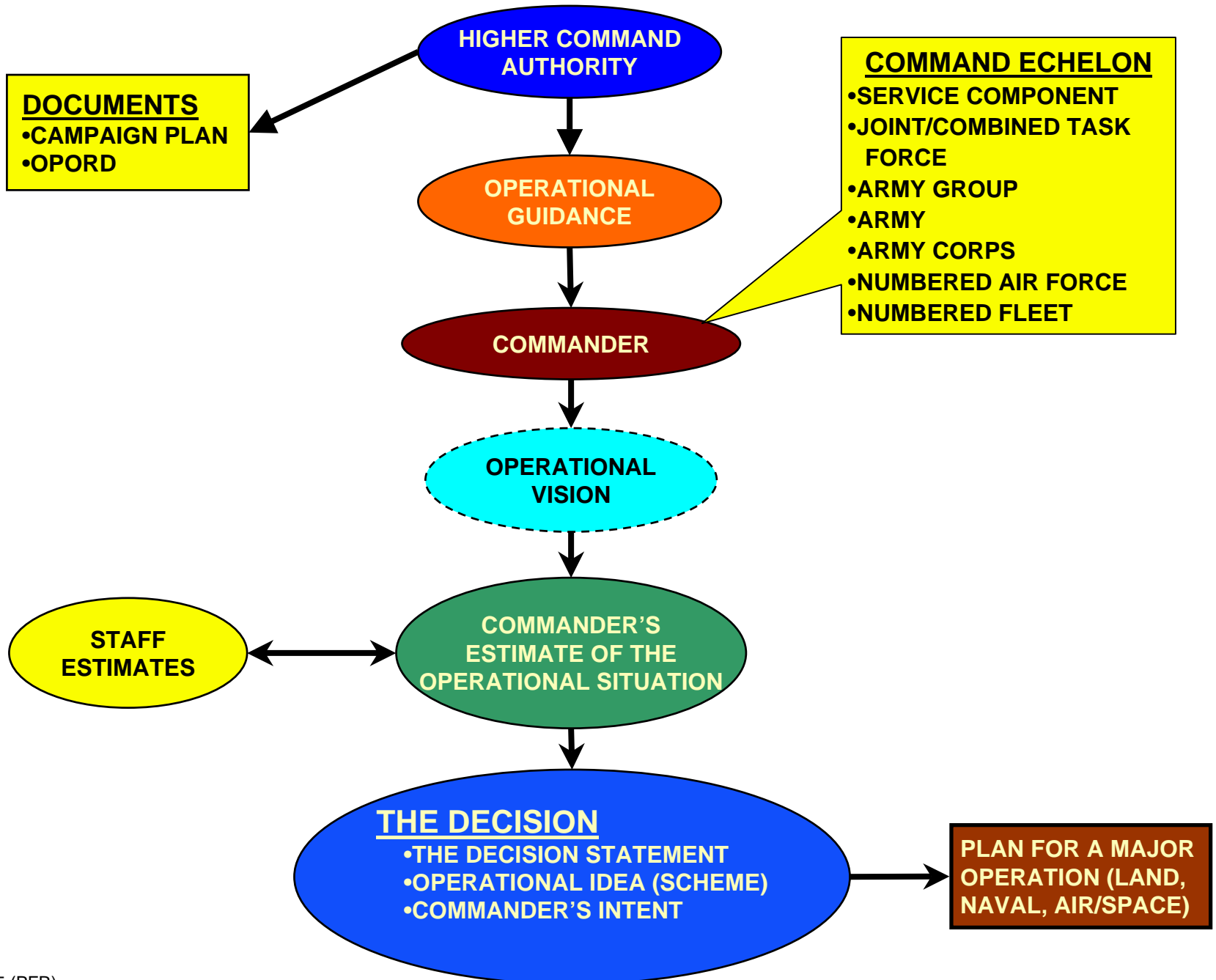
(BATTLES / ENGAGEMENTS, ETC.)

