



INTRODUCTION TO OPERATIONAL ART

By

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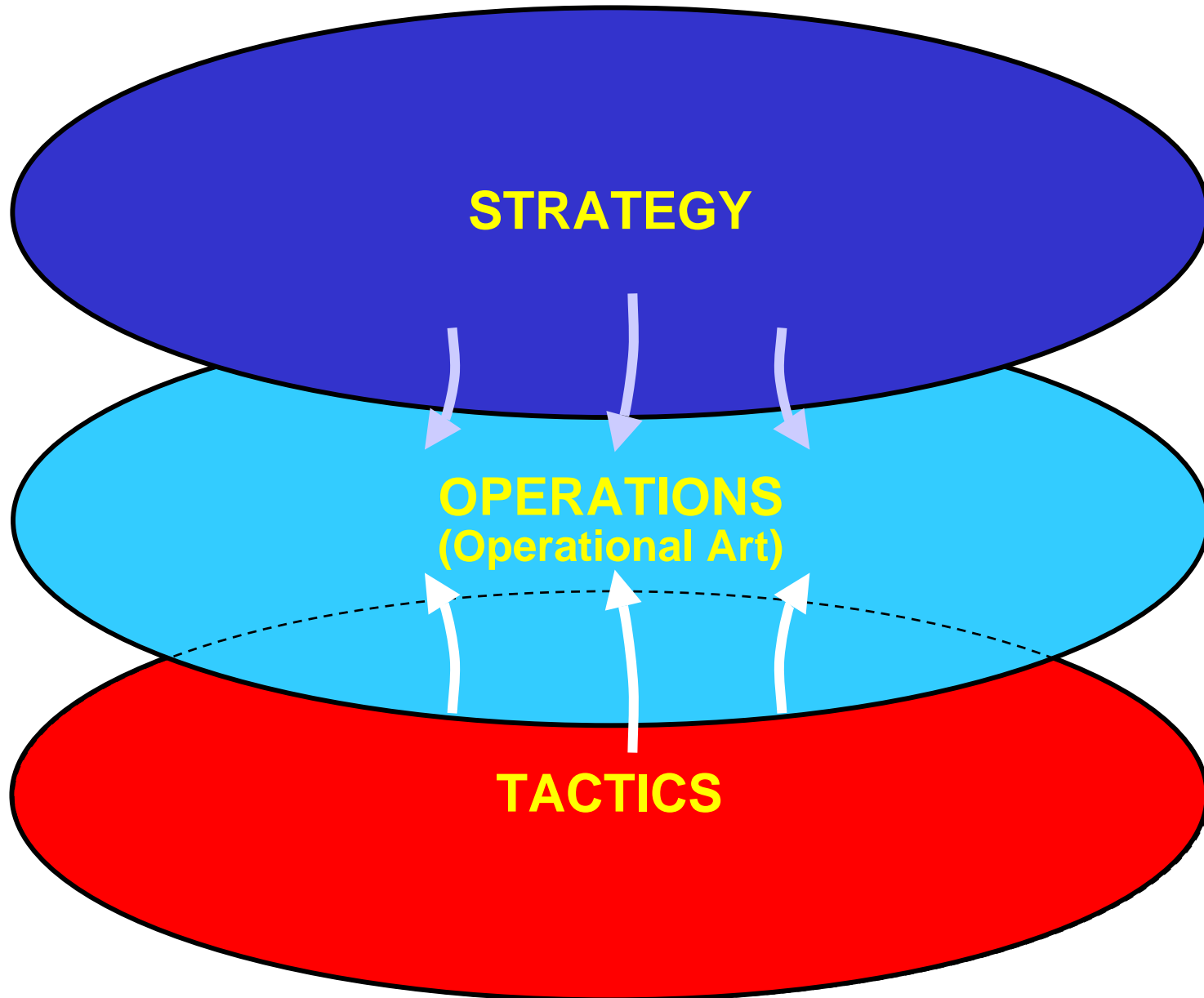
**“WAR IS NOT AN AFFAIR OF
CHANCE. A GREAT DEAL OF
KNOWLEDGE, STUDY AND
MEDITATION IS NECESSARY TO
CONDUCT IT WELL.”**

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



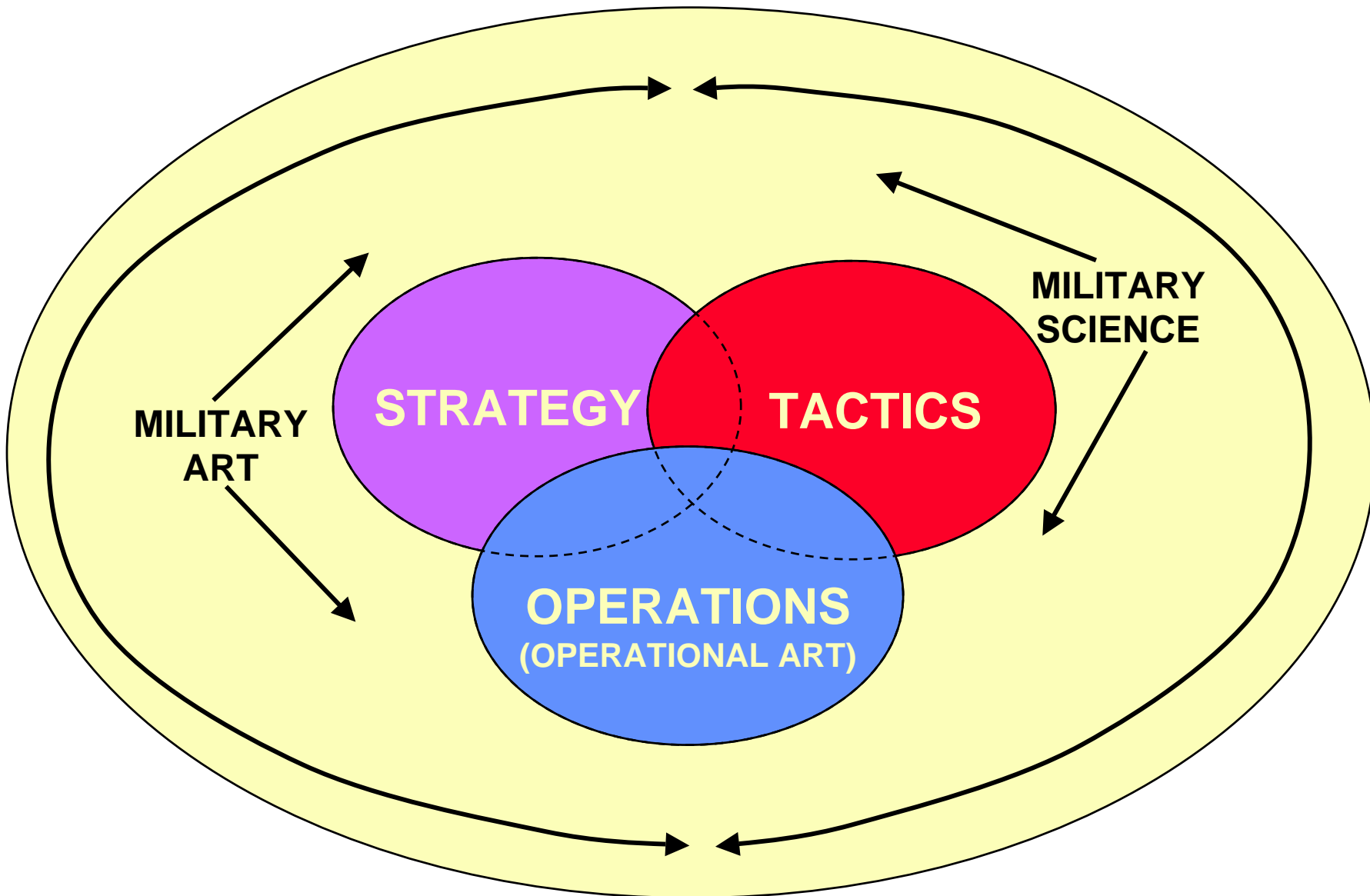
ON OPERATIONAL ART

- 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

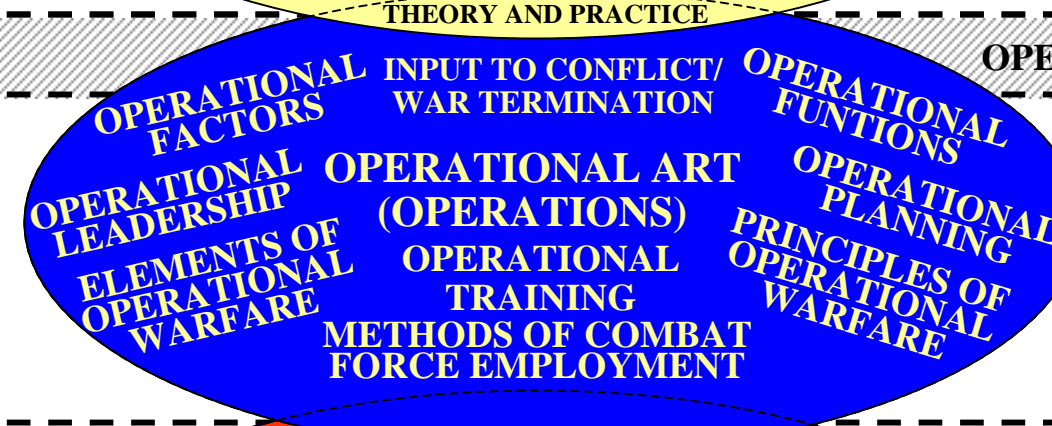
LEVEL OF WAR



STRATEGY

STRATEGIC

- NATIONAL-STRATEGIC
- THEATER-STRATEGIC



OPERATIONAL ART (OPERATIONS)

