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

STRATEGY

OPERATIONS (Operational Art)

TACTICS
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
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 ORCHESTRATED 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

THEORY AND PRACTICE
NATIONAL SECURITY STRATEGY
OR ALLIANCE/COALITION STRATEGY

STRATEGIC OBJECTIVE
CONFLICT/WAR TERMINATION
ISSUING STRATEGIC GUIDANCE
ALLOCATION OF MILITARY RESOURCES
AMONG THEATERS
BUILDING ALLIANCE/COALITION
ENHANCING COUNTRY’S GEOSTRATEGIC POSITION

OFFENSIVE OR DEFENSIVE

LEVEL OF WAR

STRATEGIC
• NATIONAL-STRATEGIC
• THEATER-STRATEGIC

OPERATIONAL-STRATEGIC

OPERATIONAL

OPERATIONAL ART
(OPERATIONS)

OPERATIONAL FACTORS
OPERATIONAL LEADERSHIP
ELEMENTS OF OPERATIONAL WARFARE
OPERATIONAL ART
(OPERATIONS)
OPERATIONAL TRAINING
METHODS OF COMBAT FORCE EMPLOYMENT
OPERATIONAL FUNCTIONS
OPERATIONAL PRINCIPLES OF WARFARE

INPUT TO CONFLICT/WAR TERMINATION
OPERATIONAL TRAINING
METHODS OF COMBAT FORCE EMPLOYMENT

TACTICAL

TACTICS

TACTICS OF BRANCHES
TACTICS OF COMBINED ARMS
TACTICAL PLANNING
TYPES OF WEAPONS PLATFORMS
TACTICS OF TYPE OF SHIPS/ AIRCRAFT
TACTICAL FUNCTIONS

TACTICAL PLANNING
TYPES OF SHIPS / AIRCRAFT
TACTICAL FUNCTIONS

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RELATIONSHIP BETWEEN COMPONENTS OF MILITARY ART AND THE LEVELS OF WAR

COMPONENTS OF MILITARY ART

PHYSICAL ENVIRONMENT

LEVEL OF WAR

COMMAND ECHELON

GLOBAL

NATIONAL-STRATEGIC LEVEL

NATIONAL-STRATEGIC

THEATER OF WAR

THEATER-STRATEGIC LEVEL

THEATER-STRATEGIC

THEATER OF OPERATIONS

OPERATIONAL

OPERATIONAL

AREA OF OPERATIONS

OPERATIONAL-TACTICAL LEVEL

OPERATIONAL-TACTICAL

COMBAT ZONE (SECTOR)

TACTICAL LEVEL

TACTICAL

(LAND, MARITIME)

(LAND, MARITIME, AIR)

(LAND, MARITIME, AIR)

PPT-97VEG024A (PFR)
OPERATIONAL FACTORS
OPERATIONAL FACTORS

OBJECTIVE

SPACE

TIME

FORCE

SPACETIME

TIME-SPACE

TIME-FORCE

SPACE-FORCE

BALANCING SPACE - TIME - FORCE

INFORMATION
THE FACTOR OF SPACE

DISTANCES
MILITARY ORGANIZATION OF SPACE
ELEMENTS OF THE THEATER
DYNAMICS OF SPACE
GEOSTRATEGIC POSITIONS
SIZE
SHAPE
PHYSICAL CHARACTERISTICS

FACTOR SPACE
THE FACTOR OF TIME

TIME FOR:

- Decision Cycle
- Collecting, Processing and Evaluating Information
- Opening Hostilities
- Maneuver/Counter-Maneuver
- Duration of War
- Time Between Consecutive Major Operations/Campaigns
- Accomplishment of the Mission
- Transit
- Commitment of Reserves
- Regeneration of Combat Power
- Bringing Up Reinforcements
- Force Reconstitution
- Concentration/Counter-Concentration
- Mastering New Weapons/Equipment
- Etc.

