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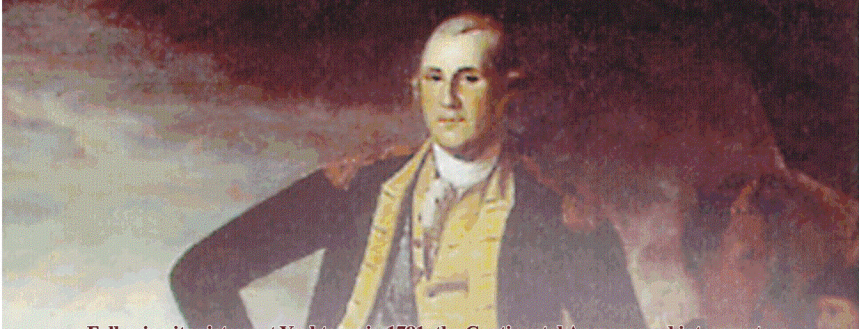
FM 1

The Army

14 June 2001

Washington at Newburgh

(Establishing the Role of the Military in a Democracy)



Following its victory at Yorktown in 1781, the Continental Army moved into quarters near Newburgh, New York to await peace. The national situation was grim. With no war to unify them, the states began defaulting on commitments of support to the weak national government. Corrupt war suppliers created a drain on the treasury. The Continental Congress could not raise the funds to provide pay or pensions to the soldiers who had won the war, some of whom had not been paid for several years. Many officers feared that Congress would disband the Army and renege on its promises. By the winter of 1782-83, tension within the Army's formations had reached a dangerous level. The future of the Republic was in doubt.

A group of officers in the teeming camp determined to compel Congress to settle its debts with the threat of military action. They attempted to enlist their victorious commander, General George Washington, to lead their plot. Many other citizens throughout the country hoped Washington would set up a monarchy in place of the ailing government. He refused every appeal, and the rebellious officers made ready to take action without him. On March 15, 1783, Washington entered the officers' assembly and warned them of the grave danger inherent in their scheme. He was having little effect until he retrieved a pair of spectacles from his pocket to read.

The officers were astonished. None of them had seen their hero in his eyeglasses, and he seemed to age before them. But his off-hand comment, intended to put them at ease, demonstrated once again the depth of the character that had sustained a revolution. "Gentlemen, you will permit me to put on my spectacles, for I have not only grown gray, but almost blind in the service of my country." The act, the statement, and the power of a leader's example quelled an incipient rebellion. As Jefferson later commented, "The moderation and virtue of a single character probably prevented this revolution from being closed, as most others have been, by a subversion of that Liberty it was intended to establish."

Washington's selfless leadership instituted the tradition of civilian control of the military in America. His willing subordination, of himself and the Army he commanded, to civilian authority established the fundamental tenet of our professional ethos. For the first time in history, a professional military force began to flourish in a democratic society. The United States Army is heir to that legacy.

Field Manual
No. 1

Headquarters
Department of the Army
Washington, DC, 14 June 2001

The Army

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Foreword

In the decade since the end of the Cold War, the strategic environment has become less stable, more uncertain, and more dangerous. The international order is again in transition. While our traditional adversaries seem less menacing, others have developed the capacity to threaten our national interests. Friction between the forces of integration and disintegration has increased the nature and scope of potential threats. All of our armed forces must be ready to deal with these threats, but land forces alone have the ability to place enough "boots on the ground" and interact with populations, directly and continuously. In this capacity for human interaction, ground forces are unique. The Army provides human interaction—the basis for our warfighting doctrine, our crisis management philosophy, and our engagement strategy.

Warfighting is complex, but the historical lessons of the military art, the principles of war, the tenets of Army operations, and our warfighting tactics, techniques, and procedures—all the fundamental imperatives—boil down to several rules of thumb applicable at every level of war. First, we win on the offense; we must be able to defend well, but you win on the offense. Next we want to initiate combat on our terms—at a time, in a place, and with a method of our own choosing—not our adversary's, our choosing. Third, we want to gain the initiative and retain it for as long as possible—and never surrender it unless forced to. Fourth, we want to build momentum quickly. And finally, we want to win—decisively.

These rules of thumb require commanders to master transitions. Transitions—passages of lines, reliefs in place, obstacles and rivers, going from offense to defense and back again, projecting power through airheads and beachheads, and transitioning from peacekeeping and warfighting and back again—sap operational momentum. Mastering transitions is key to setting the conditions for winning decisively. Forces that can do so

provide strategic flexibility to the National Command Authorities, who need as many options as possible in a crisis. The Army has historically provided those capabilities and options with the versatility and agility of its formations.