OPERATIONAL-STRATEGIC

OPERATIONAL

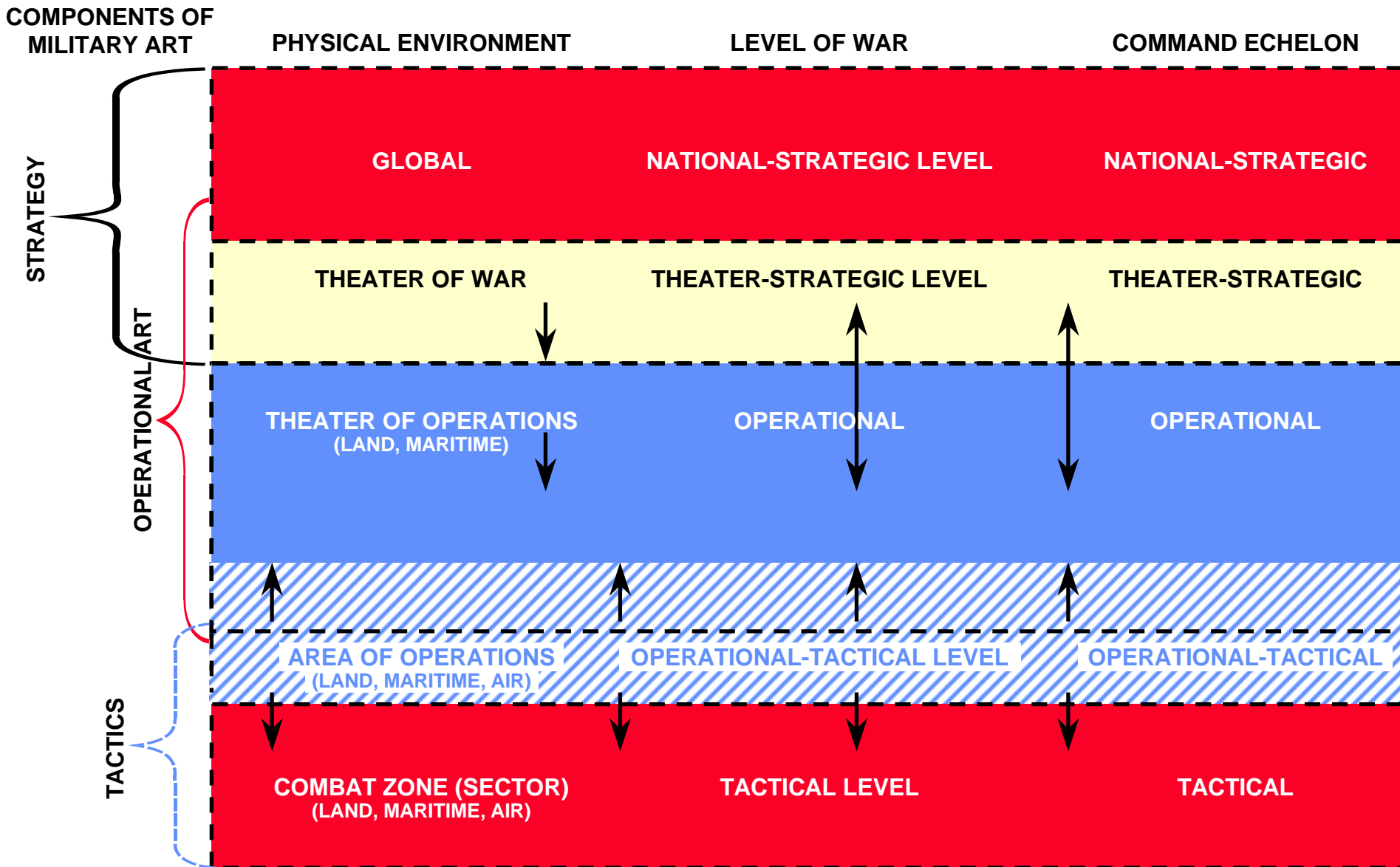


TACTICS

OPERATIONAL-TACTICAL

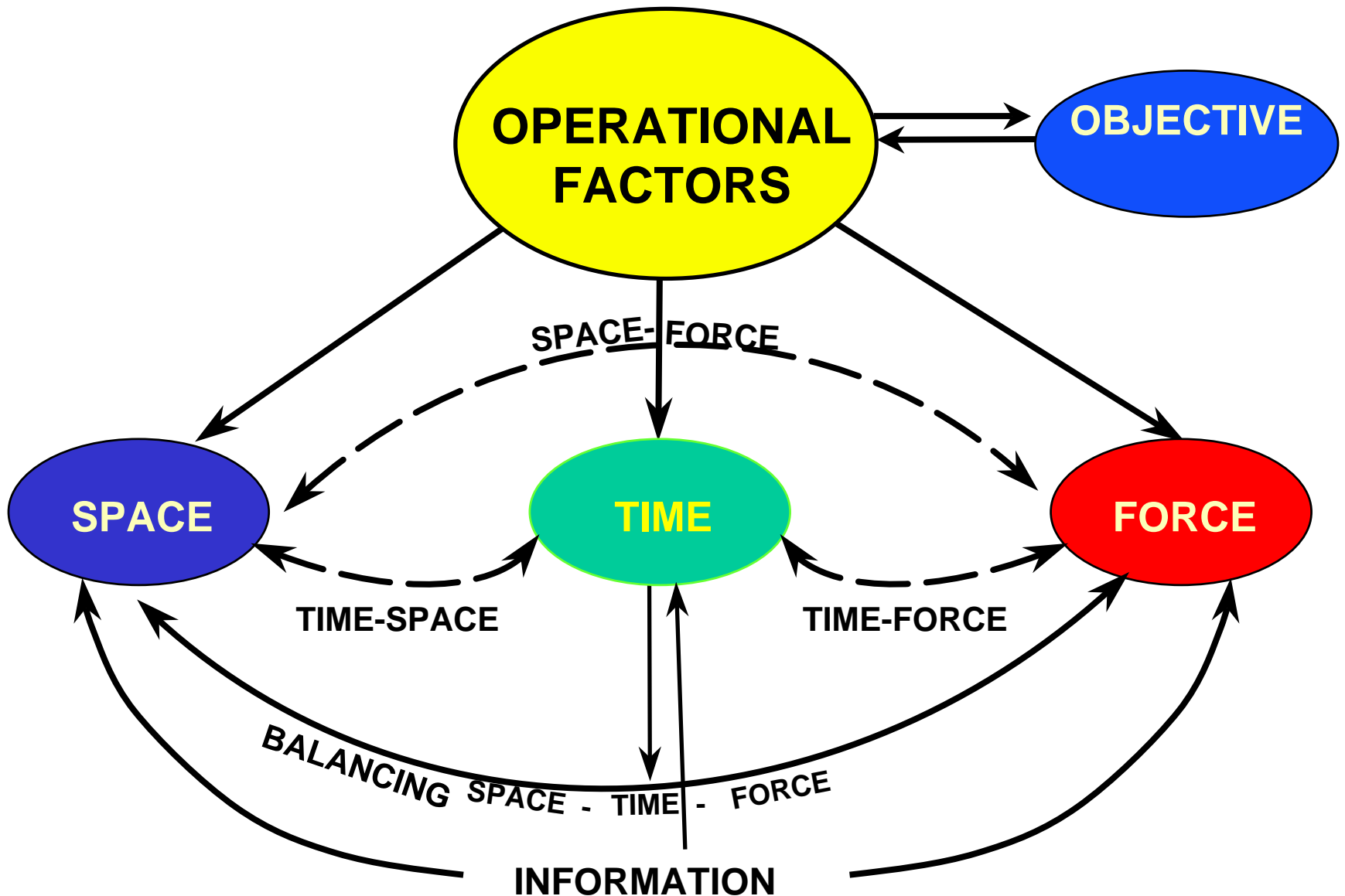
TACTICAL

RELATIONSHIP BETWEEN COMPONENTS OF MILITARY ART AND THE LEVELS OF WAR

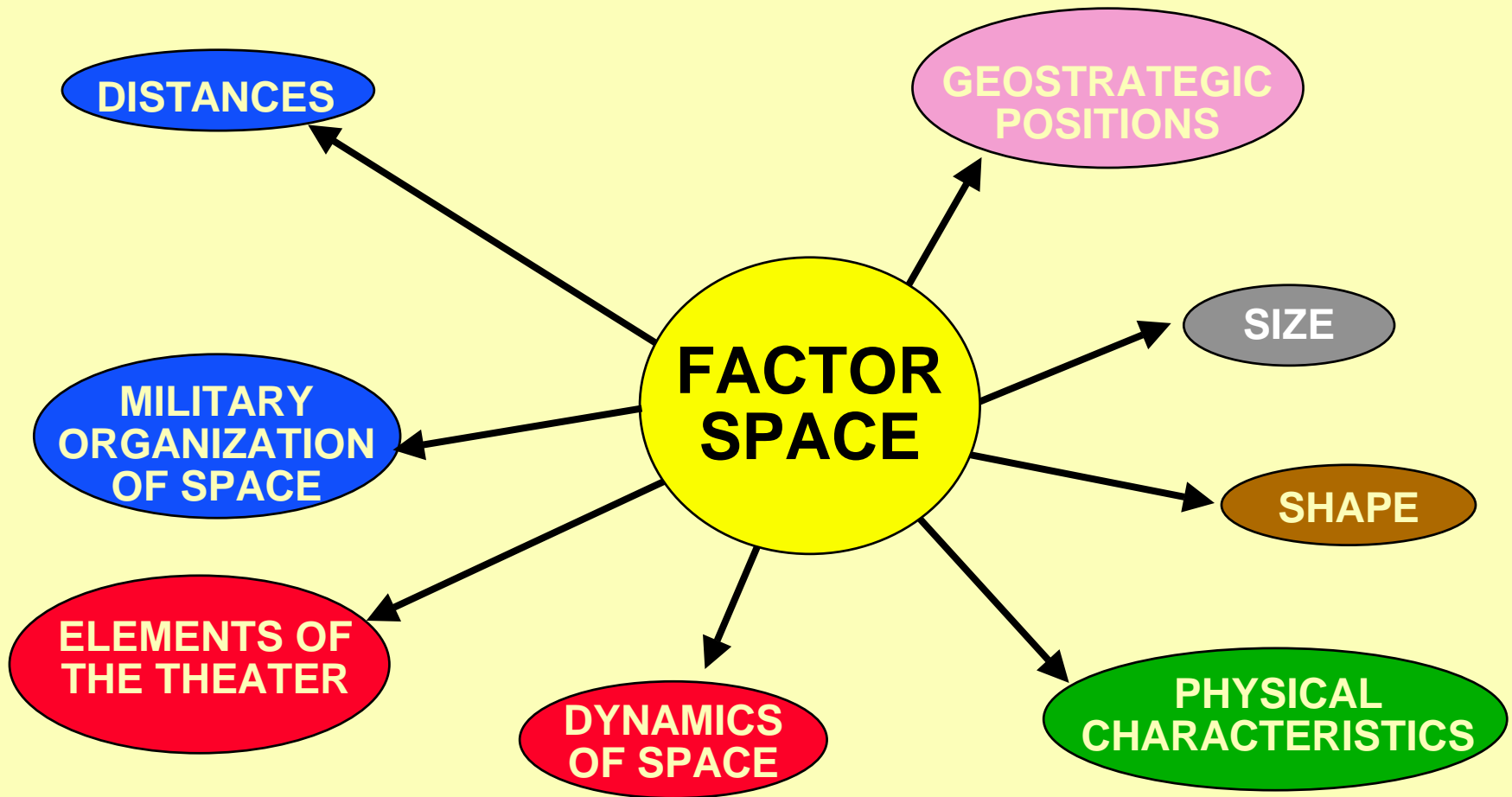


OPERATIONAL FACTORS

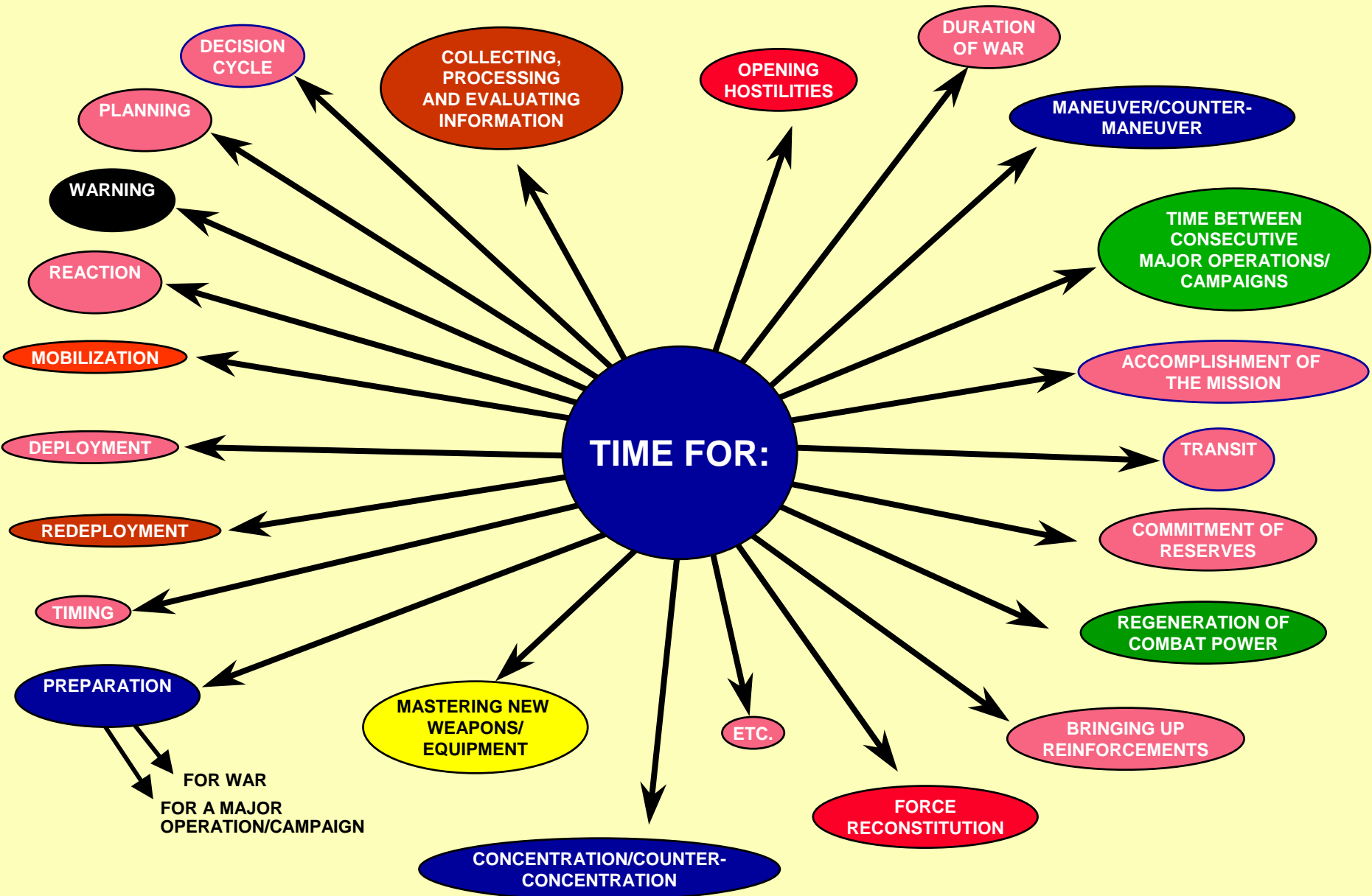
OPERATIONAL FACTORS



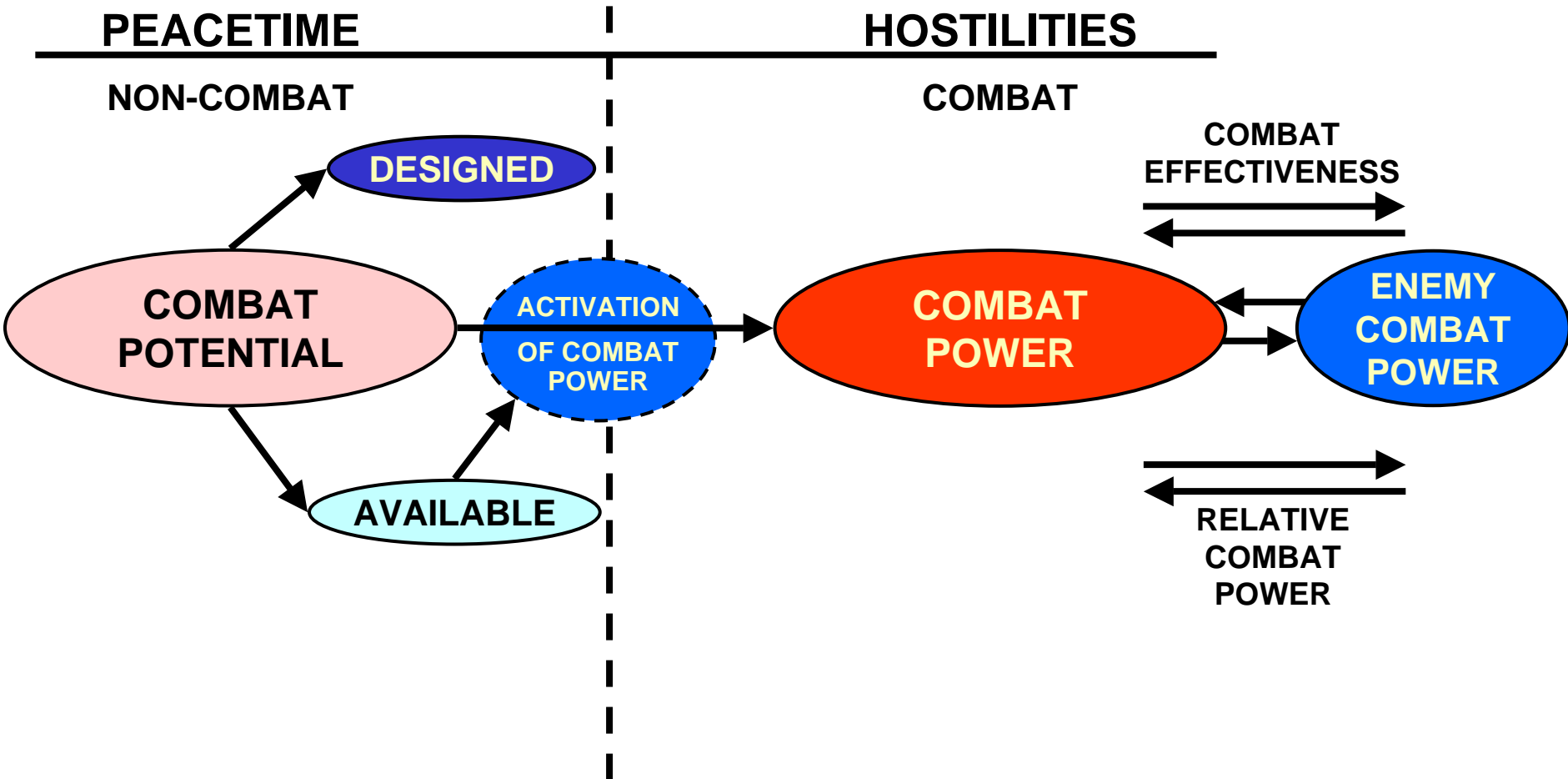
THE FACTOR OF SPACE



THE FACTOR OF TIME