For War
For a Major Operation/Campaign

Preparation
Reaction
Mobilation
Deployment
Redeployment
Timing
Warning
Planning

PPT-96VEG032A (PFR)
COMBAT POTENTIAL vs. COMBAT POWER

PEACETIME

NON-COMBAT

COMBAT POTENTIAL

DESIGNED

AVAILABLE

ACTIVATION OF COMBAT POWER

HOSTILITIES

COMBAT

COMBAT POWER

ENEMY COMBAT POWER

COMBAT EFFECTIVENESS

RELATIVE COMBAT POWER
COMBAT POWER

AVAILABLE COMBAT POTENTIAL

SPACE

FORCE

INFLUENCES OF:

TIME

SURPRISE

DECEPTION

FATIGUE

CHANCE / LUCK

FOG OF WAR

FRICION

FREEDOM OF ACTION / INITIATIVE

LOGISTICAL SUSTAINMENT

ETC.

DOCTRINE

INTELLIGENCE

DECISIONS MADE

PEACETIME

HOSTILITIES

NON-COMBAT

COMBAT

INFLUENCES OF:

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THEATER STRUCTURE AND LEVELS OF WAR

**LEVELS OF WAR**

- **THEATER-STRATEGIC**
  - THEATER (OF WAR)
  - THEATER OF OPERATIONS
  - AREAS OF OPERATIONS
  - COMBAT ZONES/SECTORS
  - AIR (SPACE)
  - MARITIME
  - LAND
  - JOINT
- **OPERATIONAL**
  - THEATER OF OPERATIONS
  - AREAS OF OPERATIONS
  - COMBAT ZONES/SECTORS
  - AIR (SPACE)
  - MARITIME
  - LAND
- **OPERATIONAL-TACTICAL**
  - THEATER OF OPERATIONS
  - AREAS OF OPERATIONS
  - COMBAT ZONES/SECTORS
  - AIR (SPACE)
  - MARITIME
  - LAND
- **TACTICAL**
  - THEATER OF OPERATIONS
  - AREAS OF OPERATIONS
  - COMBAT ZONES/SECTORS
  - AIR (SPACE)
  - MARITIME
  - LAND

**ULTIMATE OBJECTIVE**

- NATIONAL OR ALLIANCE/COALITION STRATEGIC OBJECTIVE
- THEATER-STRATEGIC (OR MILITARY STRATEGIC) OBJECTIVE
- OPERATIONAL OBJECTIVE OR MAJOR TACTICAL
- TACTICAL OBJECTIVE
THTRE GEOMETRY

LINE OF OPERATIONS (LOO)

- Interior
- Exterior
- Parallel
- Converging
- Diverging

LINE OF COMMUNICATIONS (LOC)

- Air (ALOC)
- Land (LLOC)
- Sea (SLOC)
- Oceanic

DECISIVE POINTS

- Short
- Double
- Multiple

BASE OF OPERATIONS

- Central (Interior)
- Exterior
- Tactical
- Operational
- Strategic

PHYSICAL OBJECTIVES

- Force-oriented
- Geographic-oriented
- Cyber-oriented

POSITIONS

- Main
- Intermediate
- Short
- Long

CENTRAL (INTERIOR) EXTERIOR

OCEANIC COASTAL
THEATER GEOMETRY

- SLOC
- LLOC
- ALOC
- LOO
- INTERMEDIATE BASE
- NEW LOOS
- ENEMY CENTER OF GRAVITY
- PRINCIPAL OBJECTIVE

DECISIVE POINTS
- GEOGRAPHIC-ORIENTED
- FORCE-ORIENTED

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OPERATIONAL FUNCTIONS
OPERATIONAL FUNCTIONS
(IN GENERIC TERMS)

- COMMAND & CONTROL WARFARE (C2W)
- OPERATIONAL FIRES
- OPERATIONAL PROTECTION
- COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS (C3)
- OPERATIONAL INTELLIGENCE
- OPERATIONAL LOGISTICS
SCALE OF INTELLIGENCE EFFORT