The Army performs missions today similar to those it has performed throughout our history. The places and the methods differ, but the qualities demanded of The Army are unchanged—an ethos of service to the Nation, the readiness to fight and win wars, and a willingness to accomplish any mission the American people ask of us. As we transform The Army into a force that is strategically responsive and dominant across the full range of military operations, our role as servant to the Nation remains clear.

American Soldiers remain the centerpiece of our formation. Their character and our values are the threads from which we make whole cloth. Soldiers define our relationship with the American people—loyalty to the Constitution, the Nation, and its citizens; commitment to service; professional excellence; and obedience to civilian authority. Soldiers accept hardship and danger, and sometimes injury and death, in pursuit of these ideals. For over 226 years, the American people have relied on The Army to protect and defend the Constitution and to guarantee their freedom, security, and interests.

The Army serves.

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Preface

FM 1, *The Army*, is The Army's capstone doctrinal manual prepared under the direction of the Chief of Staff, Army. It tells us who we are, what we do, and how we do it. It points the way to the future and establishes doctrine for employing land power in support of the national security strategy and the national military strategy. It also delineates The Army's purpose, roles, and functions as established by the Constitution; the Congress in Title 10, USC; and the Department of Defense Directive 5100.1. FM 1 is the Chief of Staff, Army's guidance to The Army.

FM 1's audience is broad. It includes the National Command Authorities; Congress; Office of the Secretary of Defense; joint staff; combatant commanders; other services; officers, noncommissioned officers, and Soldiers of The Army; and Department of the Army civilians.

The Army provides combatant commanders with trained and ready forces capable of decisive action across the range of military operations and spectrum of conflict. Therefore, Army doctrine must support and be consistent with joint doctrine to ensure the full integration of Army land power capabilities into both joint and multinational military operations. FM 1 connects Army doctrine to joint doctrine as expressed in the relevant joint doctrinal publications, especially Joint Publication 1, *Joint Warfare of the Armed Forces of the United States*, and Joint Publication 3-0, *Doctrine for Joint Operations*. FM 1 also links the national security strategy and the national military strategy with The Army's operational doctrine in FM 3-0, *Operations* (formerly FM 100-5); The Army's training doctrine in FM 7-0 *Training* (formerly FM 25-100); The Army's leadership doctrine in FM 6-22, *Leadership* (formerly FM 22-100); and The Army's logistics doctrine in FM 4-0, *Combat Service Support* (formerly FM 100-10).

FM 1 refers to the United States Army in two ways. First, "the Army" refers to the history of the United States Army—the Army that has rendered magnificent service to the American people during war and peace. Second, "The Army" refers to the United States Army of today, one that looks to the future. All members of The Army—active and reserve component Soldiers, civilians, family members, retirees, and veterans—celebrate The Army's unity of purpose and bring to it their commitment to serve the Nation.

The Army Team is more than just the Soldiers who wear the uniform and the civilians who support them. The Army Team includes the family

members of our Soldiers and civilians, as well as our veterans and retirees. In the last 30 years, the number of married Soldiers has risen dramatically, making family readiness an increasingly important consideration in all aspects of Army life. The Army's veterans are Americans who have served their country with honor and have made invaluable contributions to The Army and the Nation. Though they no longer wear the uniform, many still serve in supporting capacities. All have made sacrifices, but The Army is committed to improving the well-being of the service to a level commensurate with the society it serves. For many, soldiering continues to be an affair of the heart.

Chapter 1

The Army and the Profession of Arms

[Y]ou may fly over a land forever; you may bomb it, atomize it, pulverize it and wipe it clean of life—but if you desire to defend it, protect it, and keep it for civilization, you must do this on the ground, the way the Roman legions did, by putting your young men into the mud.

T.R. Fehrenbach
This Kind of War

The Army serves the Nation. We defend America's Constitution and our way of life. We protect America's security and our Nation's interests. We answer the Nation's call to serve whenever and wherever required. We must prepare for decisive action in all operations. But above all, we are ready to fight and win the Nation's wars—our nonnegotiable contract with the American people. The Army is, and will remain, the preeminent land warfighting force in the world. We serve as the ultimate guarantor of our way of life.