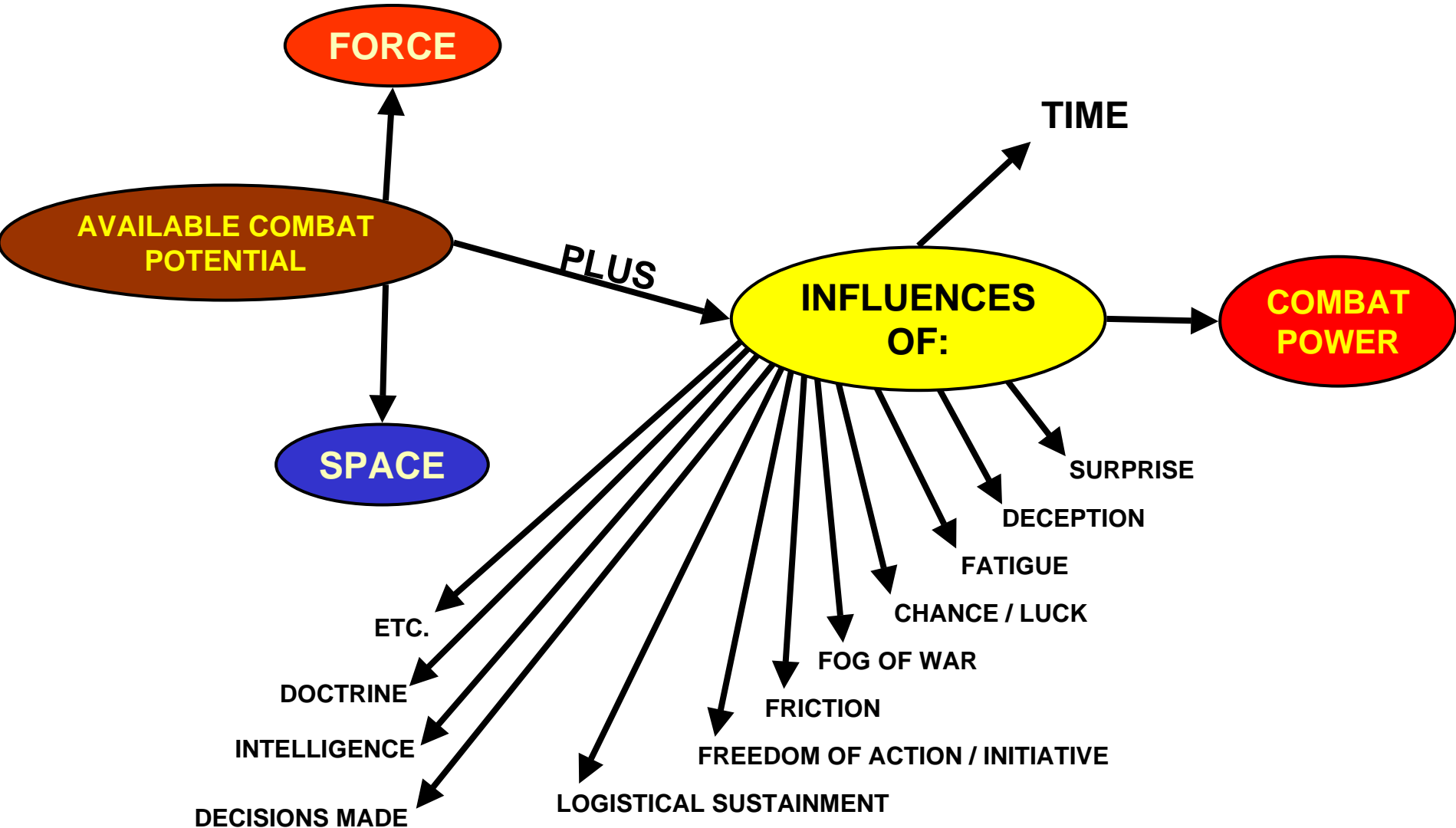


COMBAT POTENTIAL vs. COMBAT POWER



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

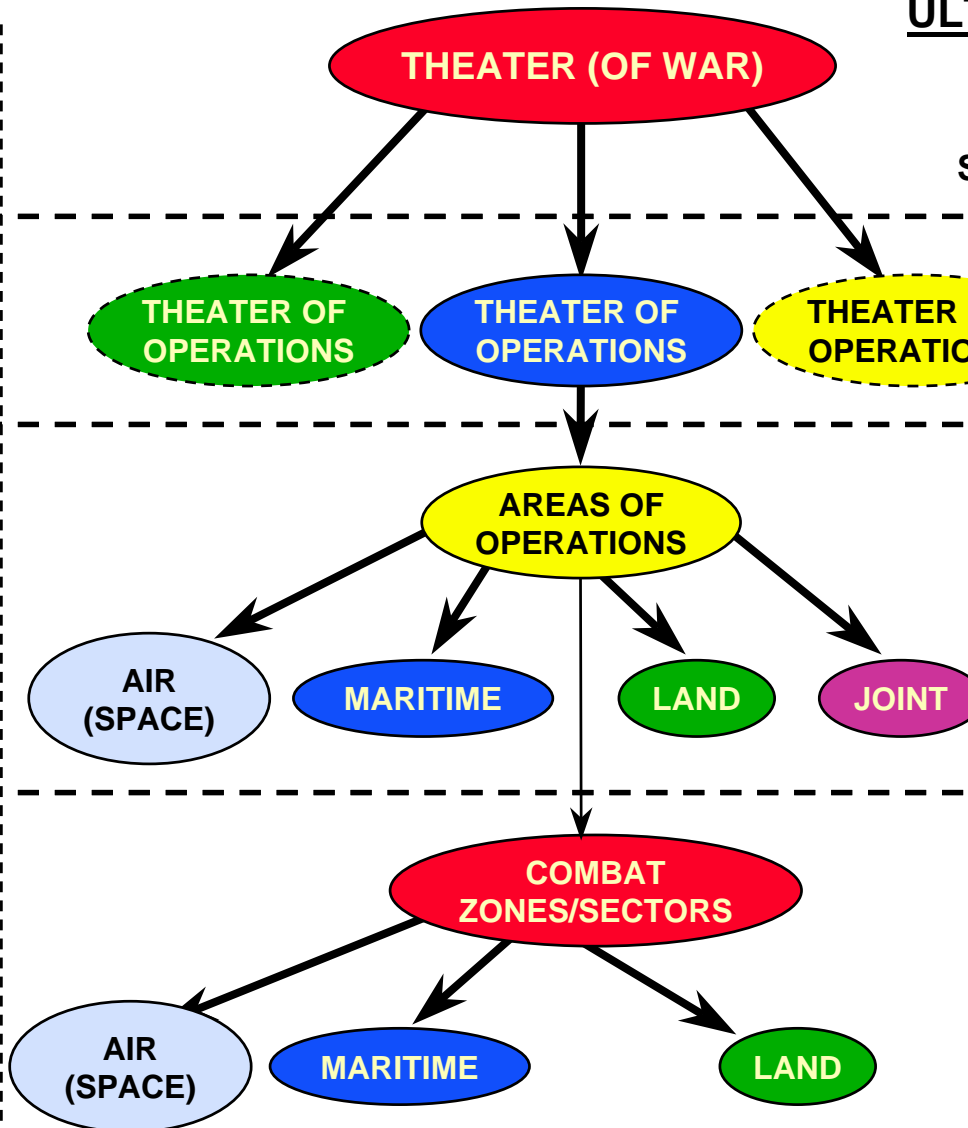
THEATER-STRATEGIC (OR MILITARY STRATEGIC) OBJECTIVE

OPERATIONAL-TACTICAL

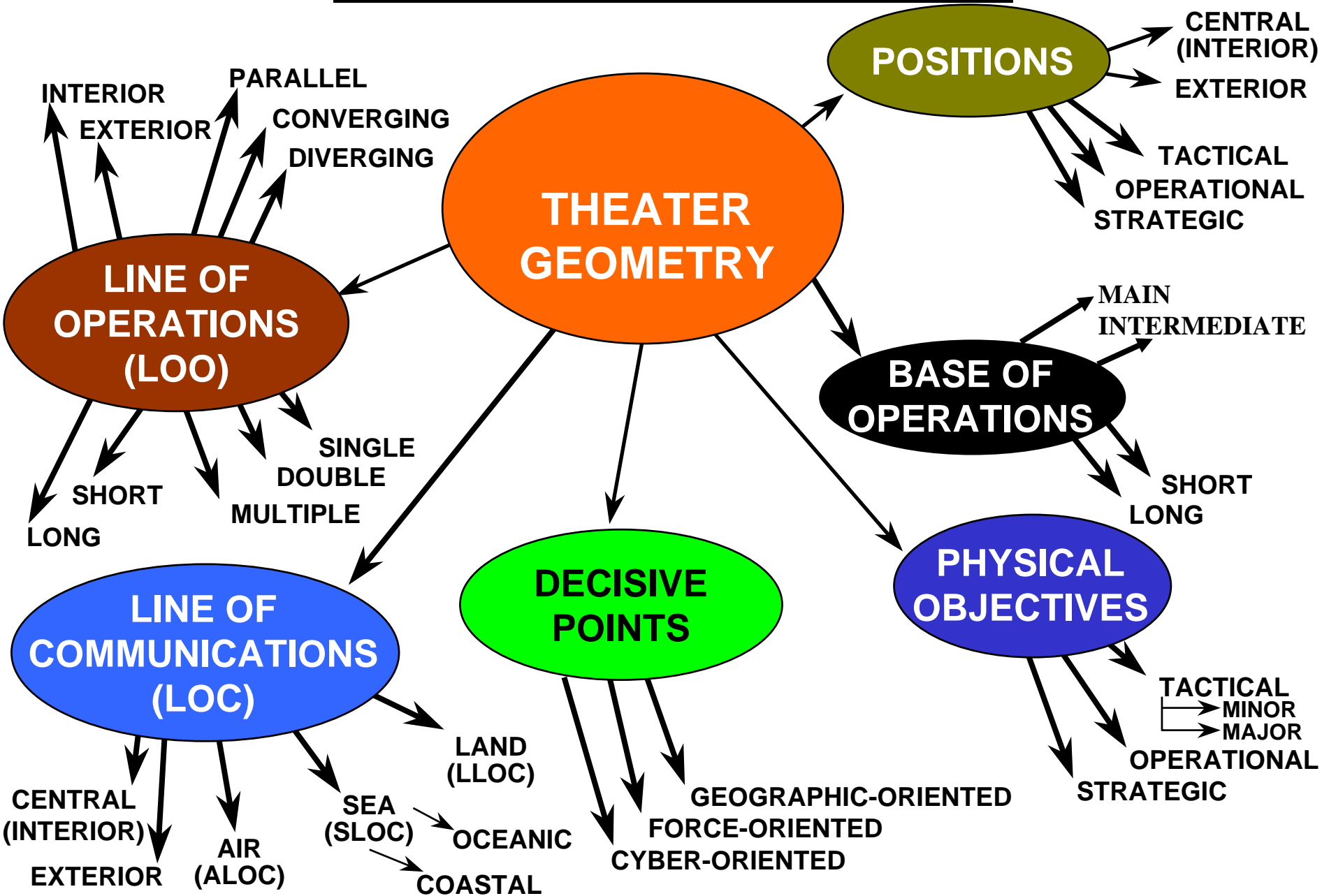
OPERATIONAL OBJECTIVE OR MAJOR TACTICAL

TACTICAL

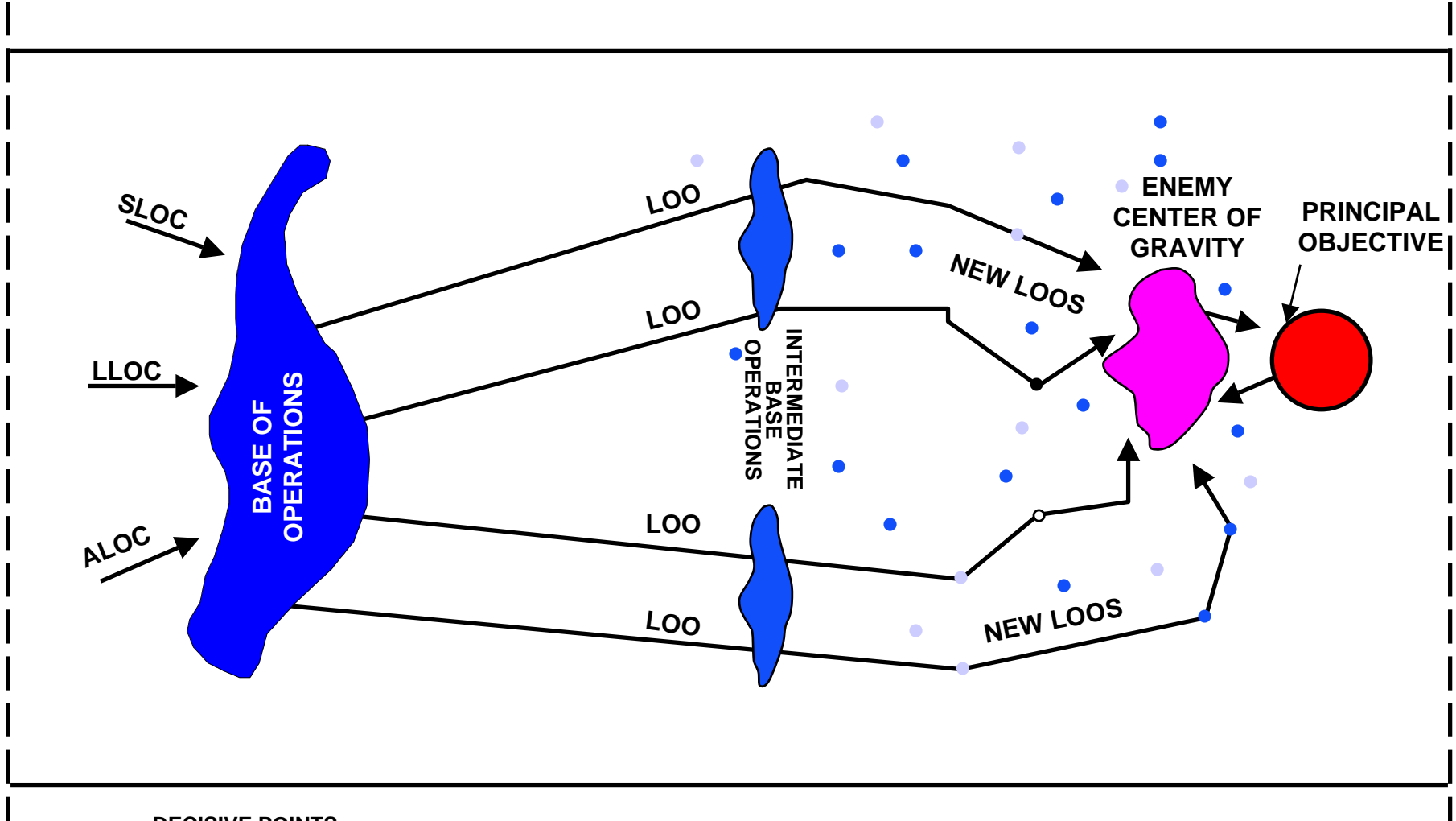
TACTICAL OBJECTIVE



THEATER GEOOMETRY



THEATER GEOMETRY



DECISIVE POINTS