LEVEL OF WAR

STRATEGIC

OPERATIONAL

TACTICAL

LEVELS OF COMMAND

NATIONAL-STRATEGIC LEADERSHIP

THEATER-STRATEGIC COMMANDER

THEATER OF OPERATIONS COMMANDER

OPERATIONAL – TACTICAL COMMANDER

TACTICAL COMMANDER

IN SUPPORT OF

NATIONAL ALLIANCE AND/OR COALITION POLICY & STRATEGY

THEATER CAMPAIGNS & LOW-INTENSITY CONFLICT

A SINGLE CAMPAIGN

A SINGLE MAJOR OPERATION

TACTICAL ACTIONS (BATTLES, ENGAGEMENTS, STRIKES, ATTACKS, ETC.)
C2W COMPONENTS

INTELLIGENCE SUPPORT

INFORMATION WARFARE (IW)

ELECTRONIC WARFARE (EW)
- ELECTRONIC ATTACK (EA)
- ELECTRONIC PROTECTION (EP)

C2W

OPERATIONS SECURITY (OPSEC)

PSYCHOLOGICAL OPERATIONS (PSYOPS)

MILITARY DECEPTION (MILDEC)

PHYSICAL DESTRUCTION

EW SUPPORT

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TYPE OF OPERATIONAL FIRES

OPERATIONAL FIRES

LETHAL
- AIR-BASED
- SEA-BASED
- GROUND-BASED
- SPECIAL FORCES
- WEAPONS OF MASS DESTRUCTION (WMD)
- CONVENTIONAL WEAPONS

NON-LETHAL
- ELECTRONIC WARFARE (EW)
- ELECTRONIC ATTACK (EA)
- NUCLEAR
- CHEMICAL
- BIOLOGICAL
- PSYCHOLOGICAL OPERATIONS (PSYOP)

SUMMARY:
- LETHAL WEAPONS
- NON-LETHAL WEAPONS

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SCALE OF LOGISTICAL SUPPORT

THE COMMUNICATIONS ZONE

THEATER OF WAR

HOME BASE

INTER-THEATER LOCs

THEATER SUSTAINMENT BASE

INTRA-THEATER LOCs

THEATER OF OPERATIONS

OPERATIONAL LOGISTICS

TACTICAL LOGISTICS

THEATER OF WAR

COMBAT ZONE (SECTOR)

STRATEGIC LOGISTICS
OPERATIONAL PROTECTION
(IN GENERIC TERMS)

COMPONENTS

AIR DEFENSE AND AIRSPACE CONTROL

FORCE PROTECTION

REAR AREA DEFENSE

DEFENSE AGAINST WEAPONS OF MASS DESTRUCTION (WMD)

COLLECTION OF INTELLIGENCE FOR INDICATORS & WARNING (I&W)

PROTECTION OF INFORMATION

AIR BASE GROUND DEFENSE (ABGD)

MARITIME SECURITY OF PORTS / HARBORS

PROTECTION OF LOGISTICS INFRASTRUCTURE

PPT-99-VEG0-61 (PFR)
STAGES OF COMBAT
FORCE EMPLOYMENT
ELEMENTS OF OPERATIONAL WARFARE
CONCEPT OF CRITICAL FACTORS

CRITICAL FACTORS

“CONCRETE” (TANGIBLE)

“ABSTRACT” (INTANGIBLE)

CRITICAL STRENGTHS

IF OPEN TO ATTACK

OBJECTIVE(S)

CENTER OF GRAVITY (COG)

CRITICAL VULNERABILITIES (CVs)

CRITICAL WEAKNESSES
CRITICAL FACTORS

“PHYSICAL” (TANGIBLE)

- 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

“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

- **INNER CORE**: Firepower, Leadership, Maneuver, Information
- **TANGIBLE**: Integration Elements
- **INTANGIBLE**: Inner Core
- **OUTER CORE**: Protection
- **SUPPORT**: PPT-98-VEG0-4 (PFR)
OPERATIONAL MANEUVER
MANEUVER

