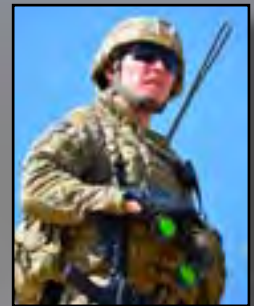




Welcome to the October 2012 issue of the CALL Movement and Maneuver Lessons Learned Newsletter. For October, we have themed the newsletter “Back to The Basics.” This “back to basics” theme is drawn from our desire to have our readers begin thinking about more conventional operations within the context of the Unified Land Operations Decisive Action doctrine. The articles in this issue are for the most part from the pre-2004 time. This was before our Army became heavily focused on COIN, and the unique skills and tasks required. Since 2004, much of the force has had little chance to train on the basic blocking and tackling of a conventional maneuver fight. The Decisive Action doctrine requires training on conducting offensive, and defensive operations with most of this training executed by company-battalion-brigade leaders at home station. While some of the terminology is dated, the fundamentals are still sound and the techniques valid. It is our hope that these articles will assist a younger generation of leaders in understanding how to operate in a maneuver centric environment. To that end, this issue features articles on military decision-making process as a means for mission analysis and developing the plan, how to conduct a rehearsal for offensive operations, ideas on building SOPs, and land navigation.

[Command and Control: Seeing the Battlefield](#)

Many maneuver commanders throughout history have made key decisions regarding commitment of important resources with very little information or time. At times the “fog” of war makes disseminating information difficult. In many instances the standard procedures for communicating information can lead units down a “wrong path.” By preparing an effective matrix or sketch, staffs can help commanders “see” important elements of the battlefield including friendly and enemy capabilities, terrain, and key decision points. This article describes simple techniques used in offensive and defensive operations that facilitate the decision-making process and allow commanders to better “see the battlefield.”



[Mission Analysis: Getting It Right](#)



The task force engineers at brigade combat team level often experience difficulties with providing mobility/survivability input to the military decision-making process (MDMP). Due to the MDMP’s logical sequence, engineer planners must get it right from the beginning. This means they must correctly identify and integrate the specified and implied mobility/survivability tasks during their initial mission analysis. This article covers the basics of “getting it right.”

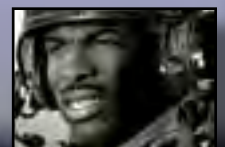
[Combined Arms Integration in the Army Decision Making Process](#)

We must realize most staff officers at the battalion level have limited experience deploying and fighting as part of a combined arms team. Until we discover how to right this wrong, we must find methods that better integrate the various warfighting functions (formally called BOS) as we plan missions using the abbreviated decision making process (ADMP). Two significant ways to do this: the BOS-Integrated Enemy COA Brief and BOS-Integrated, Graphical COA Development have been developed by staff officers. This article details how both methods fully integrate all BOS elements in the process and produce a more synchronized plan.



[Leaders Reference Guide](#)

This is an example of a pocket sized reference card for leaders from platoon through battalion. It is designed to provide a quick memory jog of key and essential elements in leadership and execution of mission tasks.





CO/TM Commander Cue Card To Rehearse Offensive Operations

CO/TM commanders are often unsure how to rehearse their company's offensive concept of the operation. As a result, task force rehearsals are less effective because there is no set agenda for the CO/TM commanders to use when they back brief their plan. Commanders must focus their back brief on how their company will move, action on contact, maneuver, mass fires on the enemy with direct and indirect fires, and how the company will sustain and generate combat power throughout the operation. We propose the CUE CARD as a way to assist commanders through the process of back briefing the battalion commander at the combined arms rehearsal.



First Sergeant Lessons Learned at the Joint Readiness Training Center (JRTC)



This is from a senior noncommissioned officer serving as an observer-trainer-mentor at the JRTC. It contains lessons observed of his peers performing the duties of first sergeants (1SGs) in light (infantry), mechanized (combined arms), and Stryker Infantry battalions. The purpose of this article is to share some of those solutions. These techniques and possible solutions may not work for every situation or every unit. However, they may serve as starting points from which to focus unit training and develop standing operating procedures (SOPs).

The Art of Land Navigation: GPS Has Not Made Planning Obsolete

Conventional land navigation — that is, with map, compass, and terrain association — has never been a strong suit of junior leaders, and it has suffered even more as a result of the global positioning system (GPS) devices now available. The general attitude is that these devices have made such training unnecessary. It is essential that unit leaders develop the skills and establish SOPs for land navigation planning. An SOP allows the leaders to focus on planning the mission by addressing the effects of terrain, vegetation, and the Soldier's load on the rate of movement — providing an appreciation of time and space.



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