- GEOGRAPHIC-ORIENTED
- FORCE=ORIENTED

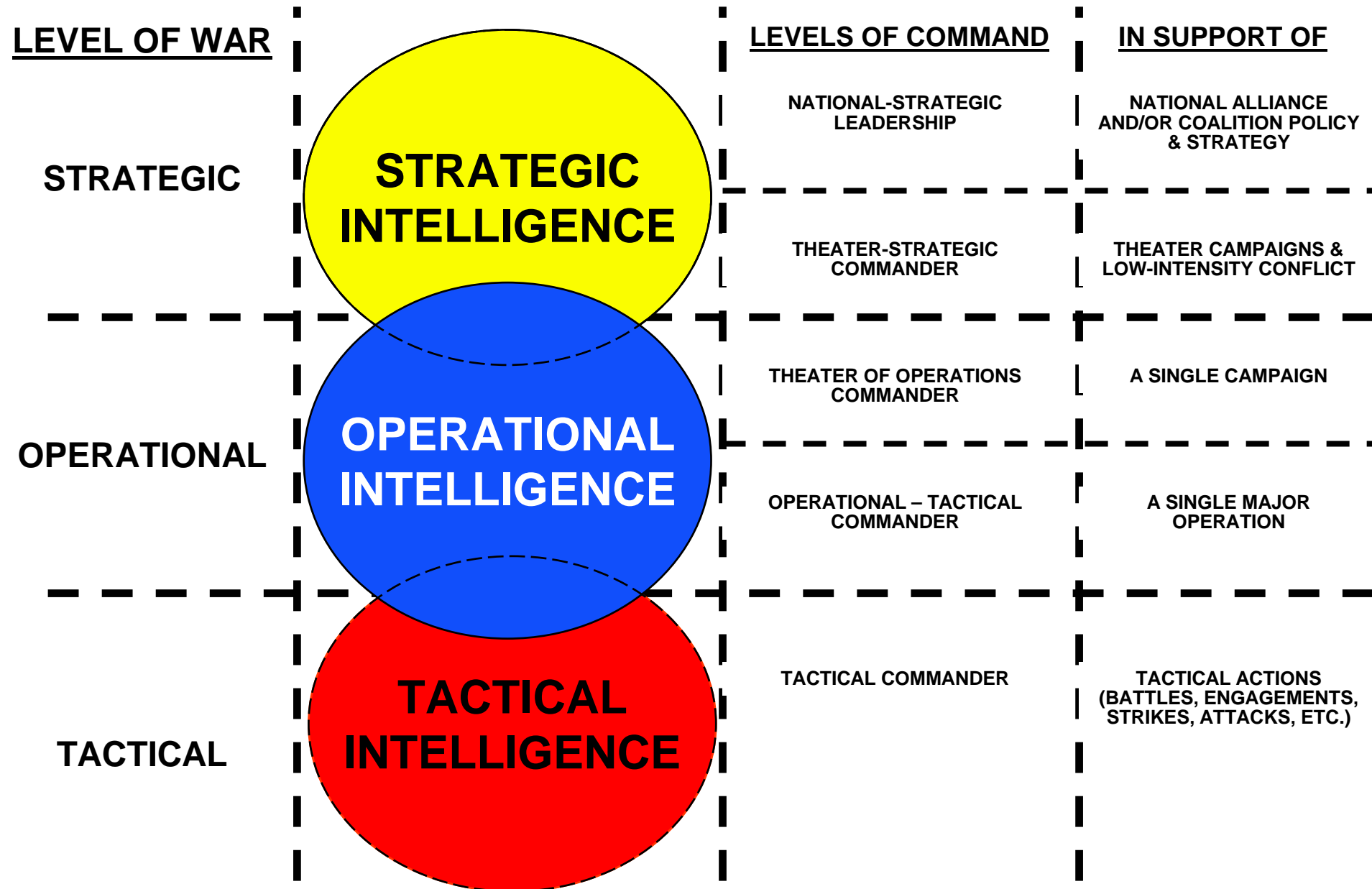
OPERATIONAL FUNCTIONS

OPERATIONAL FUNCTIONS

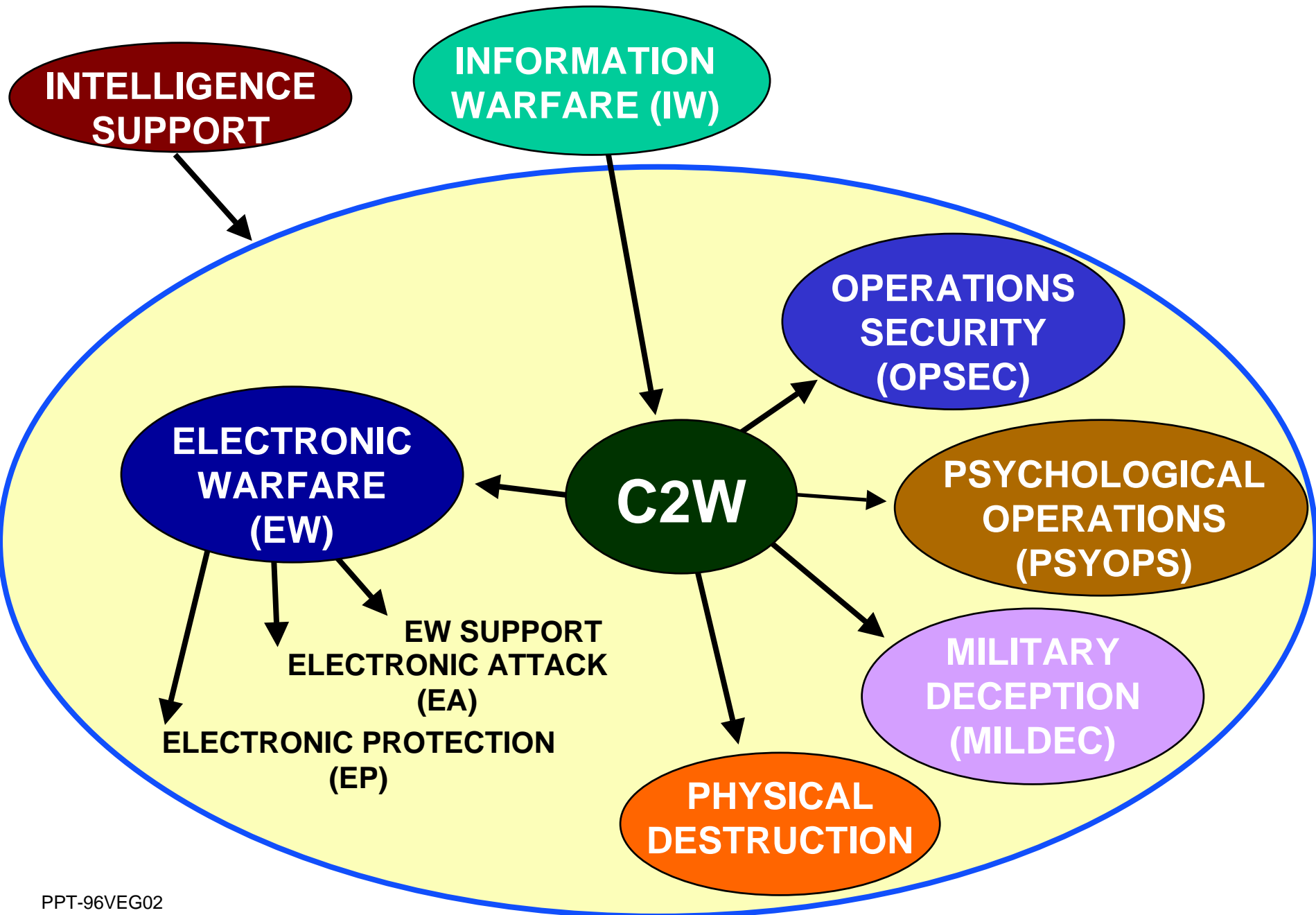
(IN GENERIC TERMS)



SCALE OF INTELLIGENCE EFFORT



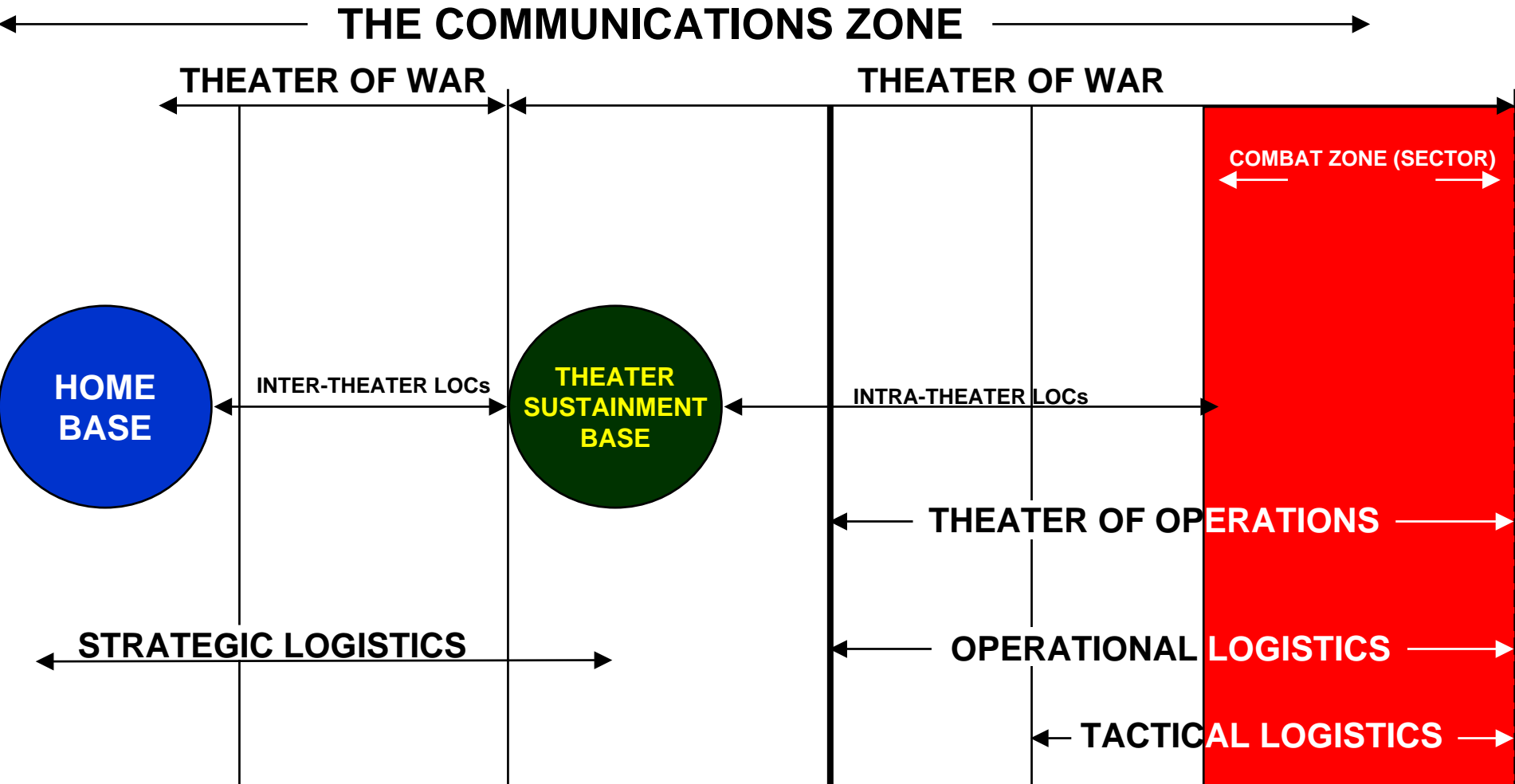
C2W COMPONENTS



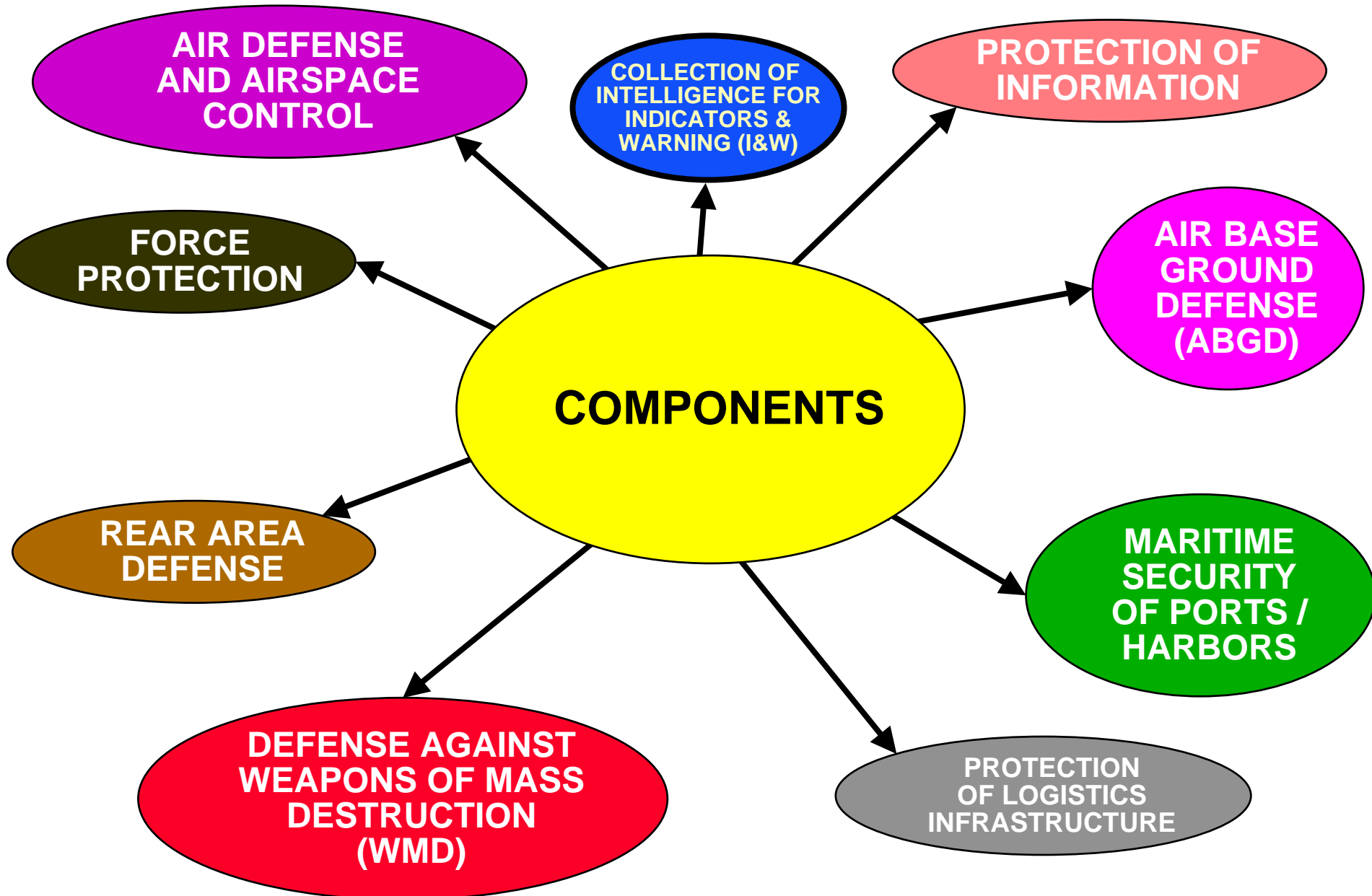
TYPE OF OPERATIONAL FIRES



SCALE OF LOGISTICAL SUPPORT



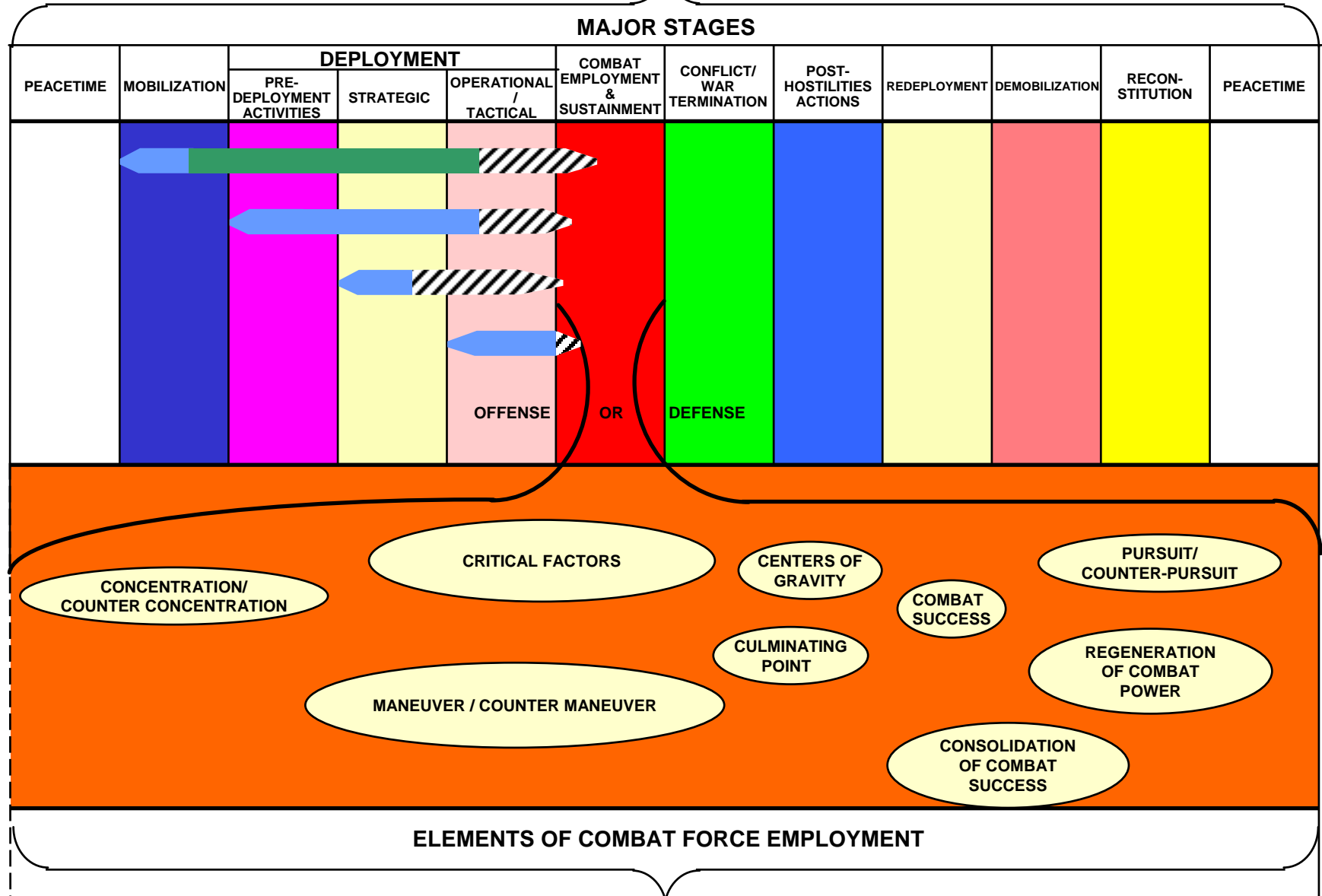
OPERATIONAL PROTECTION (IN GENERIC TERMS)