Secretary of War Elihu Root wrote, at the dawn of the last century, "The real object of having an army is to prepare for war." He continued, "The regular establishment in the United States will probably never be by itself the whole machine with which any war will be fought." But Root also knew that the United States Army does much more than fight wars. Even as he wrote, the Army was establishing civil governments in recently acquired territories around the world and providing disaster relief after a hurricane. After fighting a war with Spain, the Army had reduced its strength but was recruiting a new force to conduct contingency operations in the Philippines. As we enter the 21st century, Secretary Root's themes remain. The Army—active component and reserve components—continues to provide trained and ready warfighting land forces capable of decisive action across a full range of military missions for joint, multinational, and interagency operations.

The Army organizes, equips, and trains Soldiers to fight. The Army fights wars, but it does a great deal more than that—and always has. During peace the Army focuses its capabilities on conducting operations to deter war, but if deterrence fails, it delivers a decisive victory. Fundamental to deterrence is the credible, demonstrated capacity to

fight and win. This kind of credibility is achieved through rigorous, realistic training; sound doctrine; tough, disciplined, and fearless Soldiers; inspired leadership; modernized equipment; and a mix of organizations and capabilities that provides strategically responsive, deployable, sustainable, versatile, agile, lethal, and survivable striking power. Army forces with these characteristics can shape the strategic environment to reduce the causes for conflict before crises occur. If such proactive measures fail, The Army is capable of managing crises and conducting prompt, sustained, decisive land combat as part of the joint force. Army forces conduct offensive, defensive, stability, and support operations as part of a combatant commander's campaign. The Army's actions may include forcible entry from the land, sea, or air; decisive fires and maneuver; closing with and destroying a determined enemy; sustaining a joint force; setting conditions for a return to self-sustaining peace; and securing our homeland.

The Army in American History

> *Often it serves to reflect on history to find direction for the future. . . In October 1781 our Army was neither fully manned nor equipped. But strong, positive leaders and determined courageous soldiers won final victory at Yorktown, ensuring freedom for the Nation.*
>
> John O. Marsh, Jr.
> former Secretary of the Army

For 226 years, the United States Army has served the American people in peace and in war. Unified by a dedication to individual freedom, citizens from all walks of life formed the Continental Army in 1775. Wanting for every resource of warfare, the Continentals drew strength from strong leadership and selfless patriotism. Battles at Lexington, Concord, and Long Island, and the crucible of Valley Forge molded the heritage of service and sacrifice that won our Nation's freedom and sustains The Army's unique relationship with the Nation today. Citizen-soldiers have been the centerpiece to our formations ever since.

In 1781, with the support of our French allies, the Continental Army defeated the British at Yorktown and secured for the Nation the liberties so eloquently stated in the Declaration of Independence:

> *We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.*

Yorktown, Virginia, 14 October 1781

As the siege lines of the combined French and American forces closed in on the trapped forces of General Charles Cornwallis, General George Washington ordered a night assault to seize two vital British strongpoints. While the French attacked Redoubt No. 9, American Light Infantry under Lieutenant Colonel Alexander Hamilton attacked Redoubt No. 10. As covering fire arched overhead, the Americans and French moved forward. The Americans, with unloaded muskets and fixed bayonets, did not wait for sappers to clear away the abatis but climbed over and through the obstructions. Within ten minutes, the garrison of Redoubt No. 10 was overwhelmed. Combined with the French success, this attack sealed the fate of the British garrison and ultimately led to American independence.

Today, this same Army stands guard over those freedoms, still sustained by the selfless service of patriots. The traditions of commitment, dedication, determination, and character continue in today's all-volunteer force. Americans volunteer to serve their country in the profession of arms. They are neither forced nor compelled to serve except by commitment to their fellow citizens and their Nation. With this in mind, perhaps the most meaningful lines of the Declaration of Independence with respect to The Army are not the first lines, but the last:

> *And for the support of this Declaration, with a firm Reliance on the Protection of divine Providence, we mutually pledge to each other our Lives, our Fortunes, and our sacred Honor.*

This timeless sentence reflects the ideals of our civil society and The Army's professional ethos. For over two and one-quarter centuries, the

Army has constantly served the American people with vigilance, dedication, and selflessness. The Army is a learning organization that has evolved together with the Nation through societal changes, technological advancements, and ever changing international relations.