TACTICAL PLANNING

# CAMPAIGN PLAN DEVELOPMENT



# MAJOR OPERATION PLAN DEVELOPMENT

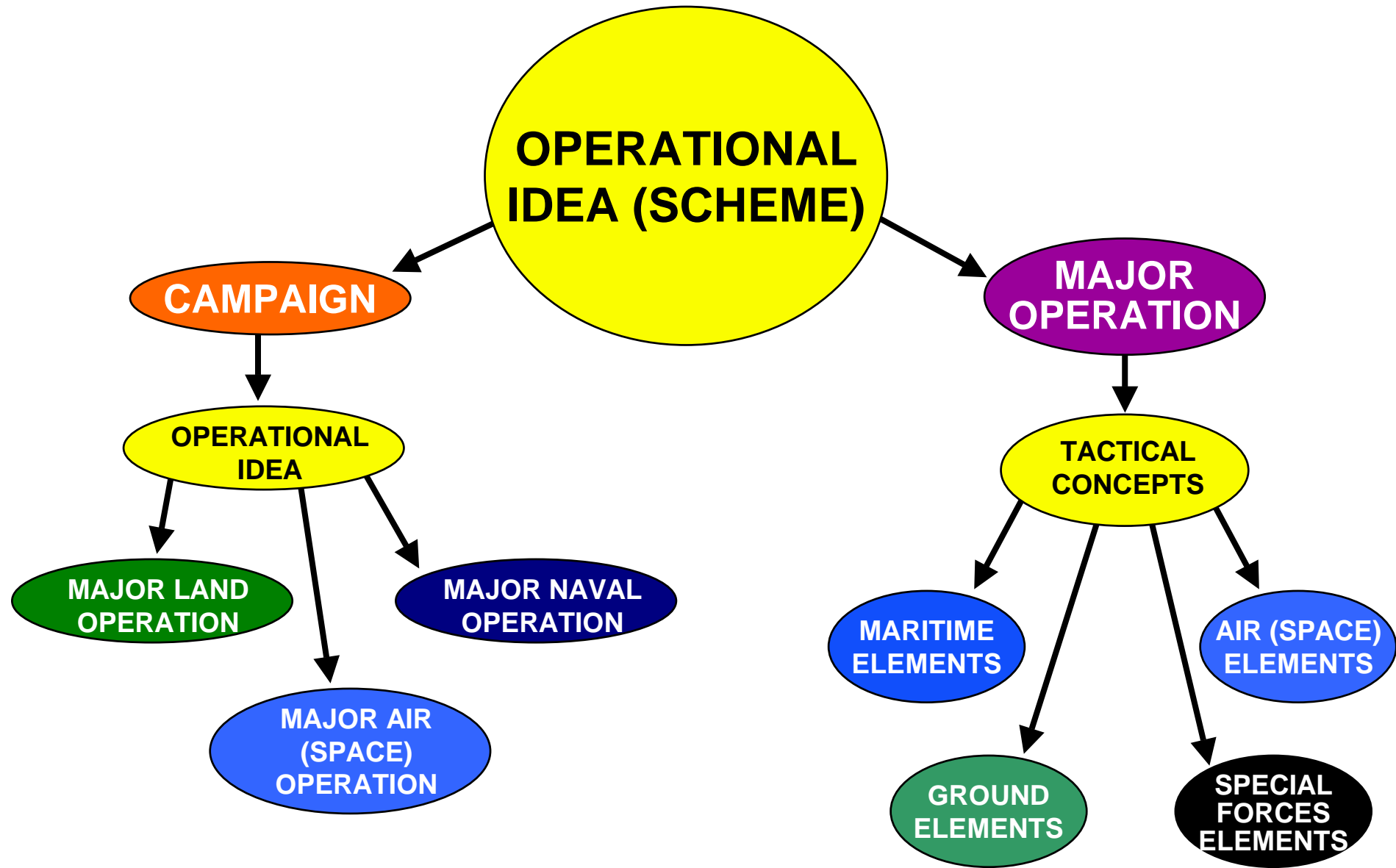