STAGES OF COMBAT FORCE EMPLOYMENT

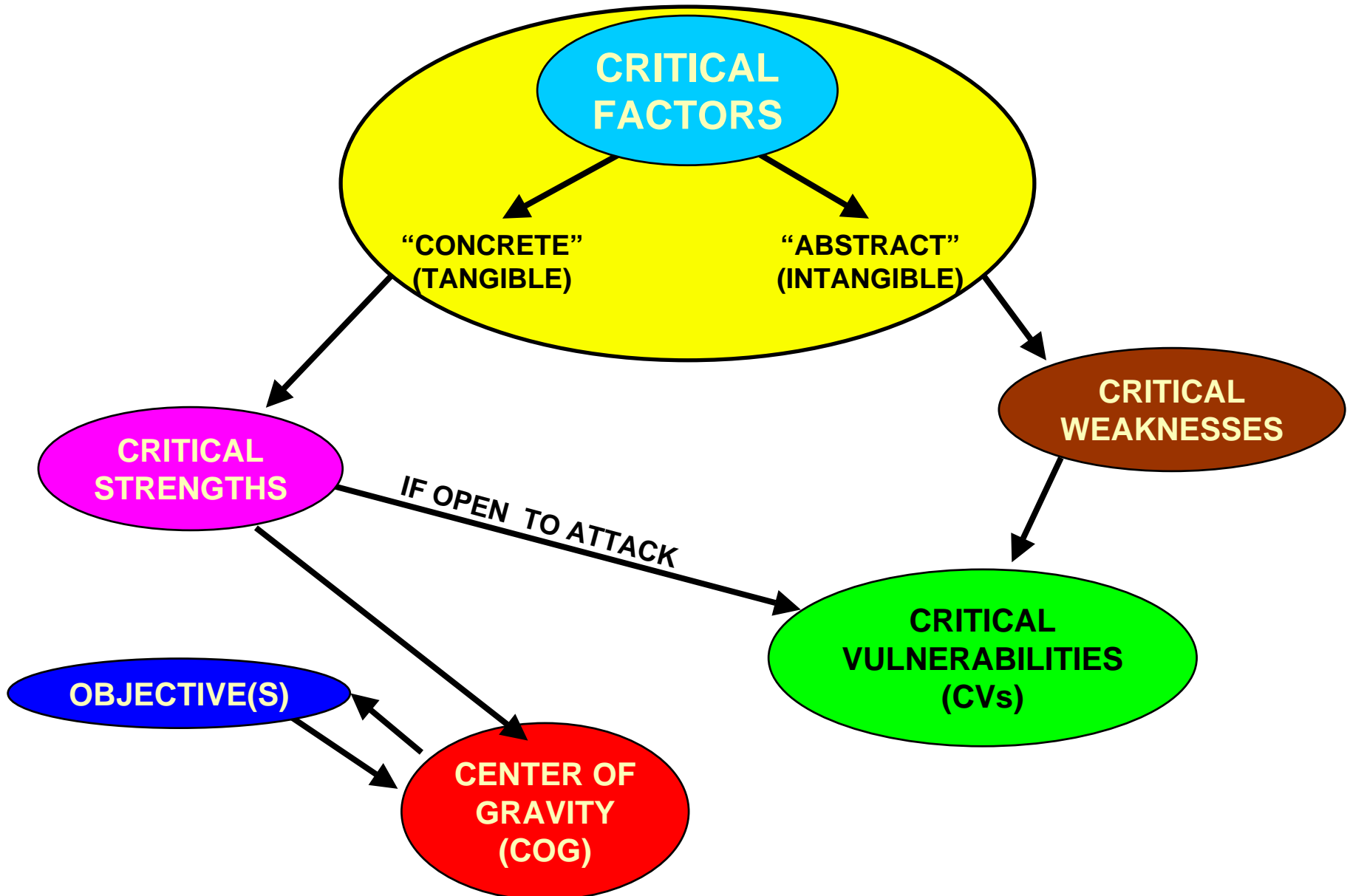
STAGES AND ELEMENTS OF COMBAT FORCE EMPLOYMENT

MILITARY DECISION-MAKING AND PLANNING

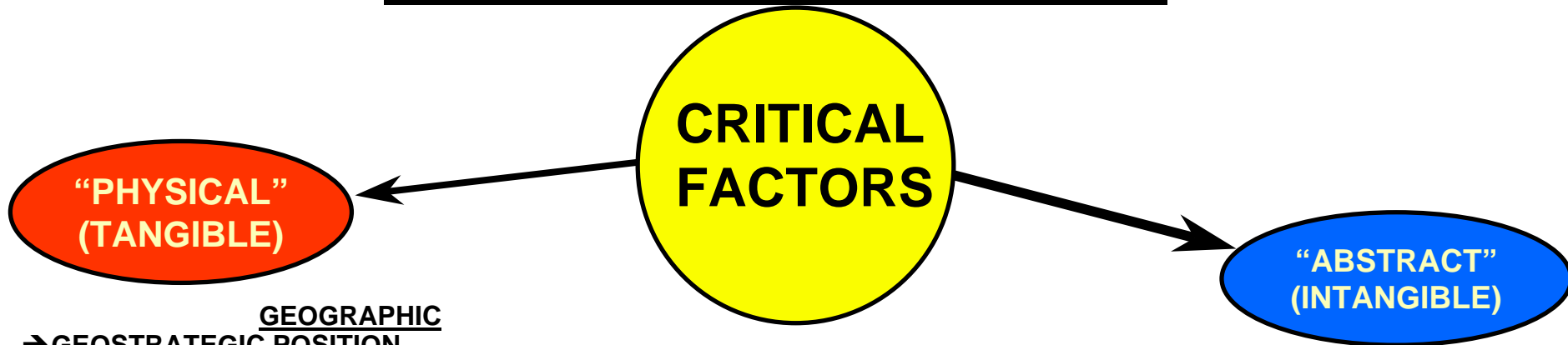


ELEMENTS OF
OPERATIONAL WARFARE

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
- C³I 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)

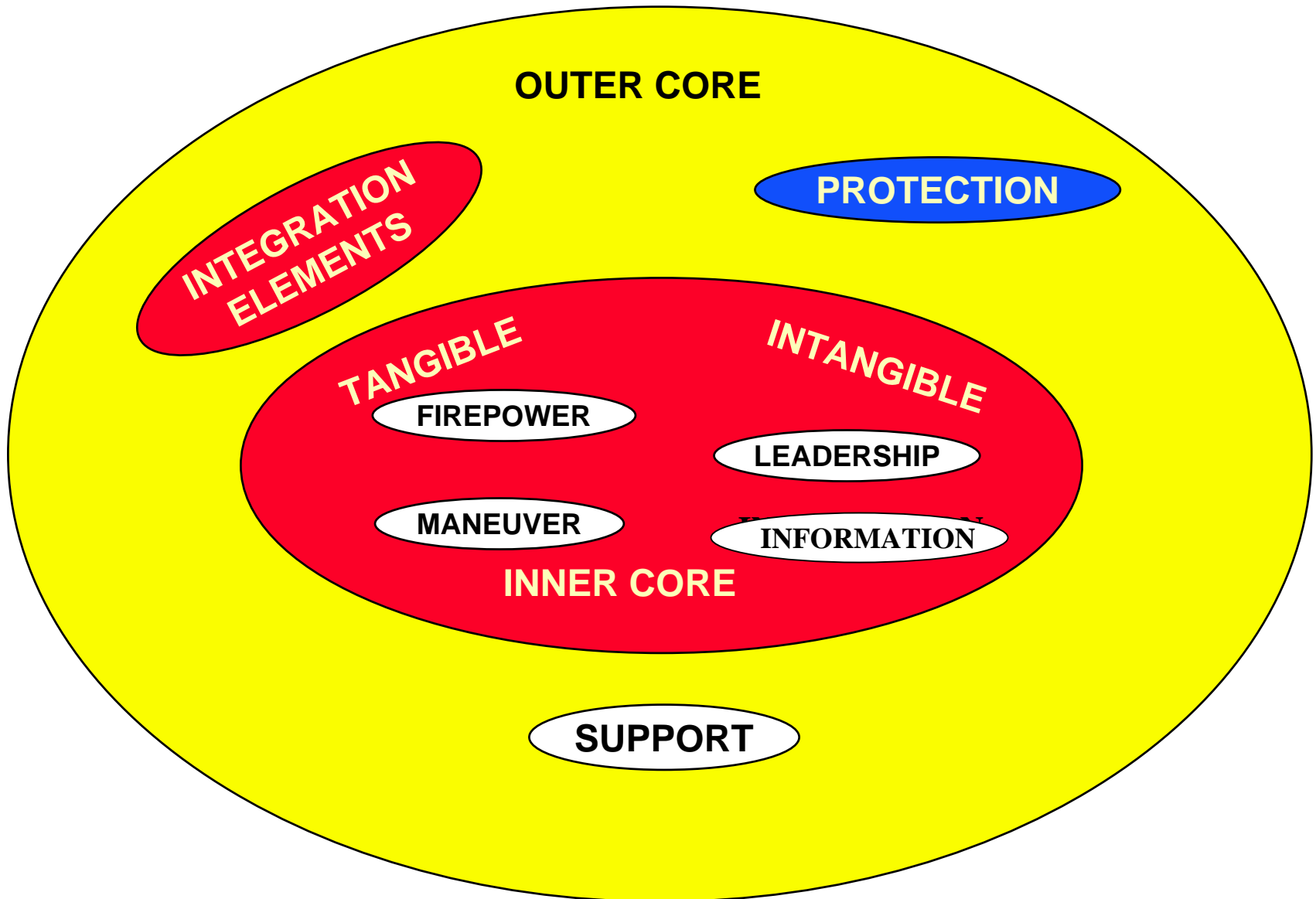
- POLITICAL
- DIPLOMATIC
- PSYCHOLOGICAL
- WILL TO FIGHT
- LEADERSHIP
- ALLIANCE/COALITION COHESION
- ALLIANCE / COALITION'S COMMUNITY OF INTERESTS
- PUBLIC SUPPORT
- UNITY OF COMMAND
- SERVICE / JOINT DOCTRINE
- MORALE
- DISCIPLINE
- COMBAT TRAINING
- COMBAT READINESS
- ETC.

CENTER OF GRAVITY

(IN GENERIC TERMS)

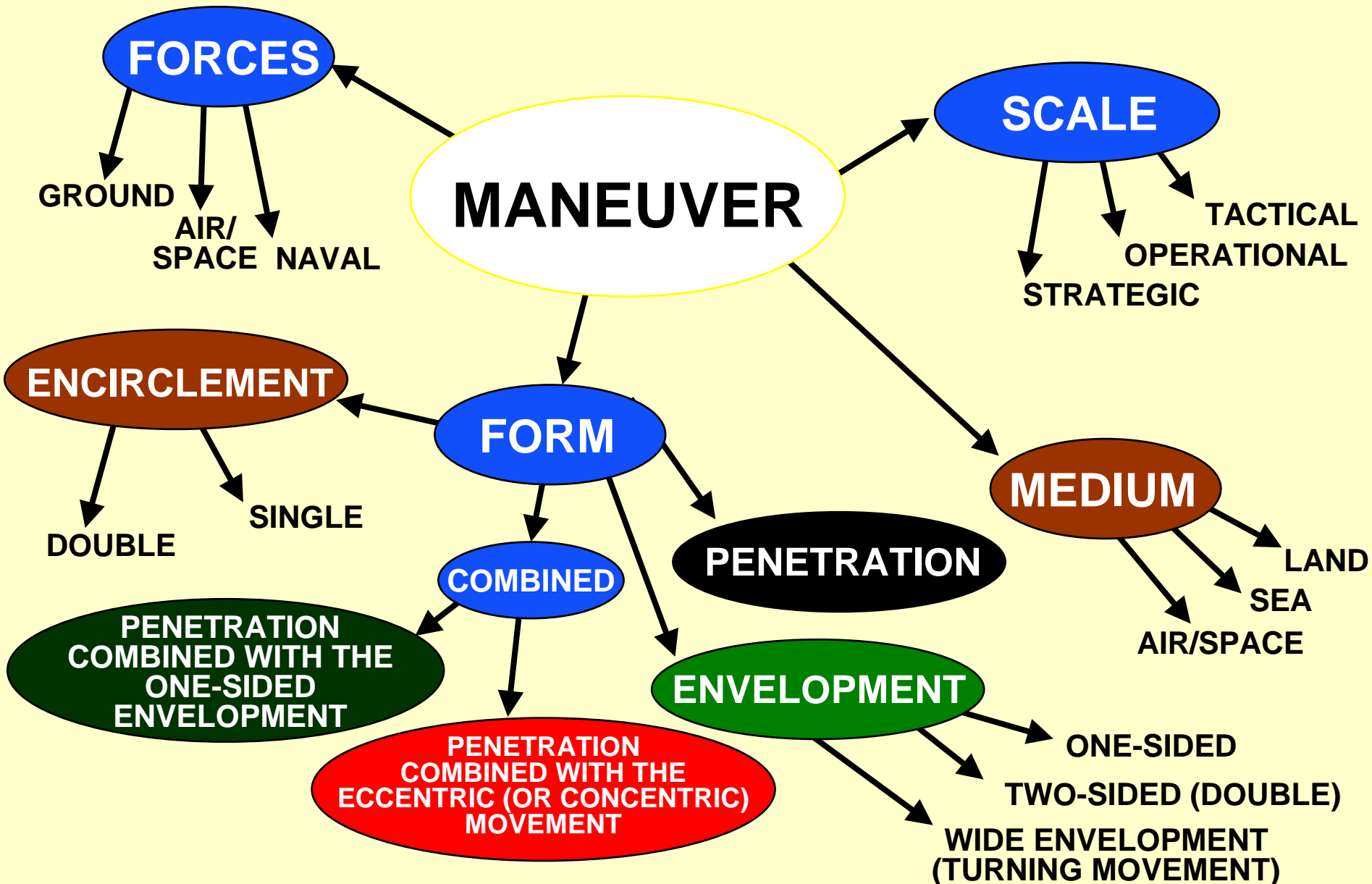
“IS A SOURCE OF ‘MASSED STRENGTH’ -- PHYSICAL OR MORAL OR A SOURCE OF LEVERAGE WHOSE SERIOUS DEGRADATION, DISLOCATION, NEUTRALIZATION, OR DESTRUCTION WILL HAVE THE MOST DECISIVE IMPACT ON THE ENEMY’S OR ONE’S OWN ABILITY TO ACCOMPLISH A GIVEN MILITARY OBJECTIVE.”

CENTER OF GRAVITY'S COMPOSITION



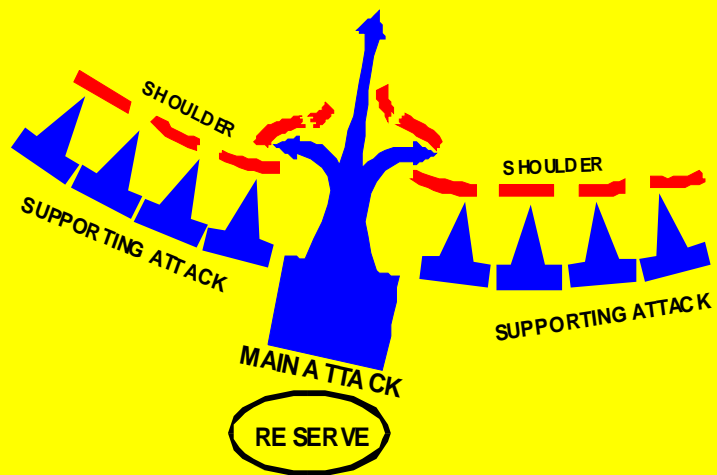
OPERATIONAL MANEUVER

MANEUVER

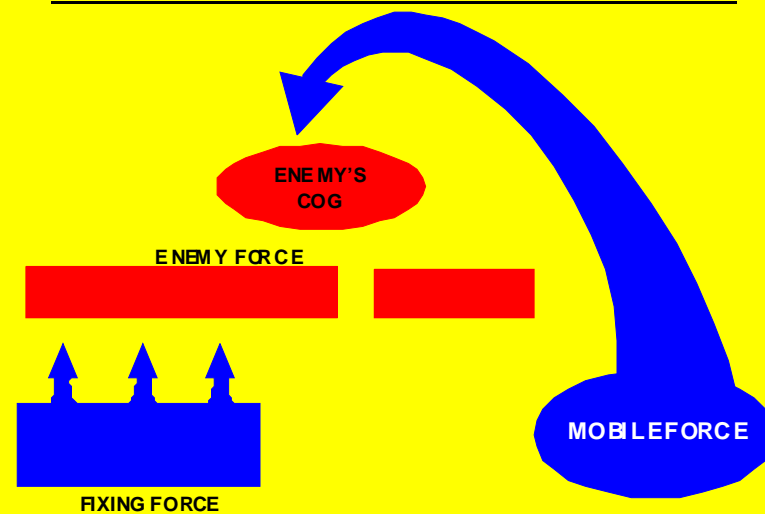


OPERATIONAL MANEUVER, PART 1

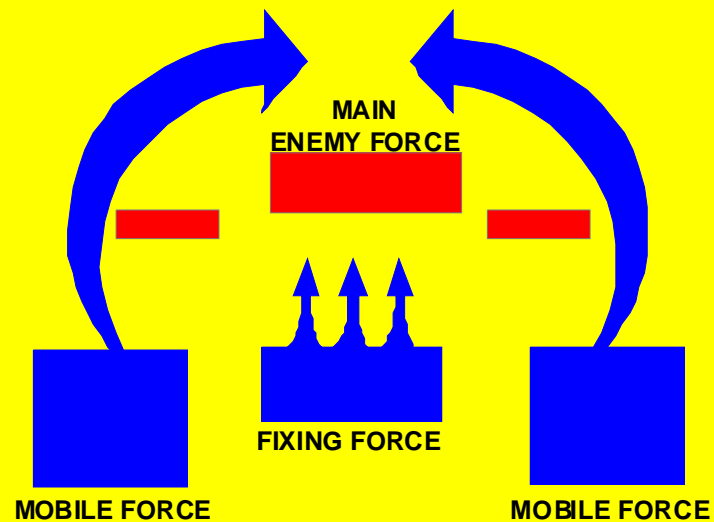
PENETRATION MANEUVER



ONE-SIDED ENVELOPMENT MANEUVER

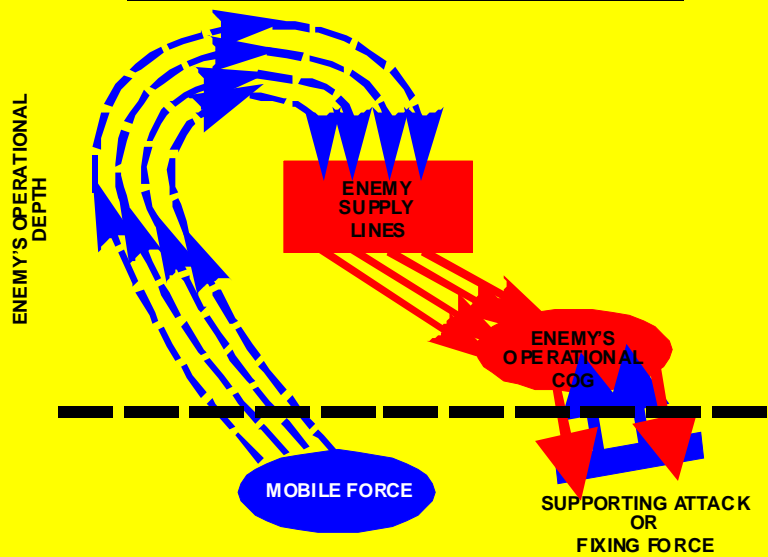


TWO-SIDED (DOUBLE) ENVELOPMENT

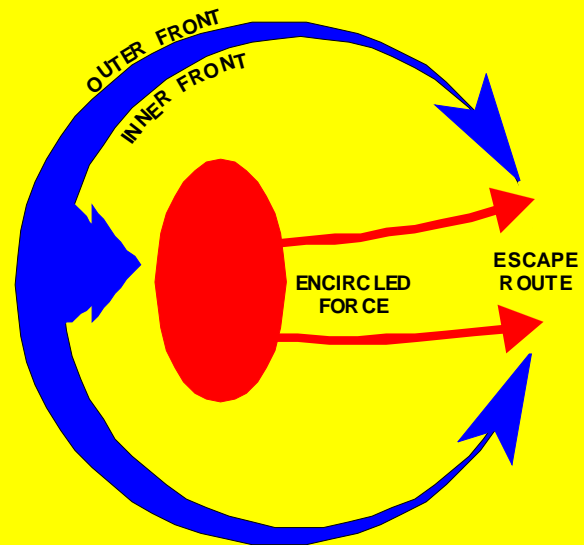


OPERATIONAL MANEUVER, PART 2

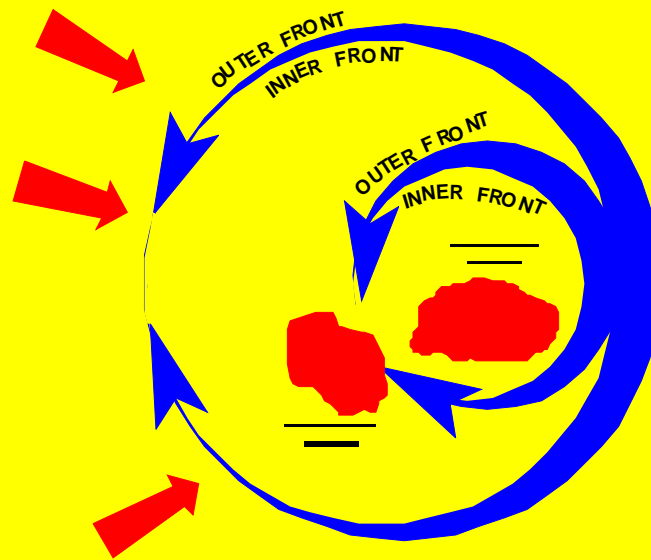
TURNING MANEUVER (WIDE MOVEMENT)