Though constituted largely from militia forces at the beginning of the Revolution, the Continental Army that ended the Revolutionary War was a professional force by the standards of its day. Without the citizen-soldiers of the Continental Army, America would not have gained its independence. Reduced immediately after the Revolutionary War to 80 Soldiers in a single garrison, the Army reconstituted time and again in response to emergencies, usually to protect the frontier. It expanded significantly to fight the British in the War of 1812, a conflict that solidified the need for a standing army in the minds of the American people.

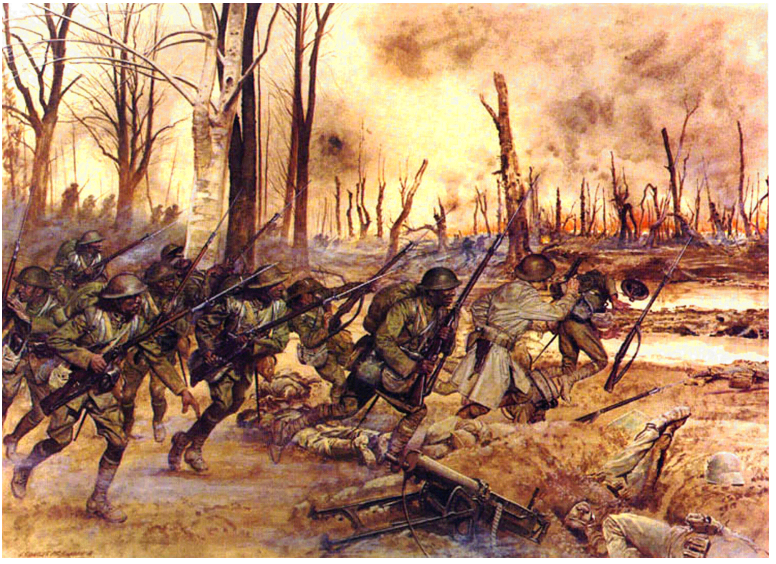
The Army was essential to America's growth. As the Nation expanded westward, the Army provided explorers to map new territory and find paths to extend the frontier. Army engineers built roads and canals and improved navigation on waterways. The Army kept watch over the frontier—first to protect the Indians, later to protect settlers. The Army expanded again to fight the Mexican War, its first foreign deployment.

In the 1860s, the Army and the Nation experienced their most trying period together, when both were torn apart by the Civil War. The Army grew dramatically—in size, professional ability, and technological sophistication—during four long years of war to preserve our Union. After the Civil War, the Army was the executive agent for reconstructing the South.

Changes in military thought and technology accelerated through the 19th century, even as the Army oversaw Reconstruction and continued its mission in the West. Drawing on the hard-won lessons of the Civil War, the Army established a school at Fort Leavenworth to integrate those changes. The School of Application for Infantry and Cavalry became the foundation of the Army's professional education system. The Spanish-American War in 1898 exposed organizational, logistic, and training deficiencies in the Army. In the early 20th century, the Army began to reform itself. It struggled to assimilate a host of technological changes, even as it took on new responsibilities as an expeditionary force for a burgeoning world power. The Army was responsible for governing several new possessions and for intermittently protecting the border with Mexico.

Suddenly, the Nation and the Army were involved in the first of two world wars, wars that transformed them both. A greatly expanded

United States Army provided the land combat power necessary for the Allies to win World War I. The American Expeditionary Force, with many Leavenworth graduates among its leadership, won an important victory at Cantigny, won again in savage fighting in the Meuse-Argonne, and added the necessary energy to turn the tide on the Western Front.



Meuse-Argonne, 26 September–1 October 1918

The 369th Infantry fought valiantly in the Meuse-Argonne as part of the French 161st Division. Attacking behind a fiery barrage, the 369th Infantry assaulted successive German trench lines and captured the town of Ripont. On 29 September, the regiment stormed powerful enemy positions and took the town of Sechault. Despite heavy casualties, the 369th, called “Hell Fighters” by the French and Germans, relentlessly continued the attack at dawn. Raked by enemy machine guns, they assaulted into the woods northeast of Sechault, flanking and overwhelming enemy machine gun positions. The “Let’s Go!” elan and indomitable fighting spirit of the 369th Infantry was illustrated throughout the battle. Their initiative, leadership, and gallantry won for their entire Regiment the French Croix de Guerre.