FORCES
- GROUND
- AIR/SPACE
- NAVAL

ENCIRCLEMENT
- DOUBLE
- SINGLE

PENETRATION
- COMBINED
- ONE-SIDED ENVELOPMENT
- COMBINED WITH THE ONE-SIDED ENVELOPMENT
- COMBINED WITH THE ECCENTRIC (OR CONCENTRIC) MOVEMENT

ENVELOPMENT
- WIDE ENVELOPMENT (TURNING MOVEMENT)
- ONE-SIDED
- TWO-SIDED (DOUBLE)

SCALE
- TACTICAL
- OPERATIONAL
- STRATEGIC

MEDIUM
- LAND
- SEA
- AIR/SPACE
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

FACTOR OF SPACE

ATTACKER'S OBJECTIVE

AREA OF UNCERTAINTY

CULMINATING POINT

EQUILIBRIUM OF RELATIVE COMBAT POWER

FACTOR OF FORCE

DEFENDER'S OBJECTIVE

FACTOR OF FORCE

FACTOR OF TIME

ATTACKER'S OBJECTIVE

AREA OF UNCERTAINTY

RELATIVE COMBAT POWER

COMBAT POWER

DEFENDER

ATTACKER

RELATIVE COMBAT POWER

COMBAT POWER
ATTACKER’S CULMINATION

SPACE GAINED CANNOT BE HELD
DIMINISHING STRENGTH OF THE ATTACKER
INCREASING STRENGTH OF THE DEFENDER
LINES OF SUPPLIES
SUCCESS FORECLOSED
STALEMATE
ATTACK STALLED
ATTACKER’S OBJECTIVE
CULMINATING POINT OF OFFENSIVE (ATTACK)

START OF OFFENSIVE
FACTOR OF SPACE
OFFENSIVE STALLED
FACTOR OF FORCE

START OF ATTACK
FACTOR OF TIME
ATTACK STALLED
RELATIVE COMBAT POWER
INCREASING STRENGTH OF THE DEFENDER
DEFENDER’S CULMINATION

START OF DEFENSE

FACTOR OF TIME

FACTOR OF SPACE

FACTOR OF FORCE

START OF DEFENSIVE

SPACE LOST TO THE ATTACKER

DIMINISHING STRENGTH OF THE ATTACKER

TACTICAL OFFENSIVE

COUNTER-OFFENSIVE

COUNTER-OFFENSIVE

COUNTER-ATTACK

COUNTER-ATTACK

CULMINATING POINT OF

WINDOW OF OPPORTUNITY OF SHIFTING TO

INCREASING STRENGTH OF THE DEFENDER

DEFENDER’S OBJECTIVE

RELATIVE COMBAT POWER

COUNTER-ATTACKS

DEFENDER'S CULMINATION
CULMINATING POINT AND THE LEVELS OF WAR

LEVEL OF WAR

FACTOR OF SPACE

FACTOR OF TIME

LEVEL OF WAR

FACTOR OF SPACE

WAR AS A WHOLE

CULMINATING POINT

OF VICTORY

(OR DEFEAT)

IT OCCURS ONLY

ONCE IN A WAR

CAMPAIGNS AND MAJOR OPERATIONS

CULMINATING POINT

OF OFFENSIVE

(OR DEFENSIVE)

IT COULD OCCUR

SEVERAL TIMES

DURING A

CAMPAIGN AND

ONLY ONCE IN A

MAJOR OPERATION

A MAJOR OPERATION

CULMINATING POINT

OF ATTACK

(OR DEFENSE)

IT OCCURS ONLY

ONCE IN A

MAJOR BATTLE

OR AN

ENGAGEMENT

A MAJOR BATTLE OR AN ENGAGEMENT

PPT-00-VEG0-25 (PFR)
REGENERATION OF COMBAT POWER

- Task-Oriented Training
- Reestablishment of Command and Control
- Rest & Recreation of Personnel
- Repair & Replacement of Weapons & Equipment
- Replenishment of Supplies
- Large-Scale Replacement of Personnel
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)