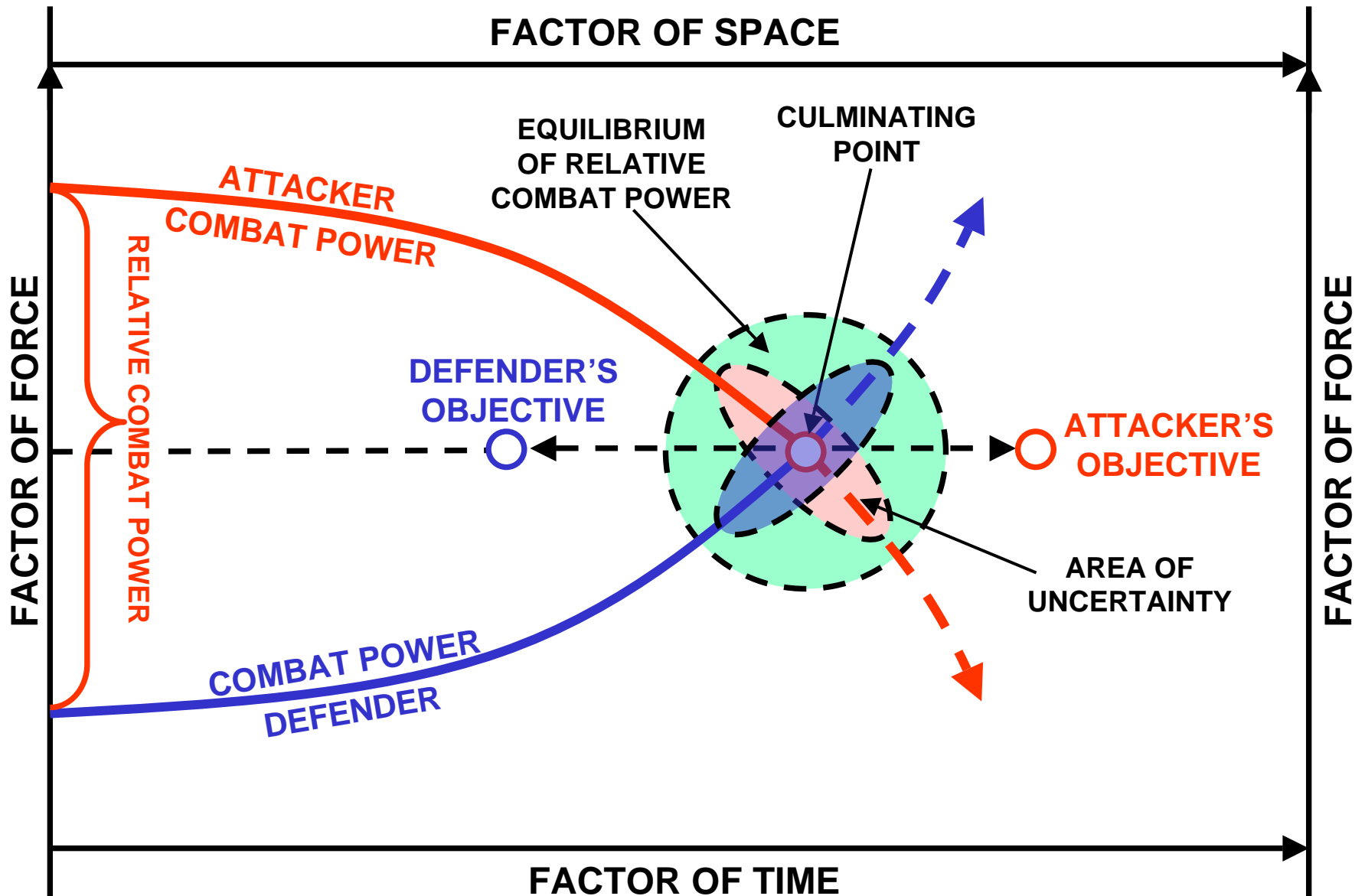
ENCIRCLEMENT



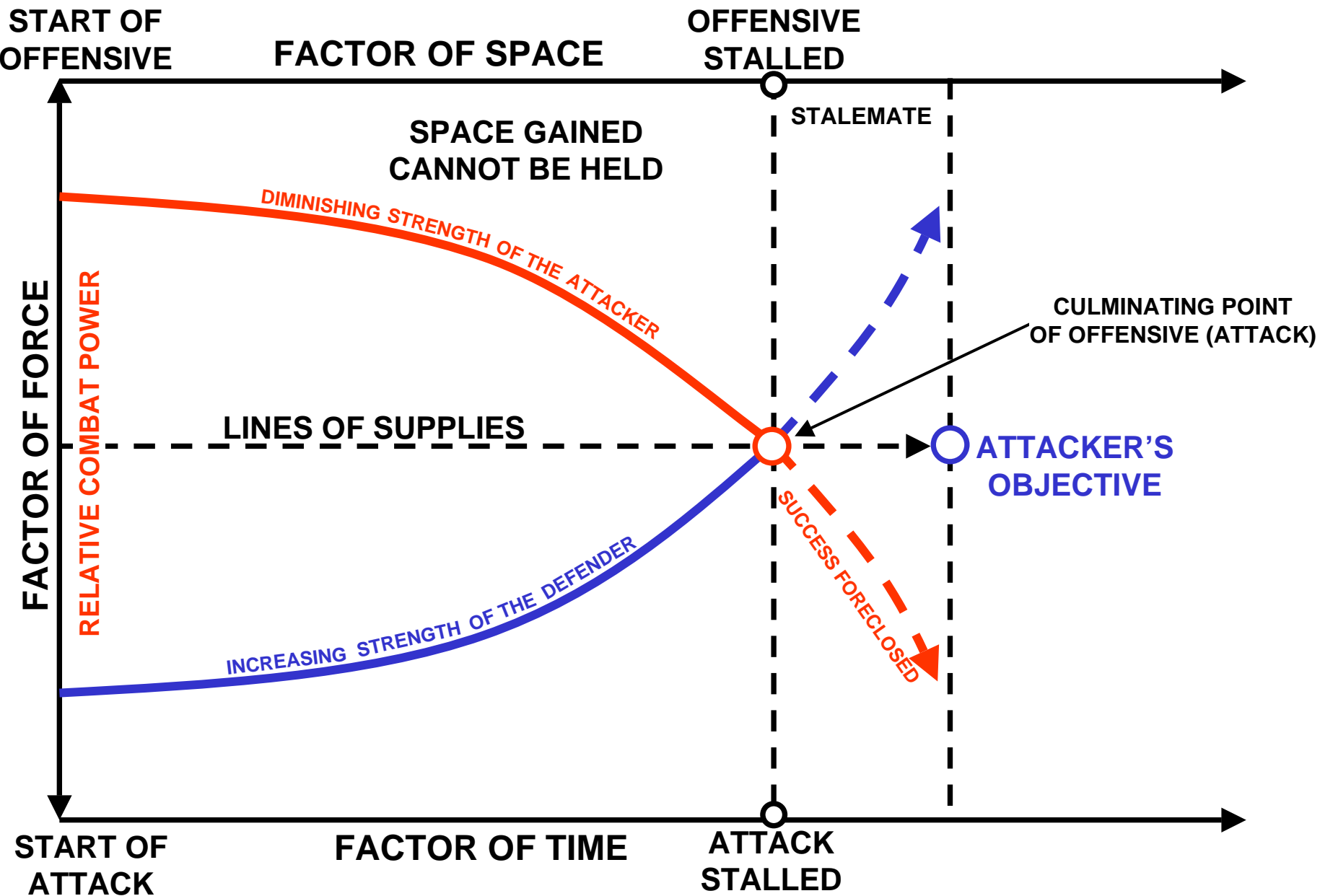
DOUBLE ENCIRCLEMENT



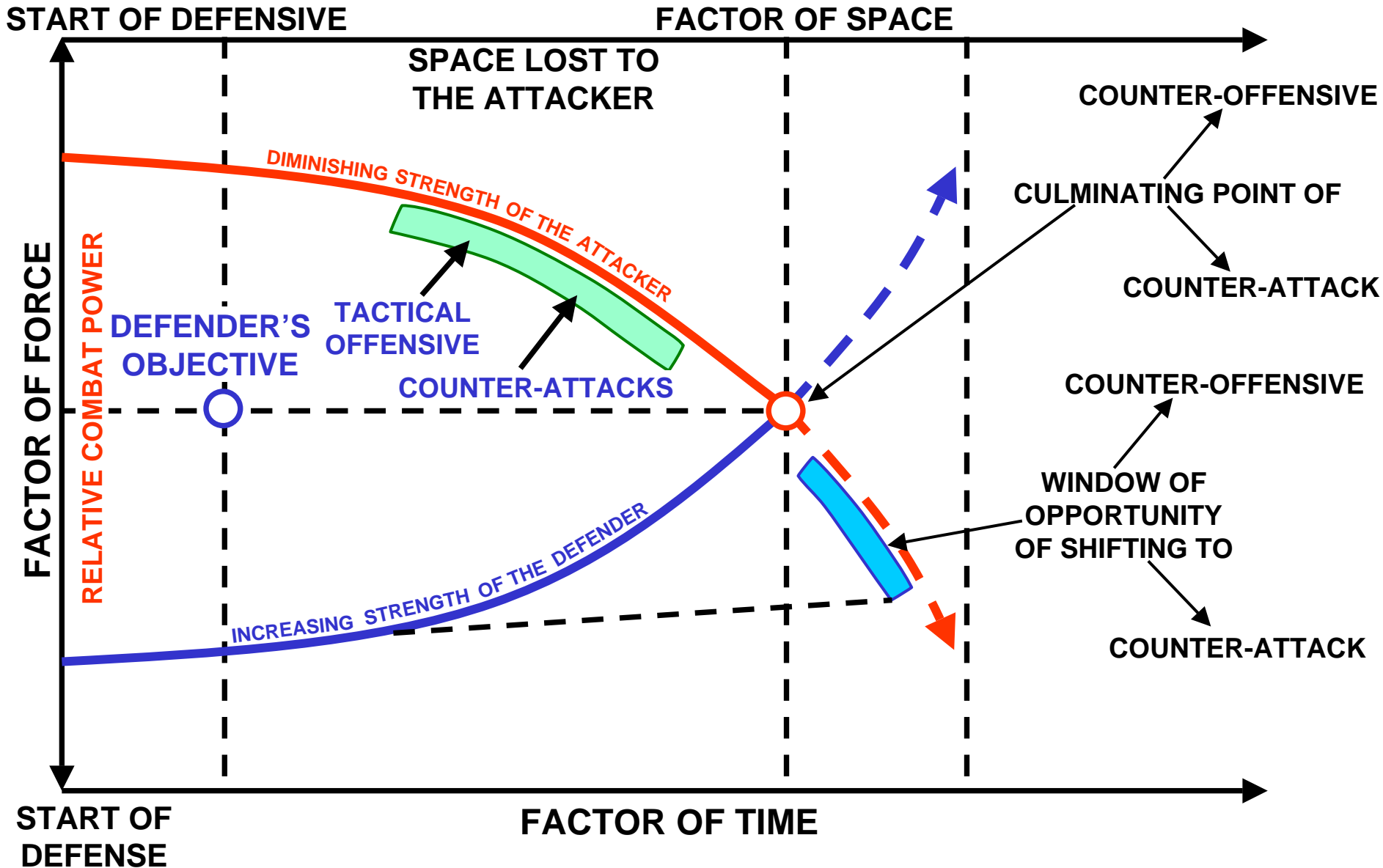
THEORY OF CULMINATING POINT



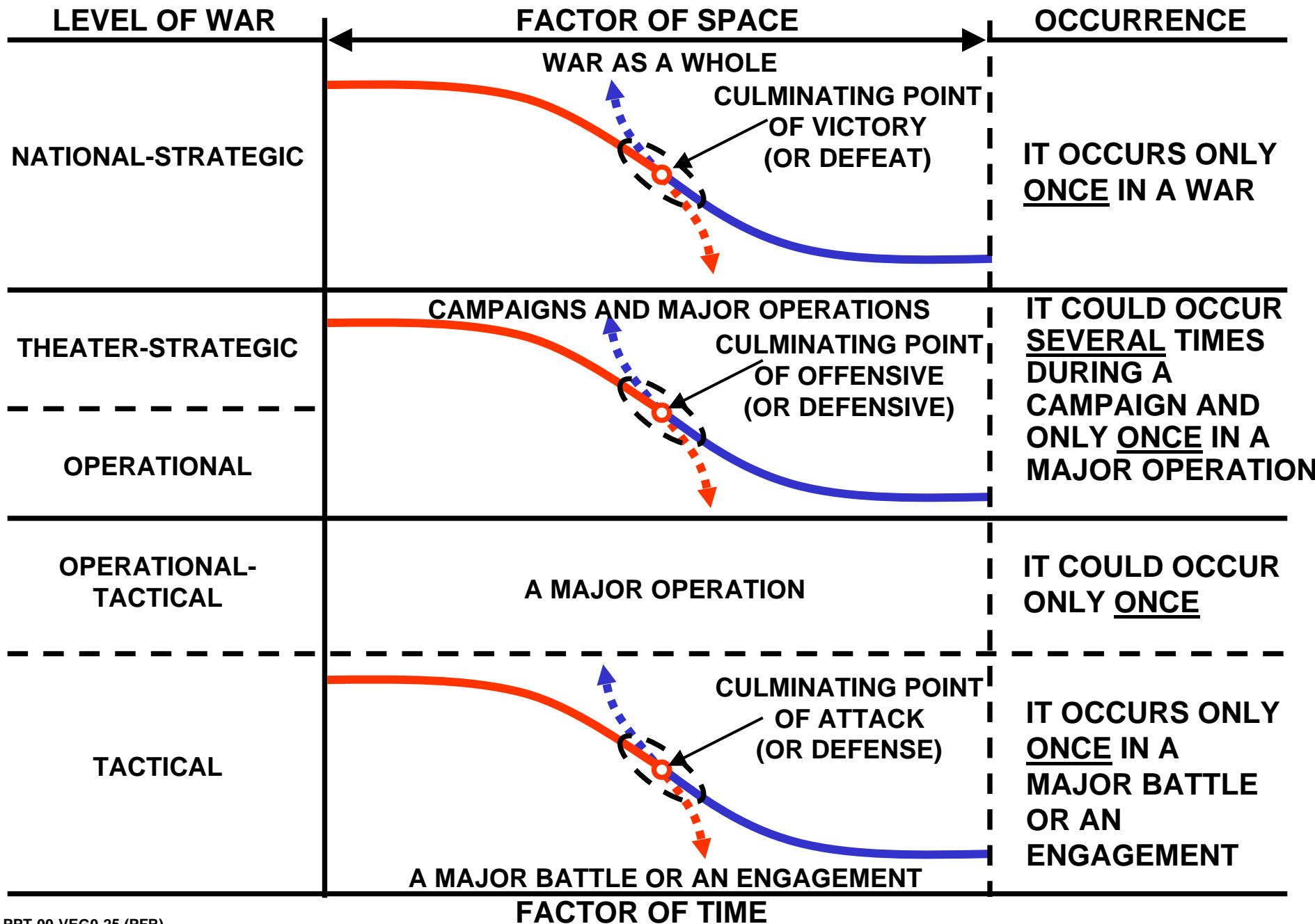
ATTACKER'S CULMINATION



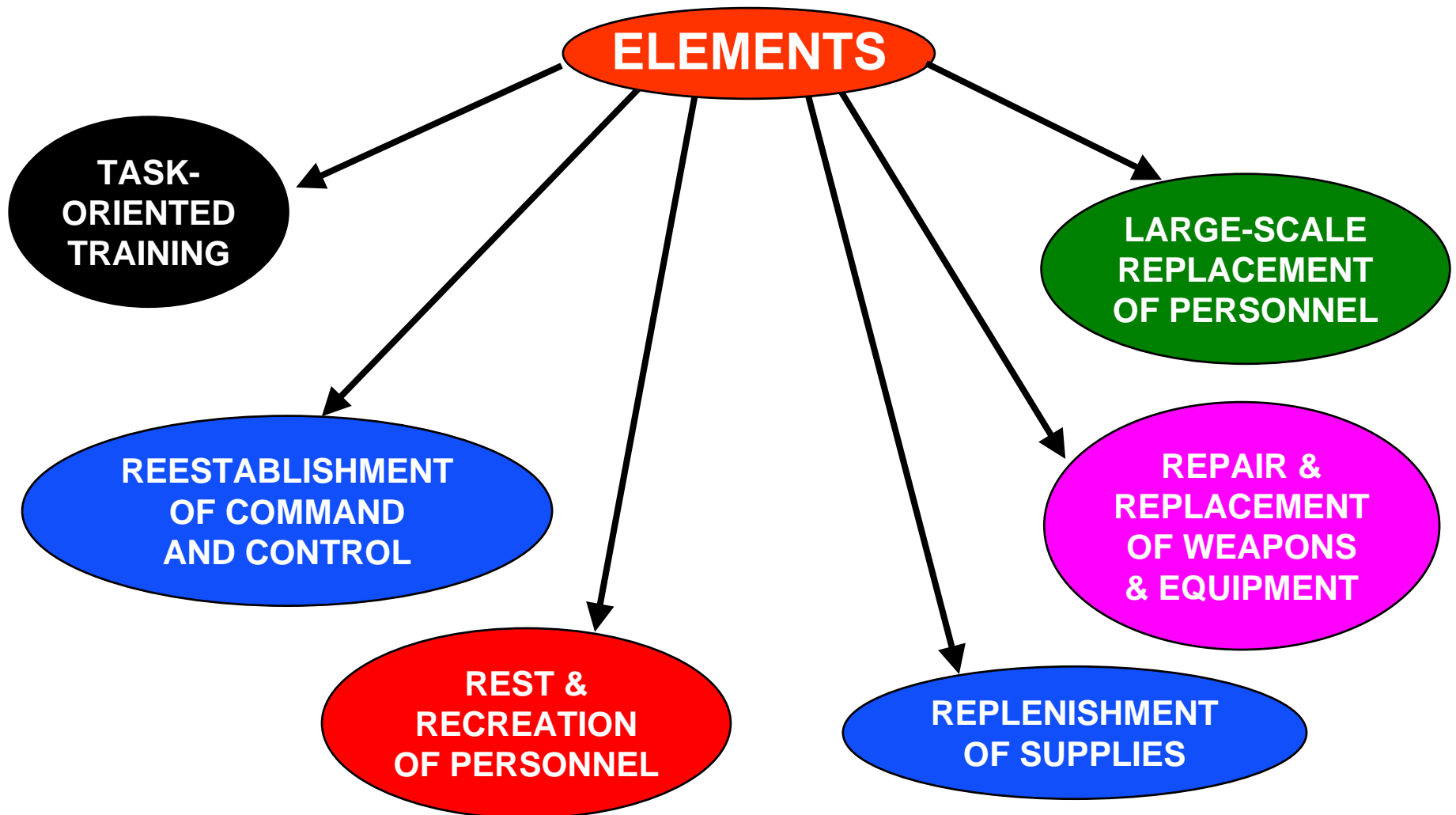
DEFENDER'S CULMINATION



CULMINATING POINT AND THE LEVELS OF WAR



REGENERATION OF COMBAT POWER

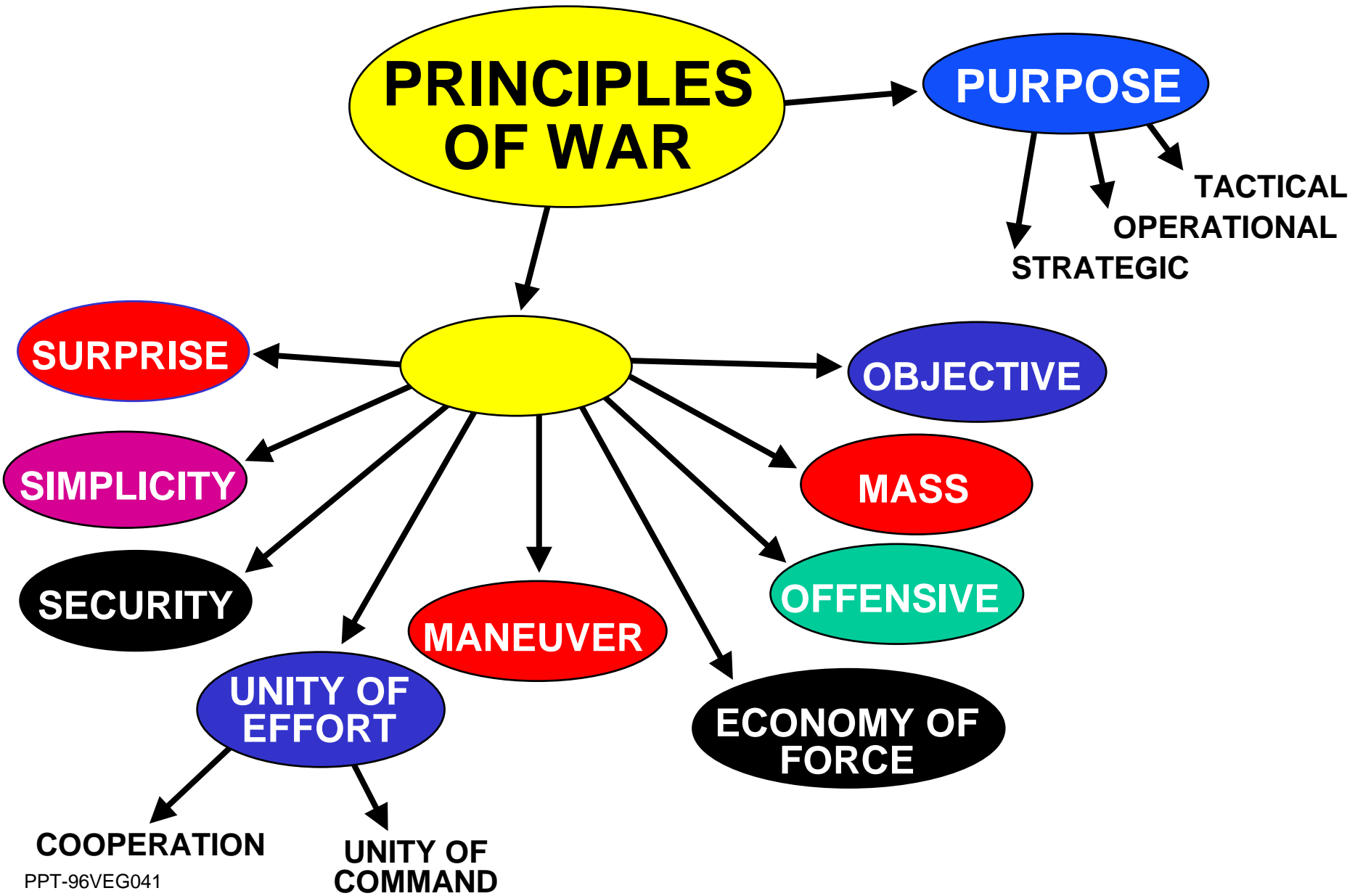


PRINCIPLES OF OPERATIONAL WARFARE

**“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.”**

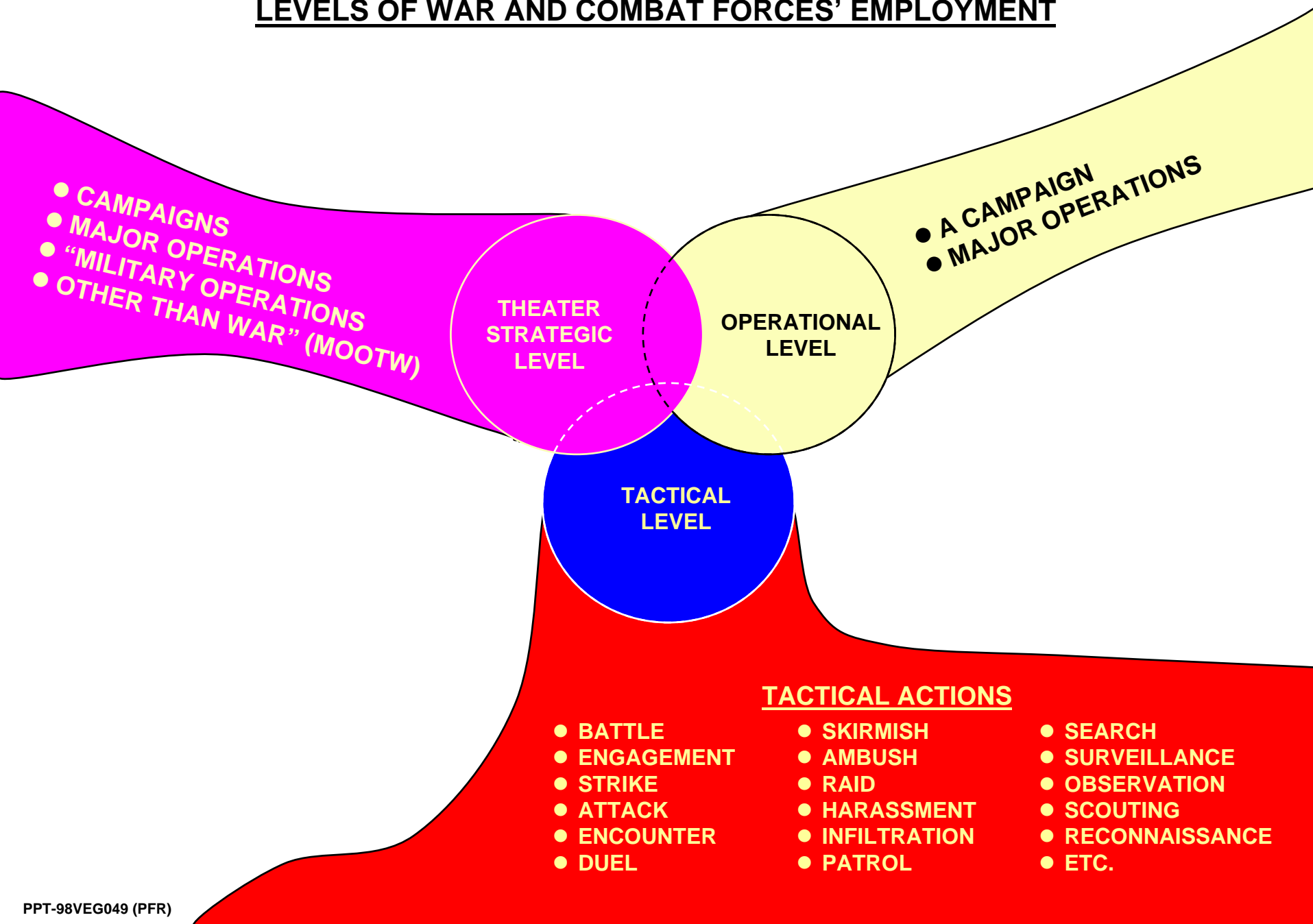
BARON ANTOINE HENRI DE JOMINI

PRINCIPLES OF WAR (GENERIC)