The advent of World War II likewise challenged the Army. The Army drew down precipitously in the interwar years, starved for money, equipment, and Soldiers. But as war began in Europe, the Army used its professional education system to mobilize, train, and equip a force that expanded to 89 divisions by the end of the war. A brilliant generation of Army leaders—Marshall, MacArthur, Eisenhower, Bradley, and Patton—deployed those formations to North Africa, Europe, Asia, and the Pacific to defeat the Axis Powers.

Twice in the span of 30 years the Army provided decisive land power without which the forces of freedom and democracy throughout the world would likely have suffered defeat. The common experiences of millions of American Soldiers of two generations helped establish our Nation as a superpower.

By the end of World War II, the United States was a global power and the Army was spread across the globe governing occupied countries, assisting in reconstruction programs, and guarding new borders against new foes. An historic anomaly ensued: 45 years of Cold War against an implacable foe during which the Nation and the Army remained alert for imminent war. The strategic environment was dangerous but stable; a conflict between two roughly equal superpowers would have practically assured mutual destruction. As a result, the major wars of this period, in Korea and Vietnam, were limited in terms of American objectives and scope.

The 20th century ended with the dissolution of the Warsaw Pact and the collapse of the Soviet Union. Our Nation and the Army began yet another transition—one that is still underway. In the midst of this change, the Army responded to an unexpected crisis in the Persian Gulf, ejecting the Iraqi army from Kuwait in an unprecedented 100-hour ground offensive. The Army remained engaged in critical regions to reassure allies and deter aggression, to shape the international environment, and to prevent disorder from possibly leading to war. All the while, the Army prepared for an uncertain future in a far less stable world.

Throughout our history, the Army has demonstrated enduring principles and characteristics in its service to the Nation—subordination to civilian authority; ability to rapidly mobilize to support the Nation's interests; respect for human rights; integration of technology; and rapidly adapting to and learning to win in changing environments. Through every period, it continued to develop a professional Army made up of citizen-soldiers.

The Characteristics of Professionalism

The purpose of any profession is to serve society. Members of a profession consider their vocation a life-long calling to provide a necessary and useful service. To fulfill those societal needs, professions—such as law, medicine, the clergy, and the military—develop and maintain distinct bodies of specialized knowledge and impart expertise in them through formal theoretical and practical education. Professions establish a unique subculture that distinguishes practitioners from the society they

serve, while supporting and enhancing that society. To that end, professions develop particular vocabularies, establish professional journals, and even adopt distinct forms of dress. They create their own ethos and standards to maintain the effectiveness of their service. And because professions hold their members to high technical and ethical standards, society grants them a great deal of autonomy for self-government.

The United States Army as a Profession

The fundamental characteristics of Army professionalism are a service focus, an expert knowledge, a unique culture, and a professional military ethos.

The Army's fundamental purpose is to serve the Nation and its people, defending their security and interests and securing their rights and liberties. This service ethic is central to our profession. Congress, representing the people, has the constitutional responsibility and power "to raise and support armies." The Constitution designates the President, also elected by the people, as commander in chief of the armed forces. Because of its constitutional powers and duties, The Army has responsibilities and loyalties to both the legislative and executive branches. Together, those branches of government "provide for the common defense." That phrase captures the essence of military service and the moral character of the Soldier's duty to defend the republic. When sworn into military service, each officer, in the Oath of Commission, and each enlisted Soldier, in the Oath of Enlistment, pledges "to support and defend the Constitution of the United States." That solemn pledge ties military service directly to the founding document of our Nation. It instills a nobility of purpose within each Soldier and provides deep personal meaning to all who serve.

Army professionalism is intellectual, physical, and moral in nature; it requires expert knowledge of the concepts and tools of its trade. It is intellectual because the unique body of expertise required in military operations is extensive. The conduct of war, its technology, and the execution of military strategy, operations, and tactics are complex matters, certainly as demanding as the practice of any other profession. Moreover, Army professionals must exercise their expertise against intelligent adversaries. The consequences of failure in our profession—both for the Soldier and the Nation—are more dire than those in any other.

Army professionalism is physical because warfare is physical. Armies persevere and endure in a brutal physical environment to break the adversary's will. They do not break human will by negotiating or remov-

ing weapons. Armies defeat their adversaries' will to resist by presenting the certainty of physical destruction and the loss of hope of rescue. This endeavor has been called "the management of violence." The Army professional's task is to exercise violent force to break the adversary's will quickly and at reasonable cost.