PRINCIPLES OF WAR

PURPOSE

TACTICAL
OPERATIONAL
STRATEGIC

SURPRISE

OBJECTIVE

SIMPLICITY

MANEUVER

SECURITY

MASS

UNITY OF EFFORT

OFFENSIVE

ECONOMY OF FORCE

UNITY OF COMMAND

COOPERATION

PPT-96VEG041
METHODS OF COMBAT FORCE EMPLOYMENT
LEVELS OF WAR AND COMBAT FORCES’ EMPLOYMENT

- CAMPAIGNS
- MAJOR OPERATIONS
- “MILITARY OPERATIONS OTHER THAN WAR” (MOOTW)

- THEATER STRATEGIC LEVEL
- OPERATIONAL LEVEL
- TACTICAL LEVEL

- BATTLE
- ENGAGEMENT
- STRIKE
- ATTACK
- ENCOUNTER
- DUEL

- SKIRMISH
- AMBUSH
- RAID
- HARASSMENT
- INFILTRATION
- PATROL

- SEARCH
- SURVEILLANCE
- OBSERVATION
- SCOUTING
- RECONNAISSANCE
- ETC.
LEVELS OF COMMAND AND METHODS OF COMBAT FORCE EMPLOYMENT

<table>
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<th>LEVEL OF WAR</th>
<th>METHOD</th>
<th>LEVEL OF COMMAND</th>
<th>OBJECTIVES</th>
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<tr>
<td>NATIONAL STRATEGIC</td>
<td>NATIONAL* (OR ALLIANCE/ COALITION) LEVEL</td>
<td>NATIONAL-STRATEGIC</td>
<td>A SINGLE OR SEVERAL NATIONAL-STRATEGIC</td>
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<tr>
<td>THEATER-STRATEGIC</td>
<td>THEATER CDR</td>
<td>NATIONAL-STRATEGIC</td>
<td>A SINGLE THEATER-STRATEGIC</td>
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<tr>
<td>OPERATIONAL-STRATEGIC</td>
<td>TO CDR**</td>
<td>OPERATIONAL</td>
<td>A SINGLE THEATER-STRATEGIC</td>
</tr>
<tr>
<td>OPERATIONAL</td>
<td>A SINGLE CAMPAIGN</td>
<td>MAJOR OPERATIONS</td>
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<tr>
<td>OPERATIONAL-TACTICAL</td>
<td>A MAJOR JOINT OPERATION</td>
<td>TACTICAL ACTIONS</td>
<td>NEO OPERATIONS</td>
</tr>
<tr>
<td>TACTICAL</td>
<td>MAJOR TACTICAL ACTIONS (BATTLES, ENGAGEMENTS, STRIKES)</td>
<td>MINOR TACTICAL ACTIONS</td>
<td></td>
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</tbody>
</table>
MAJOR OPERATIONS
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.
MAJOR OPERATIONS

- PRELIMINARY
- INITIAL
- CONSECUTIVE (SUCCESSIVE)

PURPOSE
- OFFENSIVE
- DEFENSIVE
- PRINCIPAL (MAIN)
- SUPPORTING (ANCILLARY)

MEDIUM/SERVICE
- LAND (GROUND)
- NAVAL (MARITIME)
- AIR (SPACE)

DEGREE OF SERVICE PARTICIPATION
- INDEPENDENT
- JOINT (MULTI-SERVICE)
- COMBINED (MULTI-NATIONAL)
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

MOBILIZATION

BASE OF OPERATIONS

THEATER STRATEGIC RESERVE

MAJOR NAVAL OPERATION

STRATEGIC INTRA-THEATER

STRATEGIC RESERVE

JOINT / COMBINED

MAJOR LAND (GROUND) OPERATION

“INDEPENDENT”

MAJOR AIR (SPACE) OPERATION

STRATEGIC CONCENTRATION

PHASE I

PHASE II

PHASE III .... ETC.