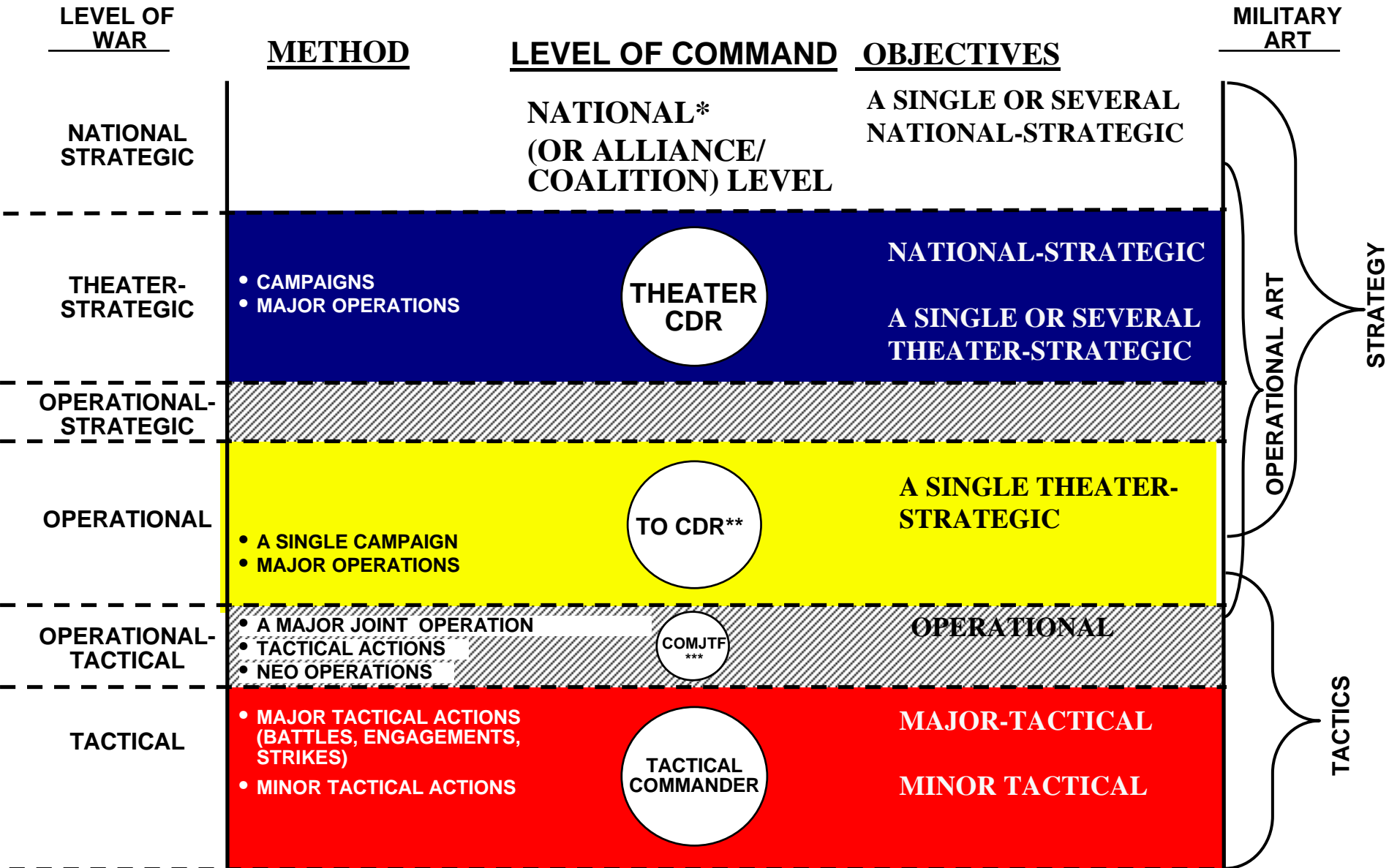


METHODS OF COMBAT **FORCE EMPLOYMENT**

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

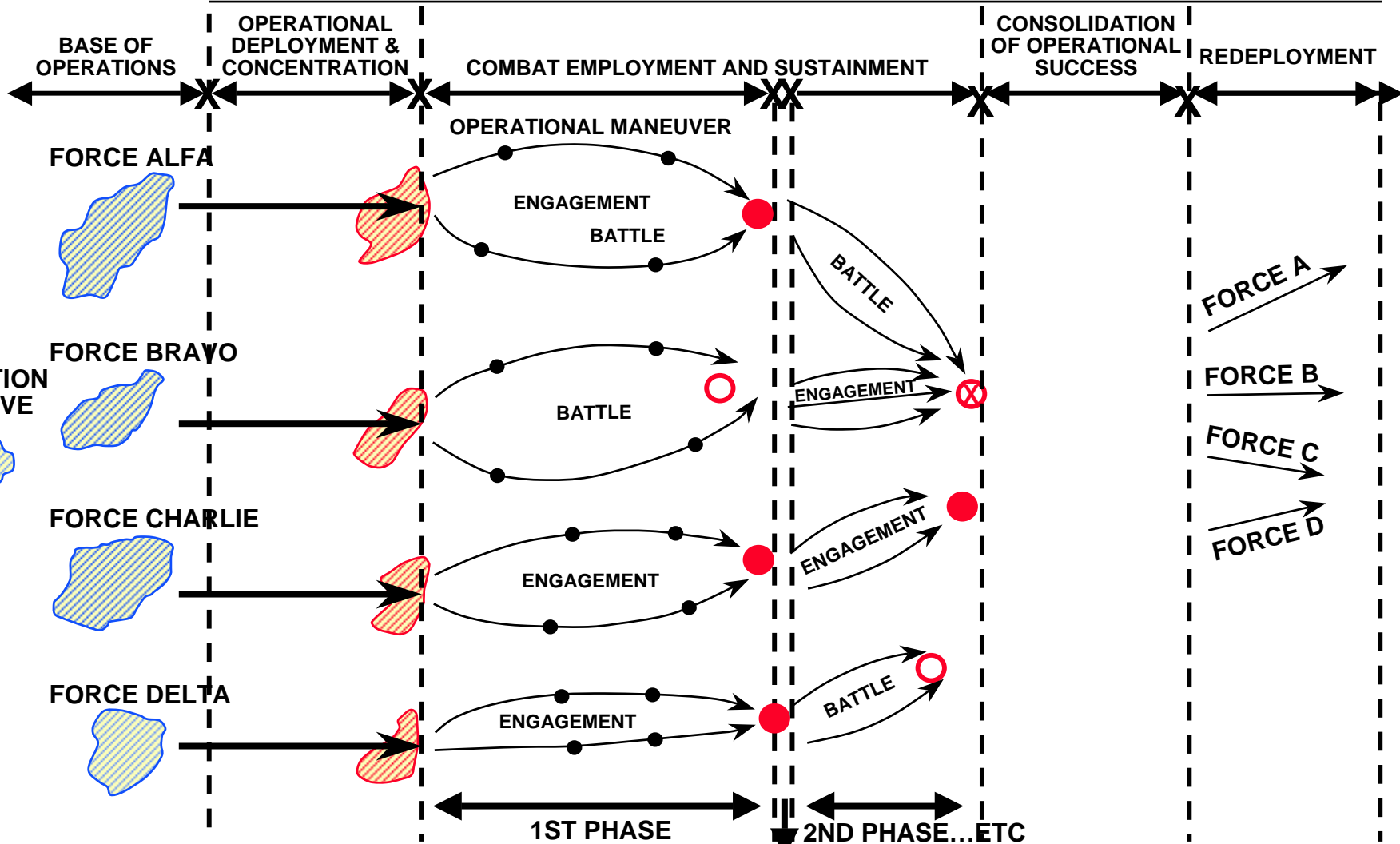
MAJOR OPERATIONS

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

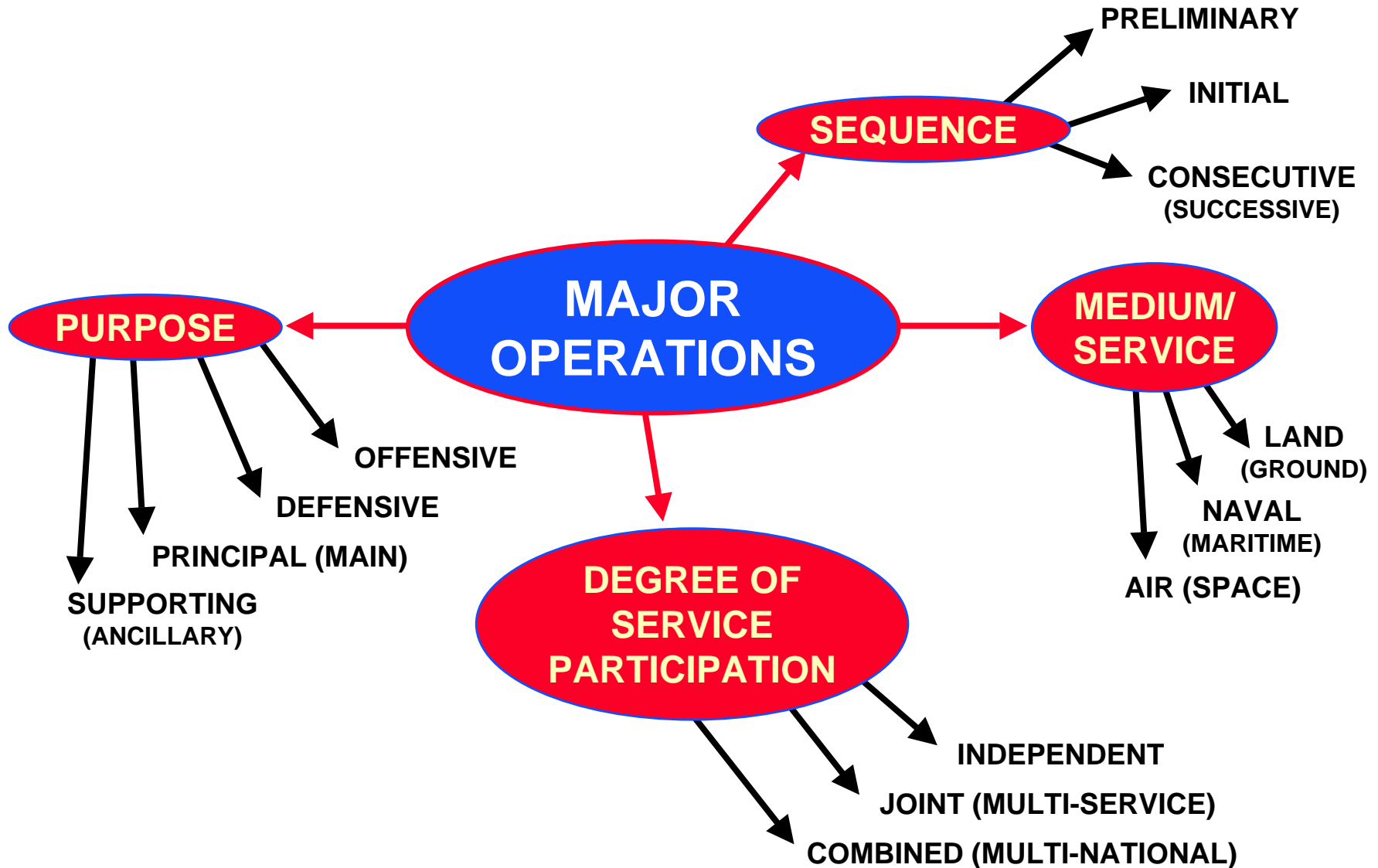


LEGEND

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

OPERATIONAL PAUSE
REGENERATION OF
COMBAT POWER

MAJOR OPERATIONS



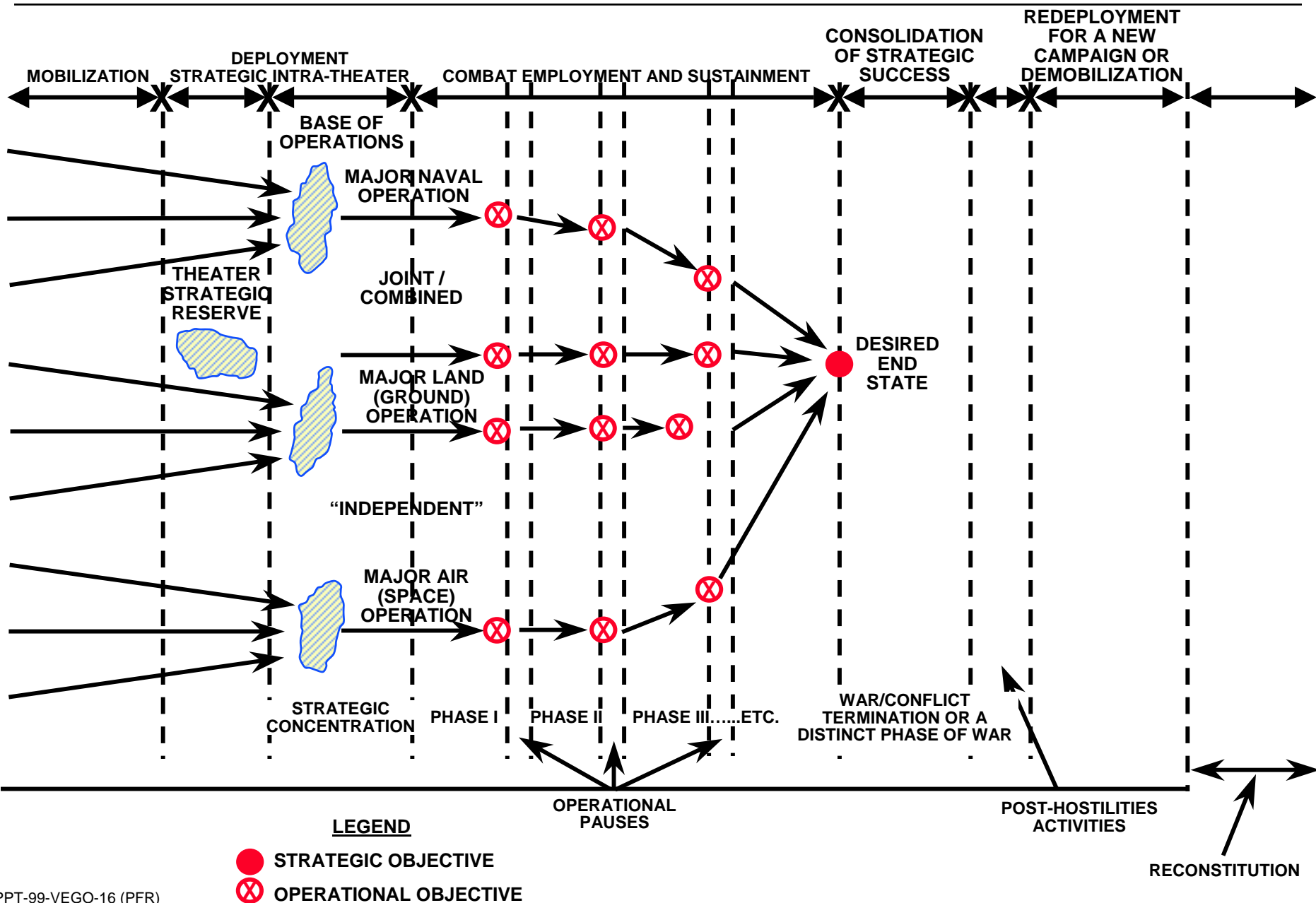
CAMPAIGNS

CAMPAIGN (IN GENERIC TERMS)

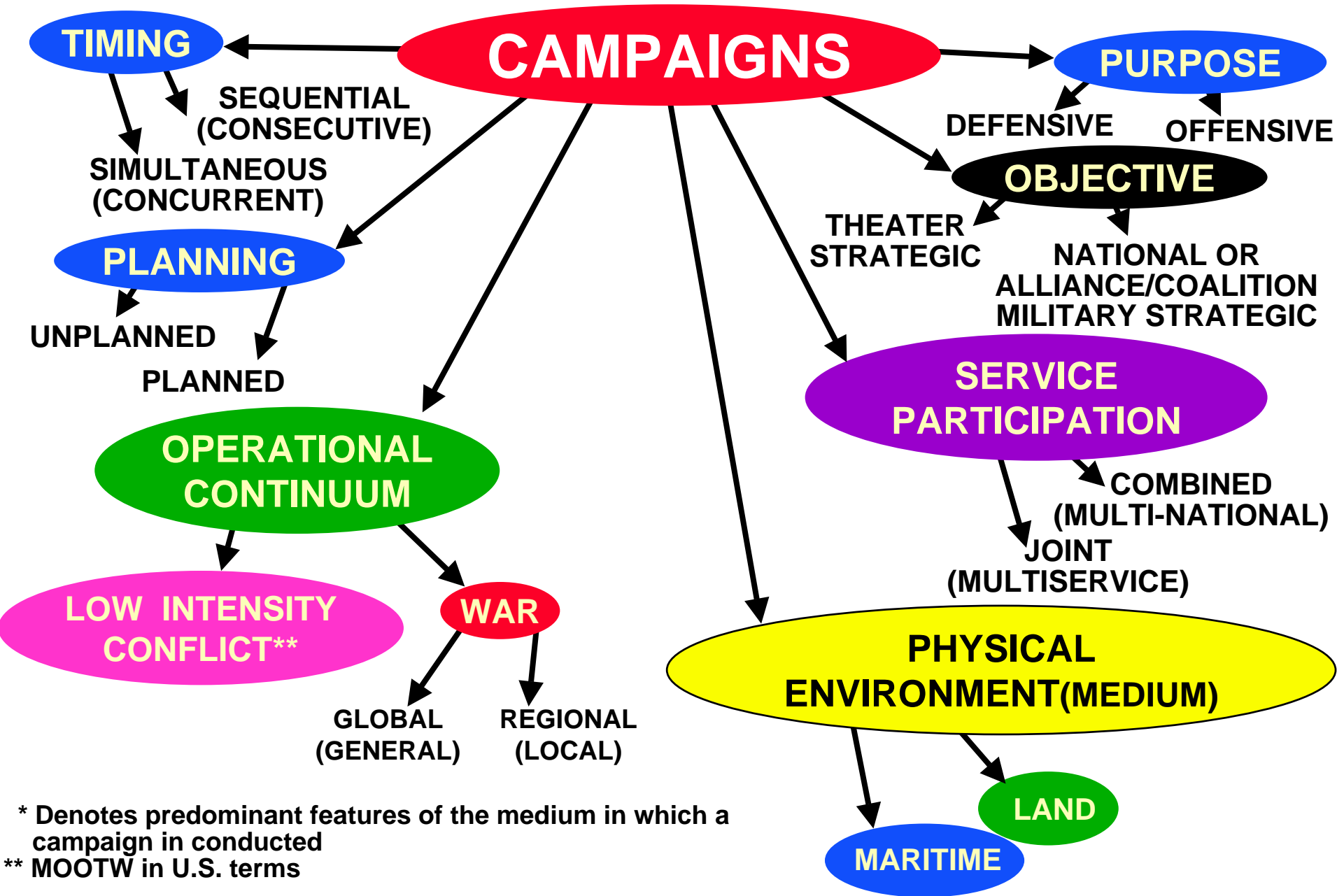
A CAMPAIGN CONSISTS OF A SERIES OF MAJOR OPERATIONS SEQUENCED AND SYNCHRONIZED IN TERMS OF SPACE AND TIME AND AIMED TO ACCOMPLISH A STRATEGIC OBJECTIVE IN A GIVEN THEATER OF OPERATIONS.

SCHEME OF A CAMPAIGN

MAJOR STAGES



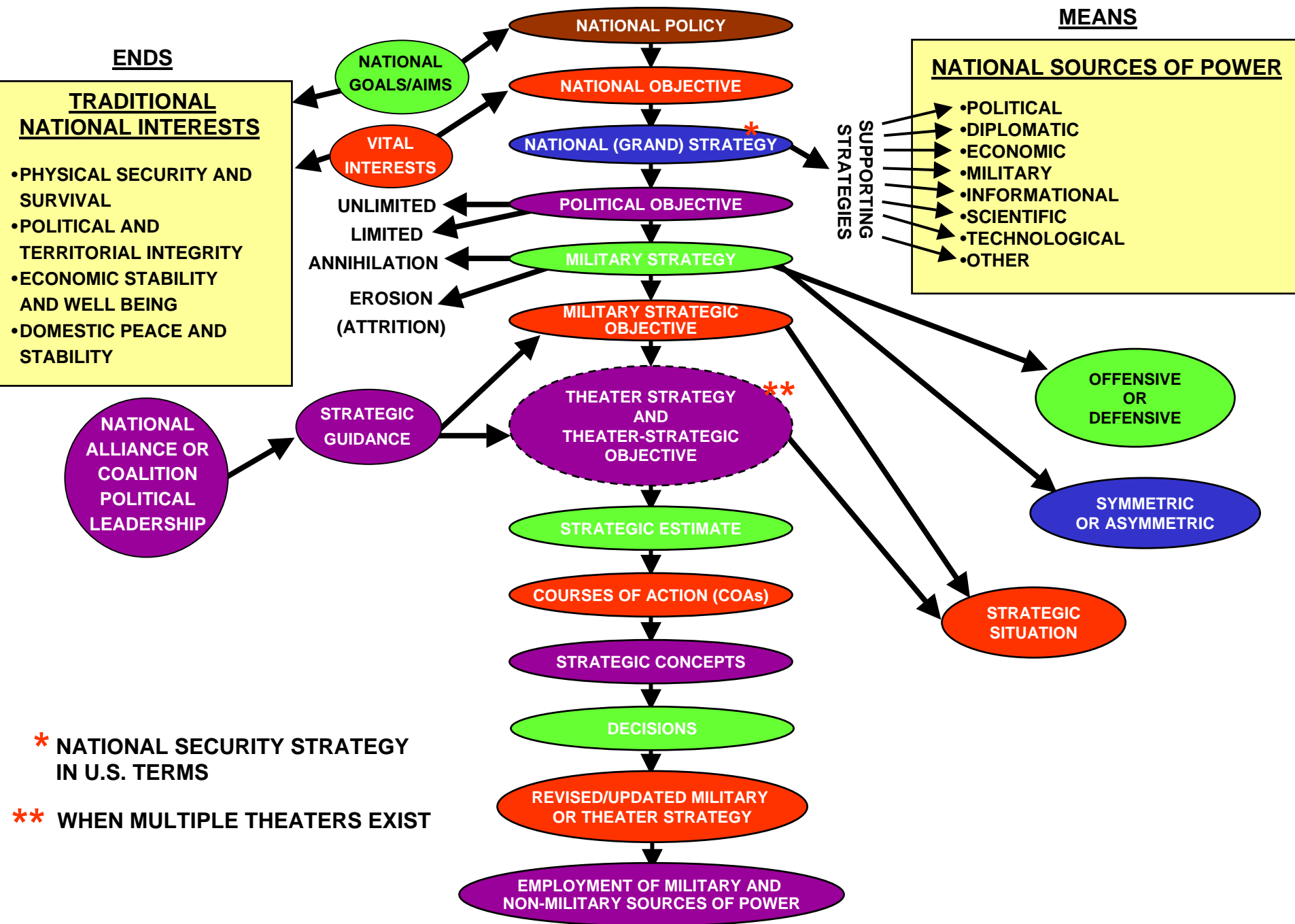
CAMPAIGNS



* 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)



* NATIONAL SECURITY STRATEGY IN U.S. TERMS

** WHEN MULTIPLE THEATERS EXIST

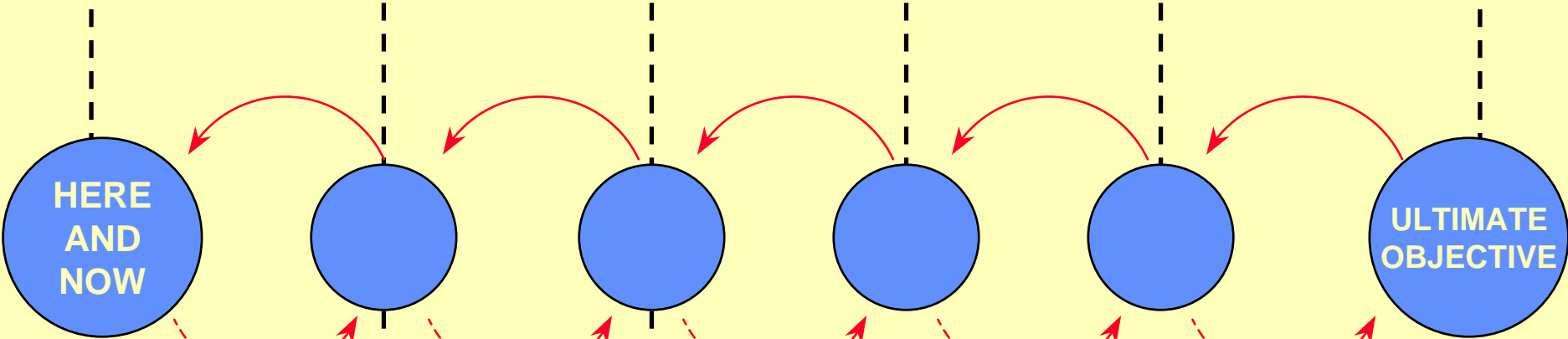
TYPE OF PLANNING

OPERATIONAL PLANNING

(MAJOR OPERATIONS OR CAMPAIGNS)

INTERMEDIATE MILITARY OBJECTIVES

INVERSE (REGRESSIVE) PLANNING



NEAR
TASK

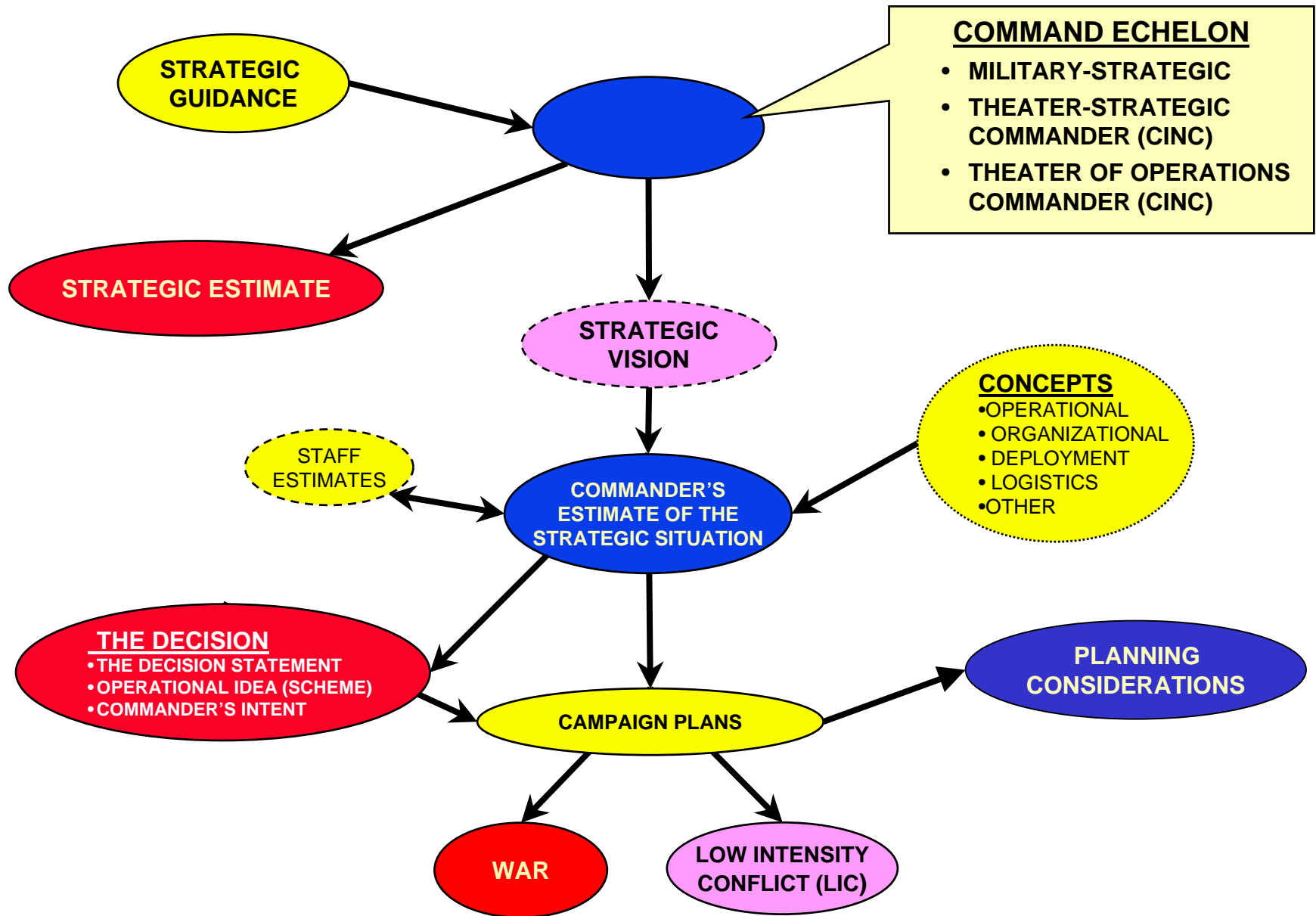
FUTURE
TASK

PROGRESSIVE PLANNING

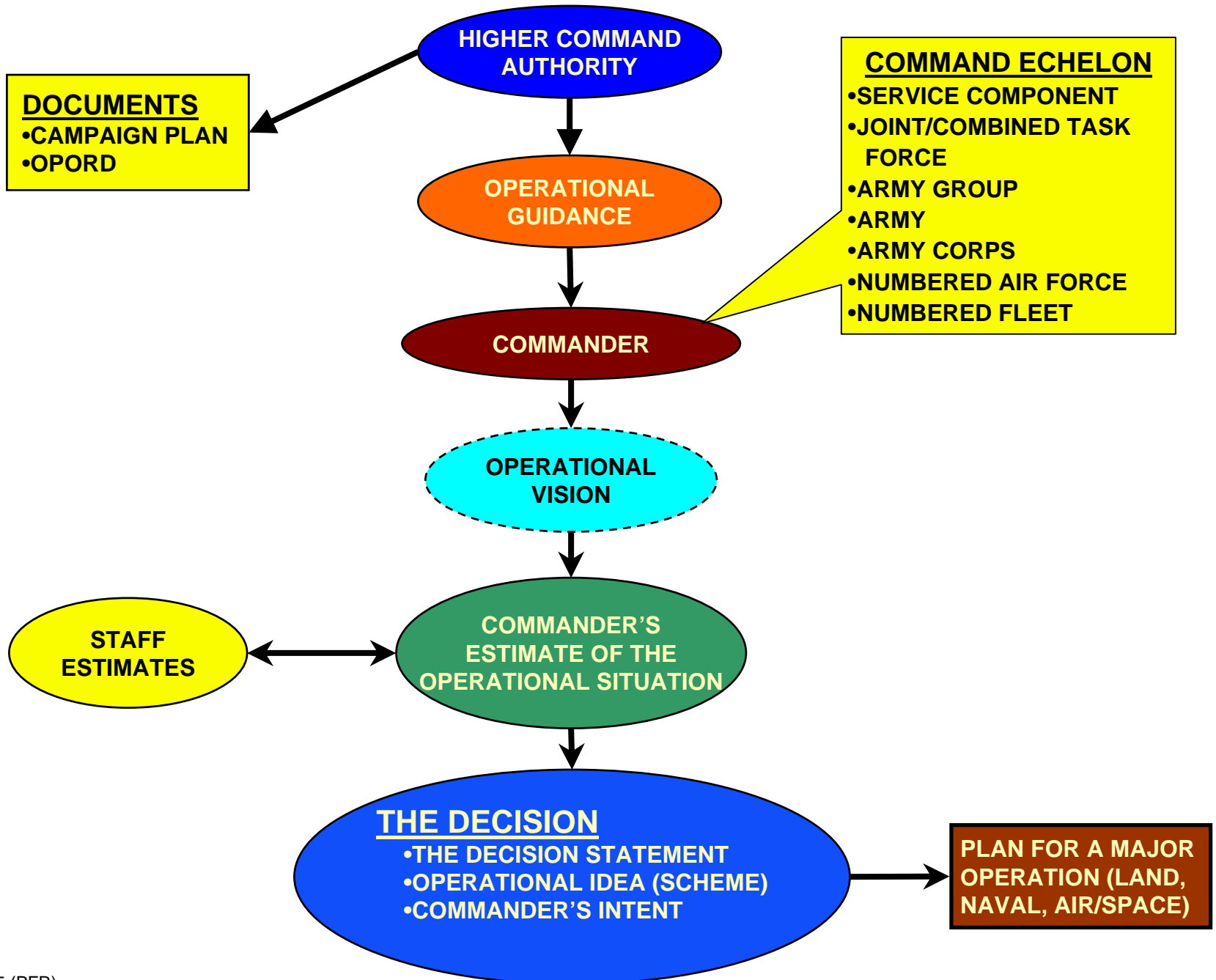
(BATTLES / ENGAGEMENTS, ETC.)