# OPERATIONAL DESIGN

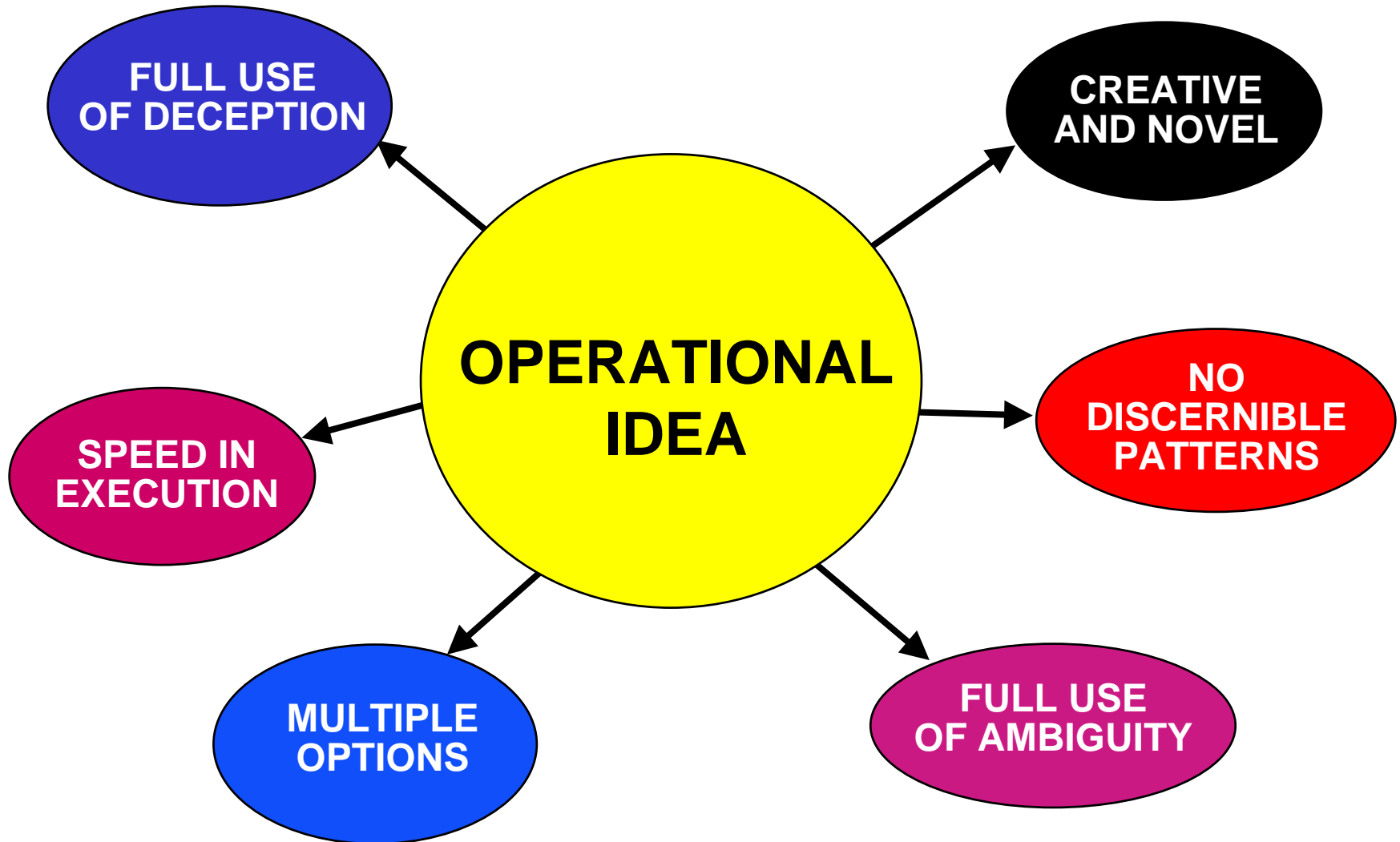


OPERATIONAL IDEA  
(SCHEME)