CONSORTIUM OF STRATEGIC SUCCESS

WARM/CONFLICT TERMINATION OR A DISTINCT PHASE OF WAR

REDEPLOYMENT FOR A NEW CAMPAIGN OR DEMOBILIZATION

CONSOLIDATION OF STRATEGIC SUCCESS

OPERATIONAL PAUSES

POST-HOSTILITIES ACTIVITIES

OPERATIONAL OBJECTIVE

RECONSTITUTION

LEGEND

STRATEGIC OBJECTIVE

OPERATIONAL OBJECTIVE

PPT-99-VEGO-16 (PFR)
CAMPAIGNS

TIMING
- SEQUENTIAL (CONSECUTIVE)
- SIMULTANEOUS (CONCURRENT)

PLANNING
- UNPLANNED
- PLANNED

OPERATIONAL CONTINUUM
- LOW INTENSITY CONFLICT**

WAR
- GLOBAL (GENERAL)
- REGIONAL (LOCAL)

PURPOSE
- DEFENSIVE
- OFFENSIVE

OBJECTIVE
- THEATER STRATEGIC
- NATIONAL OR ALLIANCE/COALITION MILITARY STRATEGIC

SERVICE PARTICIPATION
- COMBINED (MULTI-NATIONAL)
- JOINT (MULTISERVICE)

PHYSICAL ENVIRONMENT (MEDIUM)
- LAND
- MARITIME

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

PPT-97VEG028
OPERATIONAL PLANNING
DEVELOPMENT OF STRATEGY (IN GENERIC TERMS)

- NATIONAL POLICY
  - NATIONAL OBJECTIVE
    - NATIONAL (GRAND) STRATEGY
      - POLITICAL OBJECTIVE
        - MILITARY STRATEGY
          - MILITARY STRATEGIC OBJECTIVE
            - STRATEGIC SITUATION
              - SUPPORTING STRATEGIES
                - NATIONAL SOURCES OF POWER
                  - OFFENSIVE OR DEFENSIVE
                    - SYMMETRIC OR ASYMMETRIC
                      - MEANS
                        - NATIONAL SECURITY STRATEGY IN U.S. TERMS
                          - NATIONAL GOALS/AIMS
                            - VITAL INTERESTS
                              - UNLIMITED
                              - LIMITED
                              - ANNIHILATION
                              - EROSION (ATTRITION)
                            - ENDS
                              - TRADITIONAL NATIONAL INTERESTS
                                - PHYSICAL SECURITY AND SURVIVAL
                                - POLITICAL AND TERRITORIAL INTEGRITY
                                - ECONOMIC STABILITY AND WELL BEING
                                - DOMESTIC PEACE AND STABILITY
                              - NATIONAL ALLIANCE OR COALITION
                                - POLITICAL LEADERSHIP
                              - STRATEGIC GUIDANCE
                                - THEATER STRATEGY
                                  - THEATER-STRATEGIC OBJECTIVE
                                    - STRATEGIC CONCEPTS
                                      - COURSES OF ACTION (COAs)
                                        - DECISIONS
                                          - REVISED/UPDATED MILITARY OR THEATER STRATEGY
                                            - EMPLOYMENT OF MILITARY AND NON-MILITARY SOURCES OF POWER
  - END

** 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
FUTURE TASK
NEAR TASK
HERE AND NOW

PROGRESSIVE PLANNING
FUTURE TASK
NEAR TASK
ULTIMATE OBJECTIVE

(BATTLES / ENGAGEMENTS, ETC.)
TACTICAL PLANNING
CAMPAIGN PLAN DEVELOPMENT

- STRATEGIC GUIDANCE
- STRATEGIC ESTIMATE
- STAFF ESTIMATES
- THE DECISION
  - THE DECISION STATEMENT
  - OPERATIONAL IDEA (SCHEME)
  - COMMANDER’S INTENT
- COMMANDER’S ESTIMATE OF THE STRATEGIC SITUATION
- STRATEGIC VISION
- CONCEPTS
  - OPERATIONAL
  - ORGANIZATIONAL
  - DEPLOYMENT
  - LOGISTICS
  - OTHER
- PLANNING CONSIDERATIONS
- CAMPAIGN PLANS
- WAR
- LOW INTENSITY CONFLICT (LIC)