TACTICAL PLANNING

CAMPAIGN PLAN DEVELOPMENT



MAJOR OPERATION PLAN DEVELOPMENT



OPERATIONAL DESIGN

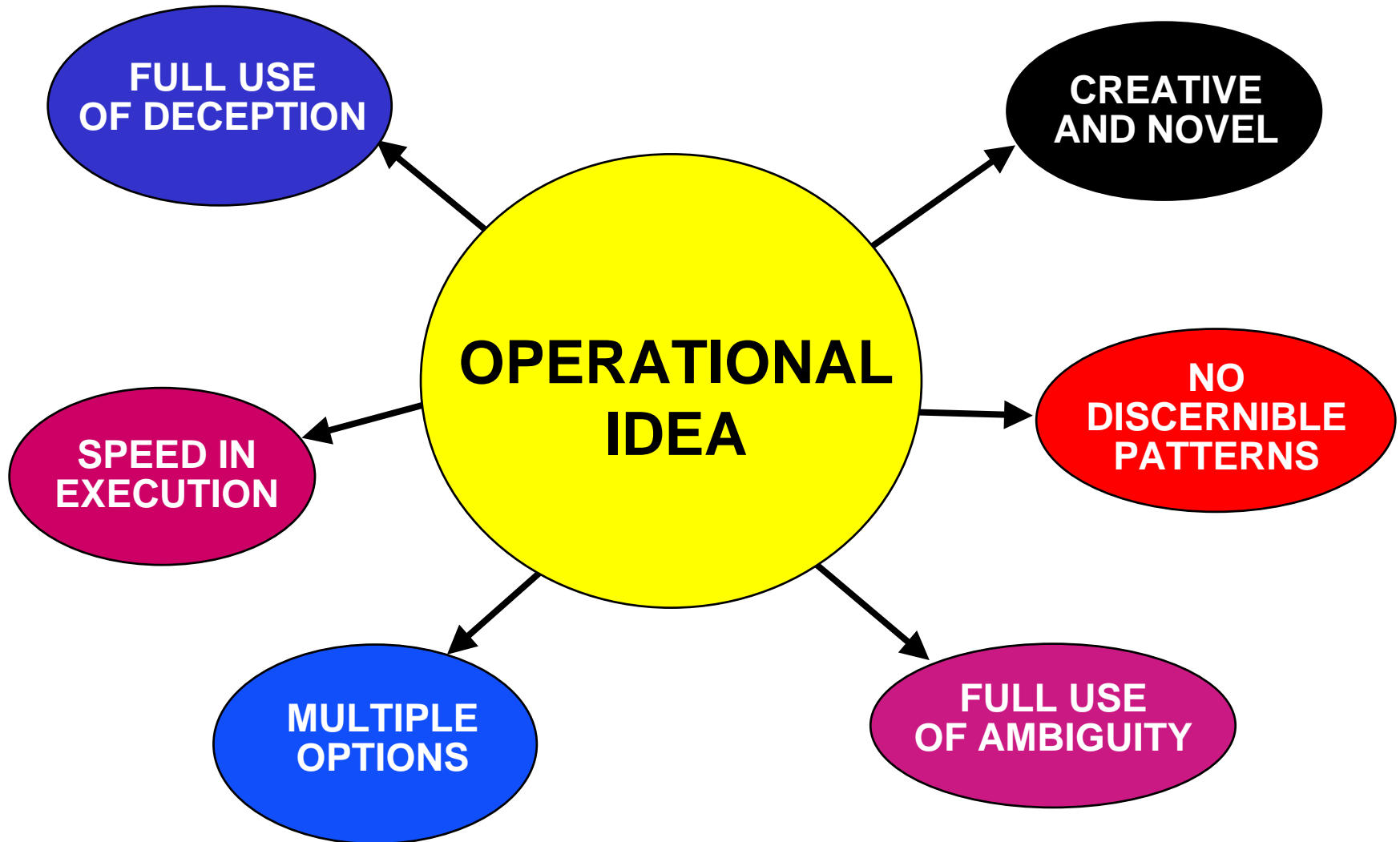


OPERATIONAL IDEA
(SCHEME)

OPERATIONAL IDEA (SCHEME)



OPERATIONAL IDEA FEATURES



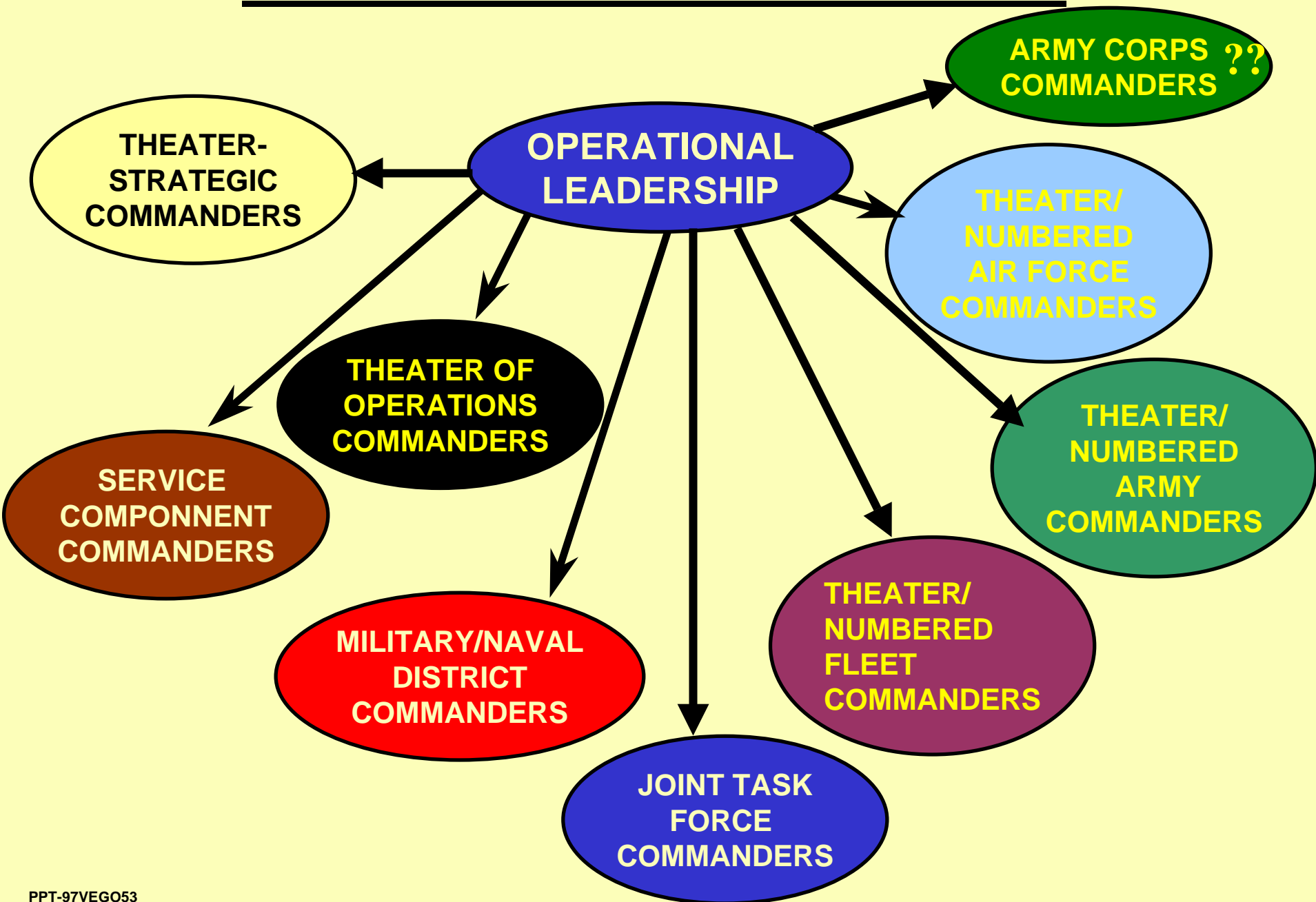
OPERATIONAL DESIGN FOR A CAMPAIGN
(IN GENERIC TERMS)



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

OPERATIONAL LEADERSHIP

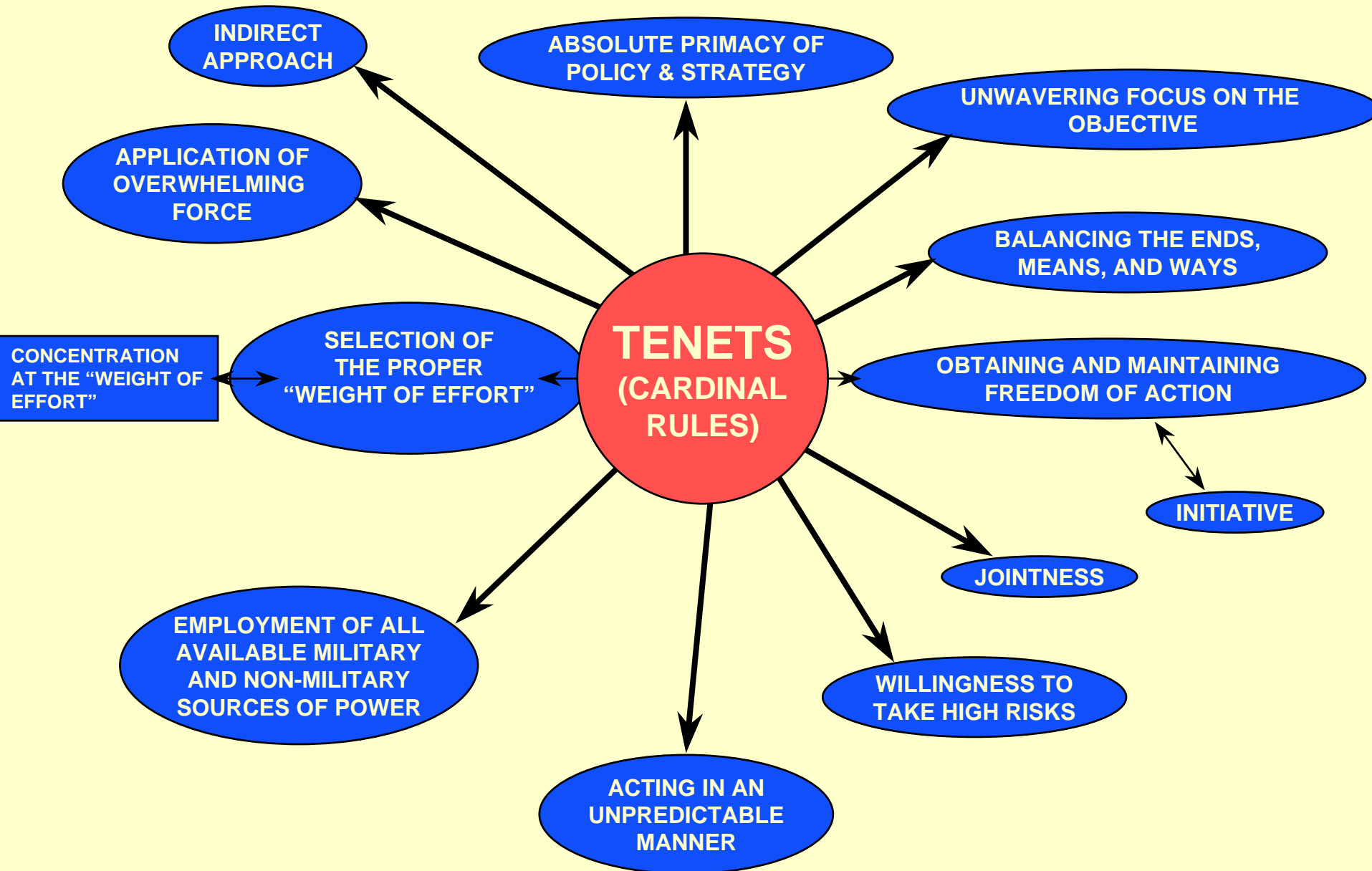
OPERATIONAL LEADERSHIP



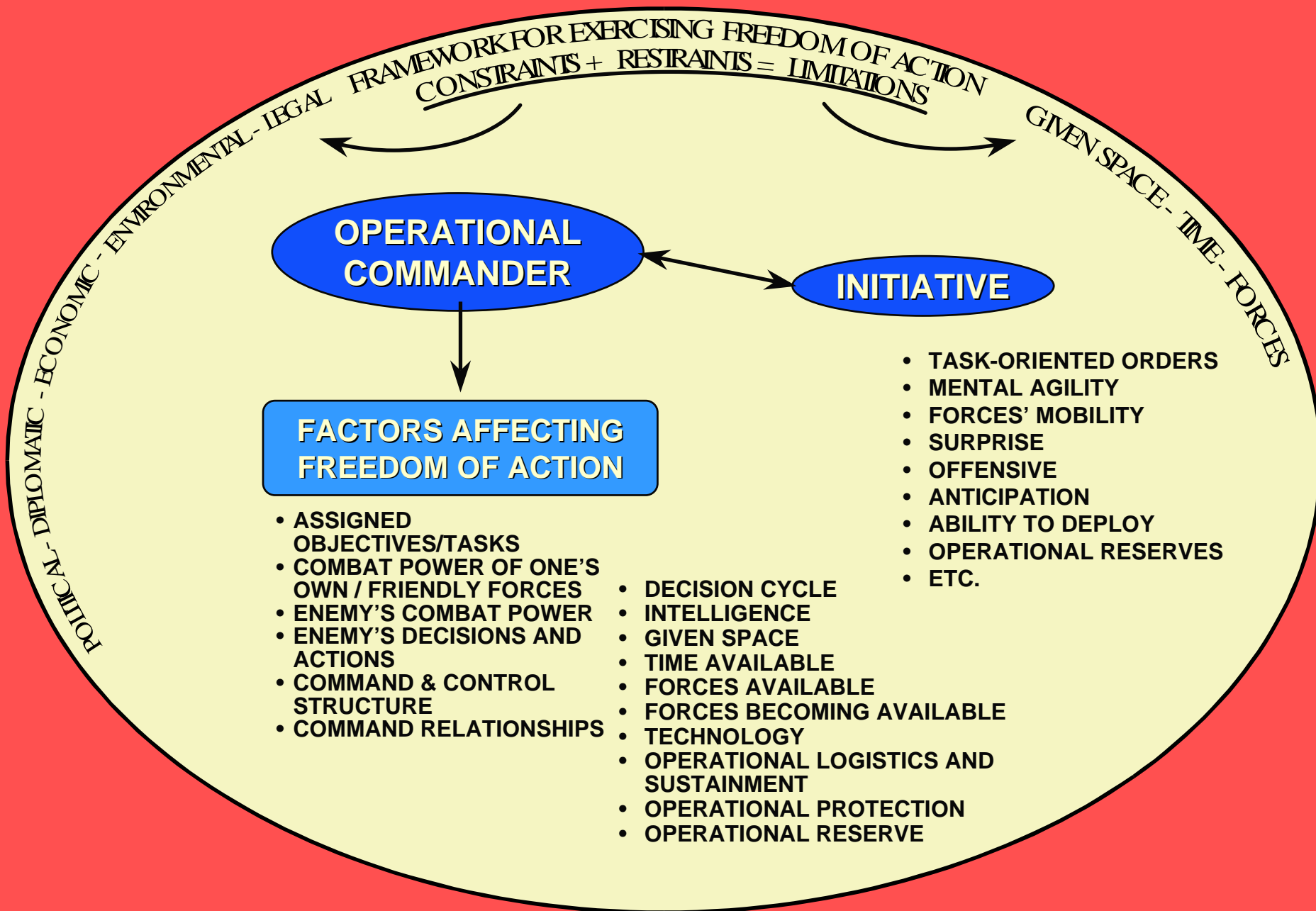
OPERATIONAL COMMANDER'S REQUIREMENTS



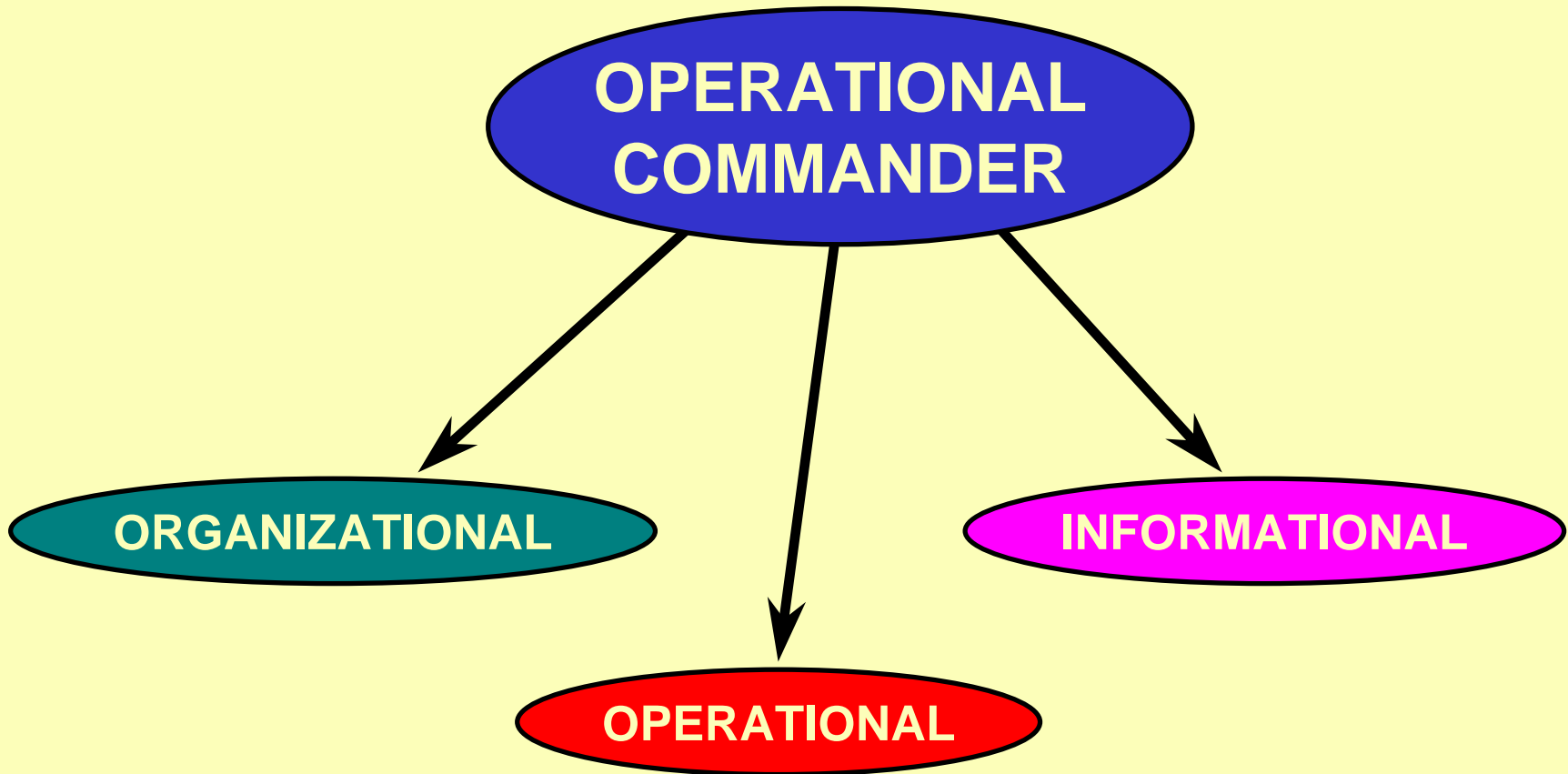
TENETS OF OPERATIONAL LEADERSHIP



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.**