Army professionalism is moral because the capability to wield tools of destruction in a brutal environment carries with it a moral responsibility. Our professional moral imperative derives from ancient ethical and religious standards. The Law of Land Warfare, the Uniform Code of Military Justice, and the Code of Conduct give structure to the moral imperative. The moral and ethical tenets of the Constitution, the Declaration of Independence, and Army values characterize The Army's professional ideals. As the environment of conflict becomes more complex, this moral dimension of Army professionalism takes on greater importance.

The need to master the intellectual, physical, and moral aspects of warfare forms the basis for our system of professional military education. Every Army leader must master all aspects of warfare, personally committing to the career-long process of learning, evaluating, and adapting to changing security environments, technologies, and military operations. Through this process, The Army professional continually develops expertise in the practice of the art and science of war.

Through our history, the Army has developed a unique professional culture. The Army's institutional culture encompasses the customs and traditions, norms of conduct, ideals, and values that have evolved over 226 years of campaigns and battles, of shared hardship and triumph. We all stand a little taller because we share the title, "Soldier."

The Army's institutional culture is fundamentally historical in nature. More so than other professions, The Army cherishes its past, especially its combat history, and nourishes its institutional memory through ceremony and custom. Our formations preserve their unit histories and display them in unit crests, division patches, and regimental mottos. Such traditions reinforce esprit de corps and the distinctiveness of the vocation. Our history of past battles bonds and sustains units and Soldiers. History reminds Soldiers of who they are, of the cause they serve, and of their ties to Soldiers who have gone before them.

Army customs give The Army's institutional culture daily life. For example, the salute is not simply an honor exchanged. It began in ancient times as a signal of trust between armed warriors. The salute said, "My hand is open to you as an act of trust between us." It remains a privileged gesture of respect and trust among Soldiers.

The Army also operates within the distinct legal culture of the Uniform Code of Military Justice. In addition, The Army's institutional culture promotes certain norms of conduct. For example, discipline is central to our professional identity. Individual self-discipline emanates from personal courage. Soldiers, who must manage violence under the Law of Land Warfare, require the highest level of individual and organizational discipline. Likewise, because Soldiers must face the violence of combat, they require the stiffening of discipline to help them do their duty.

> *Discipline is based on pride in the profession of arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so ingrained that it is stronger than the excitement of battle or the fear of death.*
>
> General George S. Patton, Jr.

Part of our institutional culture, The Army's service ethic is a Soldier's commitment to place the Nation, The Army, its Soldiers, and their families above self. This commitment is expressed by the willingness to perform one's duty at all times and to subordinate personal welfare for the welfare of others, without expecting reward or recognition. Likewise, The Army is committed to developing values-based leadership and the well-being of Soldiers and their families. Soldiers with patriotism, pride in their profession, commitment to The Army and its values, and belief in the essential purposes of the military provide the inner strength that builds strong, cohesive units and enables The Army to attain its service ethic.

Another part of the institutional culture is to treat others with dignity and respect. The Army allows all Soldiers to serve to the best of their ability without fear of prejudice or discrimination. Treating others with dignity and respect leads to cohesive units. Cohesion and esprit de corps are key aspects of Army culture. Soldiers fight best as members of cohesive units with high esprit. In the immediate brutality of ground combat, distant ideals count for little. Unit cohesion—a shared sense of responsibility for each other's lives—holds Soldiers together in combat. That sense of belonging to a proud organization supplies an element of courage and commitment essential to successful military operations.

The Army ethos—a set of guiding beliefs, standards, and ideals—is the soul of our profession. The functional aspects of this ethos reflect professional competence. The Army ethos places requirements on individual Soldiers beyond those necessary in other vocations. The Army has expressed those requirements as values that each Soldier internalizes. Army values—Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage—guide the personal conduct of every member of The Army.

The Army ethos also demands adherence to all of the laws, treaties, and conventions governing the conduct of war to which the United States is a party. The laws of war seek both to legitimize and limit the use of military force and prevent employing violence unnecessarily or inhumanely. Therefore, the Army ethos calls for judgment in using violence, particularly in the presence of noncombatants.

Army Values

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

The Army ethos also reflects our national culture, values, beliefs, and norms to the extent they are compatible with military service. The American Soldier is first a citizen, with most of the fundamental rights that any American enjoys under the Constitution. By taking an oath to defend the Constitution, the Soldier also accepts a set of responsibilities that other citizens do not. Soldiers agree to limit their freedom to come and go in order to be available on short notice as readiness demands. Soldiers subordinate their full freedom of expression to the needs of security and disciplined organizations. Soldiers accept these responsibilities as part of our nonnegotiable contract with the American people.