# OPERATIONAL IDEA (SCHEME)

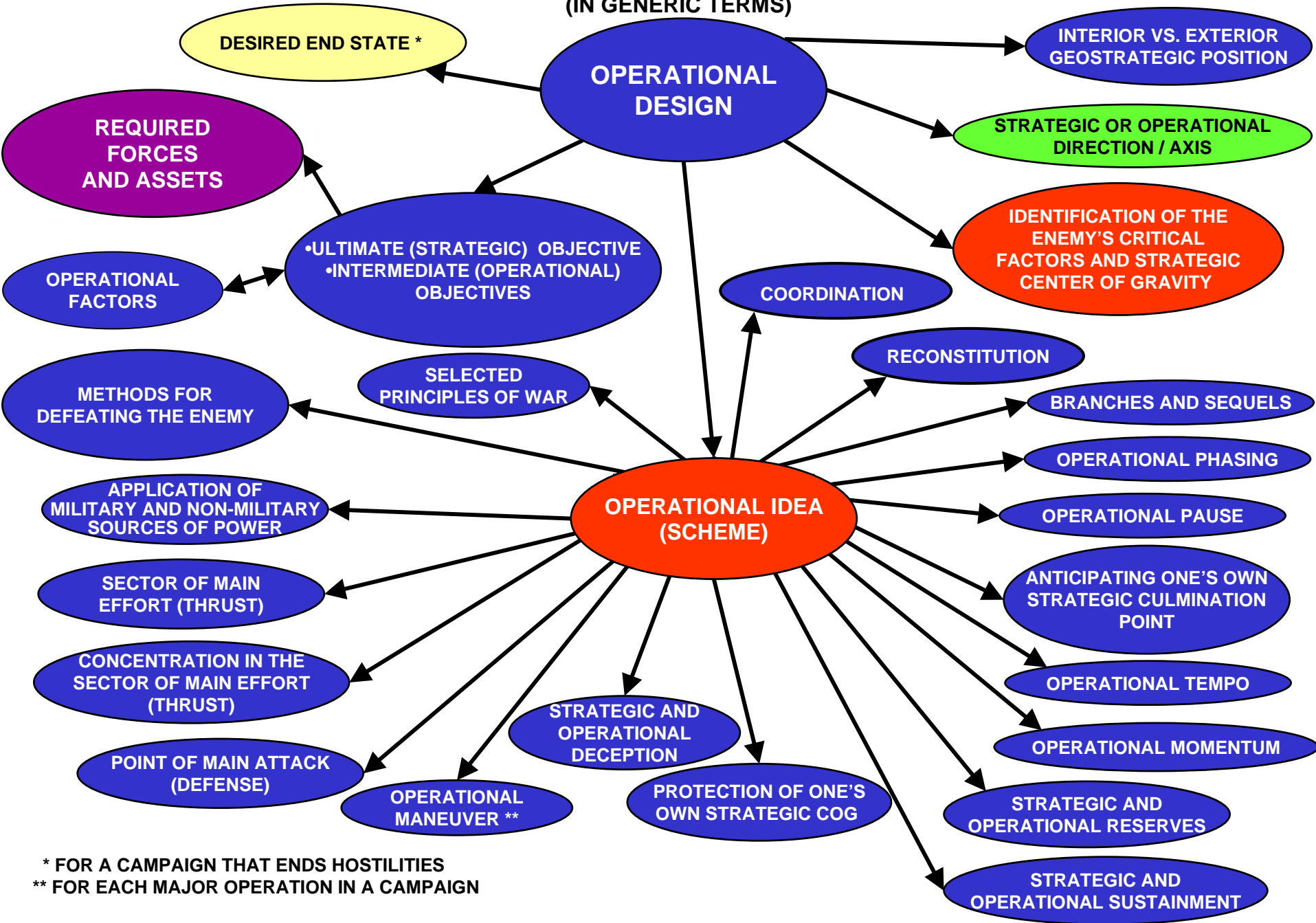


# OPERATIONAL IDEA FEATURES





**OPERATIONAL DESIGN FOR A CAMPAIGN**  
(IN GENERIC TERMS)

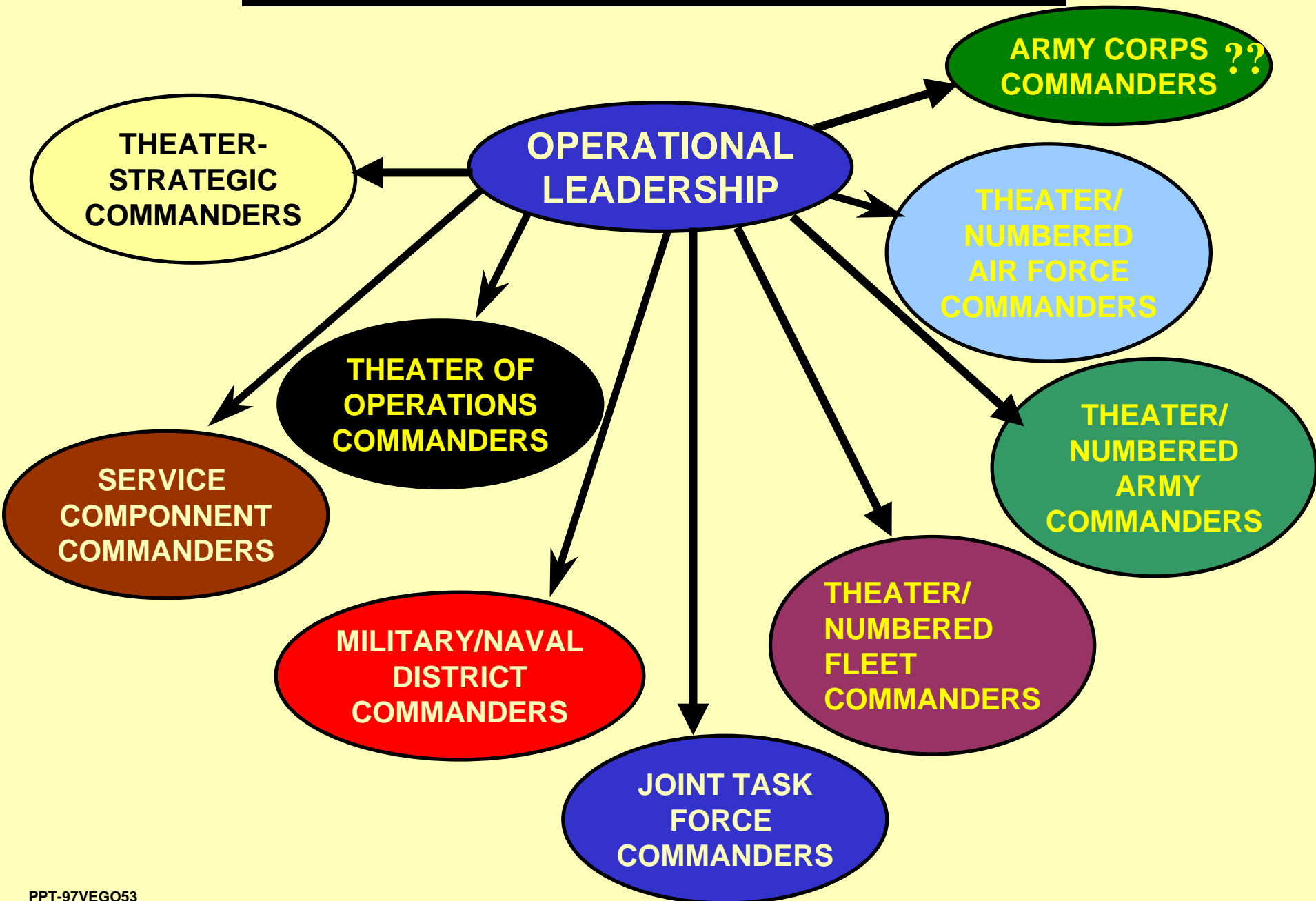


\* FOR A CAMPAIGN THAT ENDS HOSTILITIES  