COMMAND ECHELON
- MILITARY-STRATEGIC
- THEATER-STRATEGIC COMMANDER (CINC)
- THEATER OF OPERATIONS COMMANDER (CINC)
MAJOR OPERATION PLAN DEVELOPMENT

DOCUMENTS
- CAMPAIGN PLAN
- OPORD

HIGHER COMMAND AUTHORITY

OPERATIONAL GUIDANCE

COMMANDER

OPERATIONAL VISION

COMMANDER'S ESTIMATE OF THE OPERATIONAL SITUATION

STAFF ESTIMATES

THE DECISION
- THE DECISION STATEMENT
- OPERATIONAL IDEA (SCHEME)
- COMMANDER'S INTENT

PLAN FOR A MAJOR OPERATION (LAND, NAVAL, AIR/SPACE)

COMMAND ECHELON
- SERVICE COMPONENT
- JOINT/COMBINED TASK FORCE
- ARMY GROUP
- ARMY
- ARMY CORPS
- NUMBERED AIR FORCE
- NUMBERED FLEET

HIGHER COMMAND AUTHORITY

COMMANDER

OPERATIONAL VISION

COMMANDER'S ESTIMATE OF THE OPERATIONAL SITUATION

THE DECISION
- THE DECISION STATEMENT
- OPERATIONAL IDEA (SCHEME)
- COMMANDER'S INTENT

PLAN FOR A MAJOR OPERATION (LAND, NAVAL, AIR/SPACE)
OPERATIONAL DESIGN
OPERATIONAL IDEA
(SCHEME)
OPERATIONAL IDEA FEATURES

- FULL USE OF DECEPTION
- CREATIVE AND NOVEL
- SPEED IN EXECUTION
- NO DISCERNIBLE PATTERNS
- MULTIPLE OPTIONS
- FULL USE OF AMBIGUITY
OPERATIONAL DESIGN FOR A CAMPAIGN
(IN GENERIC TERMS)

DESIRED END STATE *

INTERIOR VS. EXTERIOR GEOSTRATEGIC POSITION

STRATEGIC OR OPERATIONAL DIRECTION / AXIS

IDENTIFICATION OF THE ENEMY’S CRITICAL FACTORS AND STRATEGIC CENTER OF GRAVITY

OPERATIONAL DESIGN

• ULTIMATE (STRATEGIC) OBJECTIVE
• INTERMEDIATE (OPERATIONAL) OBJECTIVES

OPERATIONAL FACTORS

REQUIRED FORCES AND ASSETS

SELECTED PRINCIPLES OF WAR

METHODS FOR DEFEATING THE ENEMY

APPLICATION OF MILITARY AND NON-MILITARY SOURCES OF POWER

SECTOR OF MAIN EFFORT (THRUST)

CONCENTRATION IN THE SECTOR OF MAIN EFFORT (THRUST)

POINT OF MAIN ATTACK (DEFENSE)

OPERATIONAL MANEUVER **

OPERATIONAL IDEA (SCHEME)

COORDINATION

RECONSTITUTION

BRANCHES AND SEQUELS

OPERATIONAL PHASING

OPERATIONAL PAUSE

ANTICIPATING ONE'S OWN STRATEGIC CULMINATION POINT

OPERATIONAL TEMPO

OPERATIONAL MOMENTUM

STRATEGIC AND OPERATIONAL RESERVES

PROTECTION OF ONE’S OWN STRATEGIC COG

STRATEGIC AND OPERATIONAL SUSTAINMENT

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

- ULTIMATE (OPERATIONAL) OBJECTIVE
- INTERMEDIATE (MAJOR TACTICAL) OBJECTIVES

SELECTED PRINCIPLES OF WAR

METHODS OF DEFEATING THE ENEMY’S OPERATIONAL COG

APPLICATION OF AVAILABLE COMBAT POTENTIAL

SECTOR OF MAIN EFFORT (THRUST)