 \*\* FOR EACH MAJOR OPERATION IN A CAMPAIGN



# OPERATIONAL LEADERSHIP

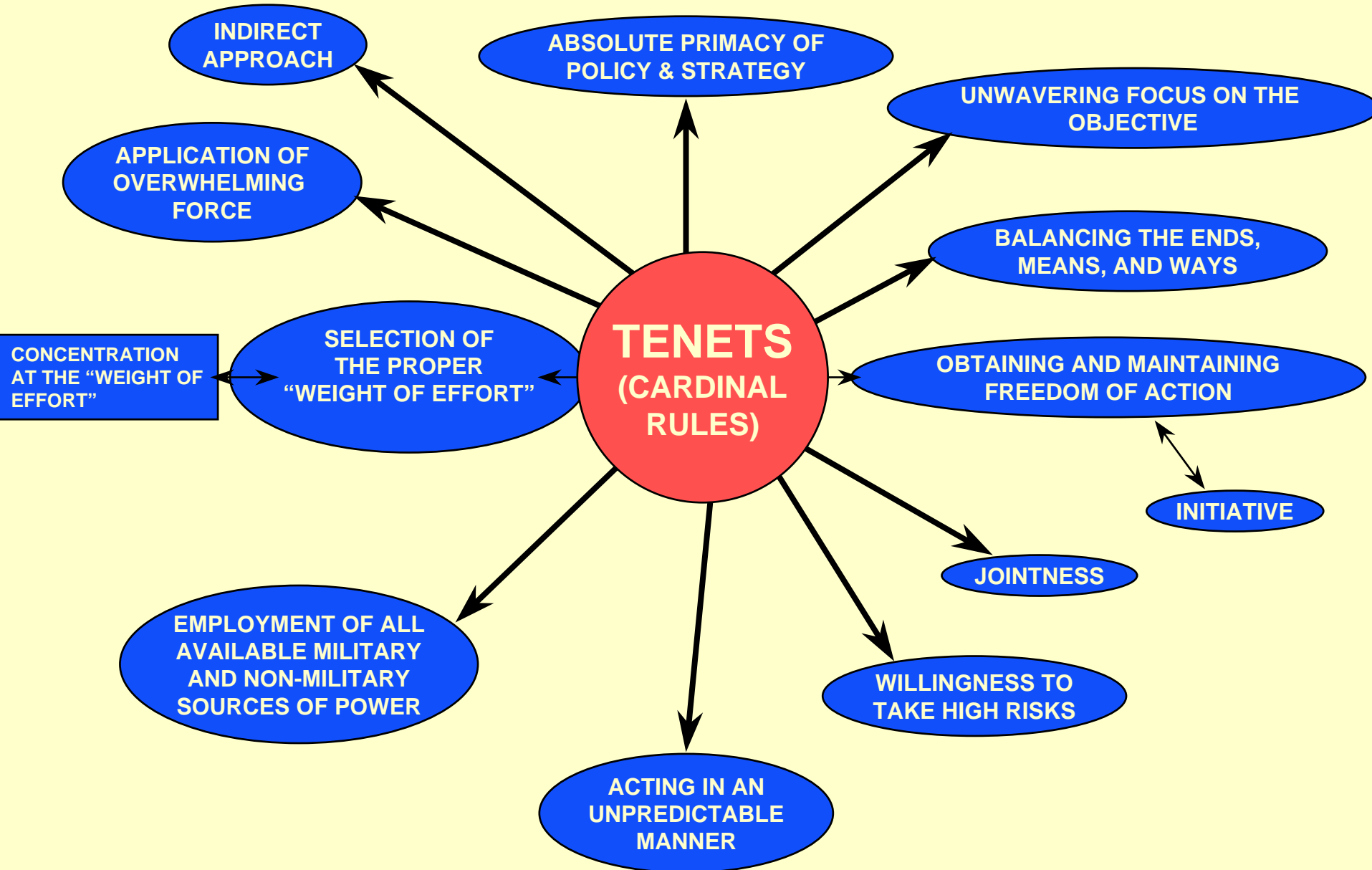
# OPERATIONAL LEADERSHIP



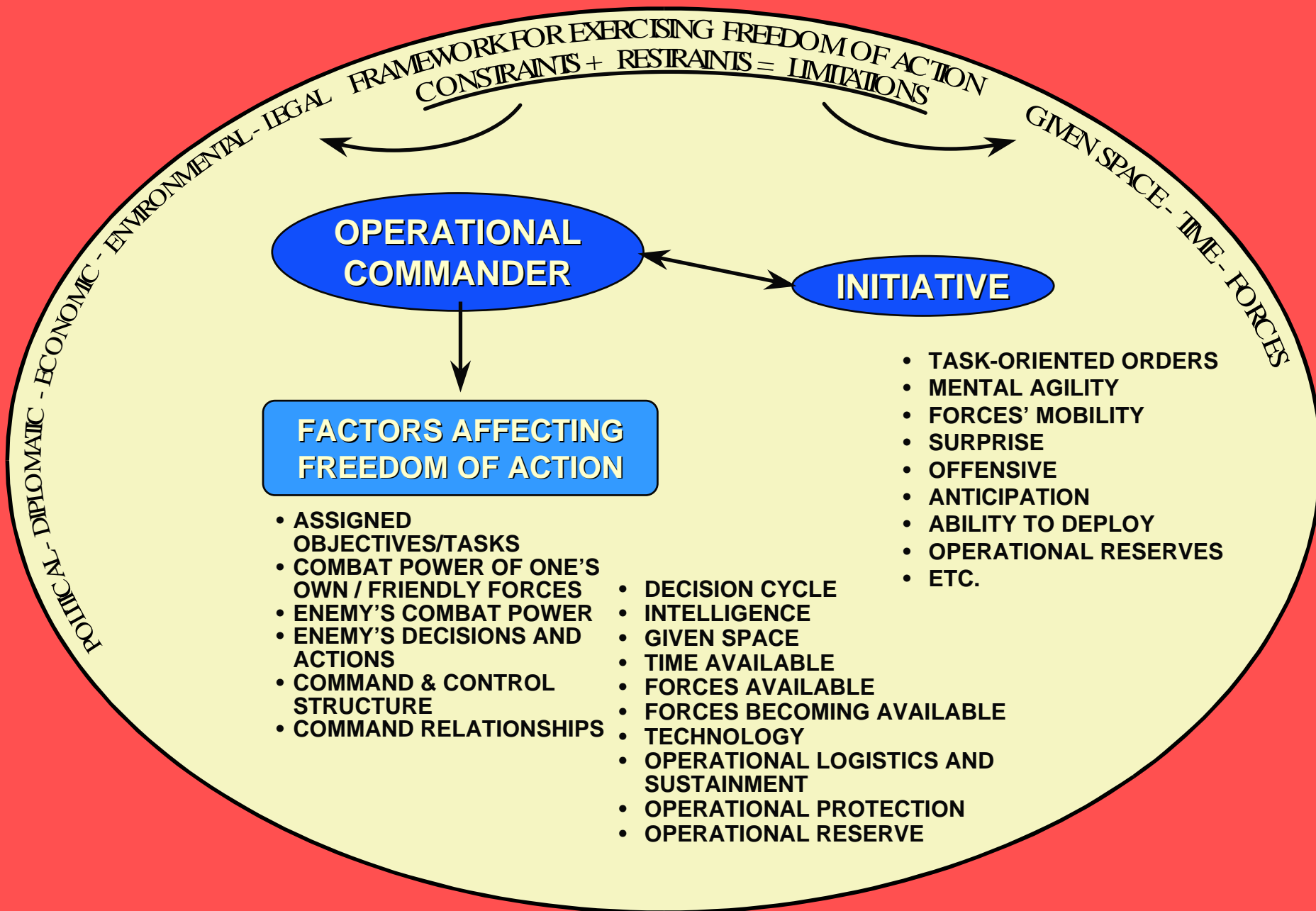
# OPERATIONAL COMMANDER'S REQUIREMENTS



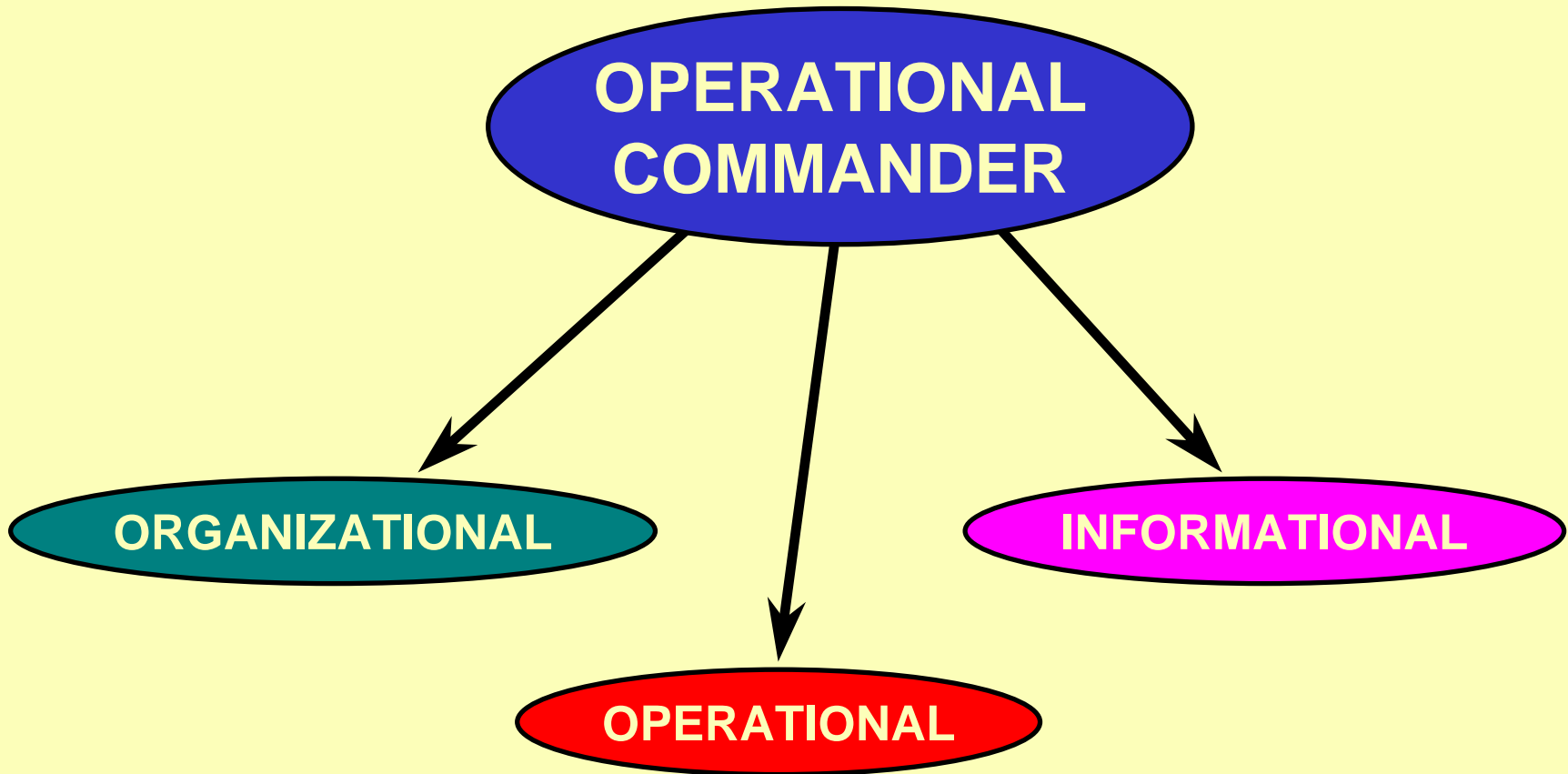