CONCENTRATION AT SECTOR OF MAIN EFFORT (THRUST)

POINT OF MAIN ATTACK (DEFENSE)

OPERATIONAL MANEUVER

OPERATIONAL DECEPTION

PROTECTION OF ONE’S OWN OPERATIONAL COG

OPERATIONAL MOMENTUM

OPERATIONAL RESERVE

OPERATIONAL SUSTAINMENT

BRANCHES AND SEQUELS

OPERATIONAL PHASING

OPERATIONAL PAUSE

ANTICIPATING ONE’S OWN CULMINATION POINT

OPERATIONAL TEMPO

REGENERATION OF COMBAT POTENTIAL

COORDINATION *

IDENTIFICATION OF THE ENEMY’S CRITICAL FACTORS AND OPERATIONAL CENTER OF GRAVITY

OPERATIONAL OR TACTICAL DIRECTION / AXIS

INTERIOR VS. EXTERIOR LINES

REQUIRED FORCES AND ASSETS

OPERATIONAL FACTORS

DESIRED END STATE *

* FOR A MAJOR OPERATION PLANNED TO ACCOMPLISH A STRATEGIC OBJECTIVE.
OPERATIONAL LEADERSHIP
OPERATIONAL COMMANDER’S REQUIREMENTS

- OPERATIONAL THINKING
- STEADFASTNESS OF PURPOSE
- LEADING BY PERSONAL EXAMPLE
- CREATIVENESS
- REQUIREMENTS FOR SUCCESS
  - PROFESSIONAL KNOWLEDGE
  - INITIATIVE
  - DECISIVENESS
  - HONESTY
- MORAL COURAGE
- SOUND JUDGMENT
- TOUGHNESS
- BOLDNESS
- HIGH INTELLECT
- ABILITY TO PROVIDE MOTIVATION AND INSTILL PURPOSE
  - PERSISTENCE
  - MENTAL AGILITY
TENETS OF OPERATIONAL LEADERSHIP

- Absolute Primacy of Policy & Strategy
- Unwavering Focus on the Objective
- Balancing the Ends, Means, and Ways
- Obtaining and Maintaining Freedom of Action
- Initiative
- Jointness
- Willingness to Take High Risks
- Acting in an Unpredictable Manner
- Employment of All Available Military and Non-Military Sources of Power
- Concentration at the "Weight of Effort"
- Selection of the Proper "Weight of Effort"
- Application of Overwhelming Force
- Indirect Approach

TENETS (CARDINAL RULES)
OBTAINING AND MAINTAINING FREEDOM OF ACTION

FRAMEWORK FOR EXERCISING FREEDOM OF ACTION

CONSTRAINTS + RESTRAINTS = LIMITATIONS

OPERATIONAL COMMANDER

INITIATIVE

FACTORS AFFECTING FREEDOM OF ACTION

• ASSIGNED OBJECTIVES/TASKS
• COMBAT POWER OF ONE’S OWN / FRIENDLY FORCES
• ENEMY’S COMBAT POWER
• ENEMY’S DECISIONS AND ACTIONS
• COMMAND & CONTROL STRUCTURE
• COMMAND RELATIONSHIPS

• DECISION CYCLE
• INTELLIGENCE
• GIVEN SPACE
• TIME AVAILABLE
• FORCES AVAILABLE
• FORCES BECOMING AVAILABLE
• TECHNOLOGY
• OPERATIONAL LOGISTICS AND SUSTAINMENT
• OPERATIONAL PROTECTION
• OPERATIONAL RESERVE

GIVEN SPACE - TIME - FORCES

• TASK-ORIENTED ORDERS
• MENTAL AGILITY
• FORCES’ MOBILITY
• SURPRISE
• OFFENSIVE
• ANTICIPATION
• ABILITY TO DEPLOY
• OPERATIONAL RESERVES
• ETC.
TYPE OF DECISIONS

OPERATIONAL COMMANDER

ORGANIZATIONAL

INFORMATIONAL

OPERATIONAL
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.