# TENETS OF OPERATIONAL LEADERSHIP



# OBTAINING AND MAINTAINING FREEDOM OF ACTION



# TYPE OF DECISIONS





**THE FUTURE**

- **WARS WILL BE WON OR LOST AT THE OPERATIONAL AND STRATEGIC LEVEL; HENCE, THE CRITICAL IMPORTANCE OF OPERATIONAL ART WILL NOT BE REDUCED**
- **INFORMATION WILL INCREASINGLY AFFECT THE FACTORS OF SPACE, TIME AND FORCE**
- **NEW TECHNOLOGICAL ADVANCES WILL COMPRESS SPACE AND TIME SEPARATING LEVELS OF WAR**
- **HOWEVER, THE NEED FOR THE OPERATIONAL LEVELS OF COMMAND WILL REMAIN.**

- **NEW METHODS OF COMBAT FORCE EMPLOYMENT WILL EMERGE**
- **STRIKES WILL REPLACE BATTLES AND ENGAGEMENTS, WHILE MAJOR OPERATIONS WILL BECOME THE MAIN METHOD OF COMBAT EMPLOYMENT TO ACCOMPLISH NOT ONLY OPERATIONAL BUT ALSO STRATEGIC OBJECTIVES IN A GIVEN PART OF THE THEATER.**