The measure of military professionalism is success in battle and other military operations. Military effectiveness is perishable. Therefore, every day in The Army, we do two things: we train Soldiers and we grow them into leaders.

Training

Soldiers are on point for the Nation. To prepare them, The Army trains every day. In the wake of the War of 1812, Secretary of War John C. Calhoun articulated the sole purpose for a peacetime army—to prepare for war. Since that time, the Army has measured its readiness predominately in terms of its training effectiveness. For a century and a

half, the Army has trained its formations according to contemporary doctrine, incorporating new technologies and the lessons of combat.

Since the mid-1970s, the Army has undergone a training revolution. It has developed a training doctrine with a system of training techniques and standards that allow Soldiers and units to acquire and practice their skills and maintain a high level of warfighting readiness. Candid after-action reviews and repeated application under changing conditions reinforce training and readiness standards. This training system, administered by dedicated professionals, sustains the process of developing Soldiers and units of uniformly high quality. This innovative training methodology has been so successful that it has been adopted by much of corporate America.

FM 7-0 (formerly FM 25-100) provides the doctrinal basis for Army training. Army training aims to impart to Soldiers and units the individual and collective skills, knowledge, and attributes required to accomplish their missions. The physical performance of mission essential tasks, while necessary, is insufficient to develop the required attributes to win—decisively. Soldiers and units understand that only tough, realistic exercises can help them perform effectively under the stress of military operations.

Leadership

> *The American soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties. The noncommissioned officer wearing the chevron is supposed to be the best soldier in the platoon and he is supposed to know how to perform all the duties expected of him. The American soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers.*
>
> General of the Army Omar N. Bradley

Leadership is the lifeblood of The Army. Because of the personal and physical nature of ground operations, leadership is the most dynamic and essential element of land combat power. Confident, competent leadership unites the other elements of combat power and serves as the catalyst that creates conditions for success. It takes more than 20 years—a generation—to grow a brigade commander. Today's lieutenants and captains will command tomorrow's Objective Force brigades and divisions.

Leadership is vital to maintaining an agile and versatile force. Leaders inspire Soldiers to behave professionally and to accomplish missions effectively. Therefore, The Army grows leaders with the character, competence, commitment, and courage to take action when and where required. Leadership requires imagination and initiative. Sometimes that means taking action without orders; sometimes it means standing fast until new orders arrive. At all times, leadership requires sound judgment.

Army leadership begins with what the leader must BE, the values and attributes that shape a leader's character. Interpersonal, conceptual, technical, and tactical skills compose what a leader must KNOW. Leadership demands competence in a range of human activities that expand in complexity with positions of greater responsibility. But character and knowledge—while absolutely necessary—are not enough. Leadership demands application—action to DO what is demanded—often in complex and dangerous conditions. Action is the essence of leadership.

Under The Army's leadership framework based on BE-KNOW-DO, Army leaders adopt and internalize Army values and develop the requisite mental, physical, and emotional attributes. They learn the interpersonal, conceptual, technical, and tactical skills required to lead soldiers and accomplish missions. Leaders motivate subordinates, conduct operations, and continually develop and improve their units, their Soldiers, and themselves. Leadership is a life-long learning process—in the classroom, in personal study, and in practice.

The ambiguous nature of the operational environment requires Army leaders who are self-aware and adaptive. Self-aware leaders understand their operational environment, can assess their own capabilities, determine their own strengths and weaknesses, and actively learn to overcome their weaknesses. Adaptive leaders must first be self-aware—then have the additional ability to recognize change in their operating environment, identify those changes, and learn how to adapt to succeed in their new environment. Self-awareness and adaptivity are symbiotic. A self-aware leader who is not adaptive cannot learn to accept change and modify behavior brought about by changes in the environment. However, adapting without self-awareness is changing for change's sake—without understanding the relationship between abilities, duties, and the environment. There are numerous self-aware and adaptive leaders in our history—Lieutenant Colonel Hal Moore in the Ia Drang Valley; General of the Army Douglas MacArthur at Inchon; General Matthew Ridgway taking command of Eighth Army in Korea; Major General William Sherman in the March to the Sea; and Lieutenant

General Ulysses Grant's relentless assault on the Army of Northern Virginia. Some leaders—like MacArthur, Sherman, and Grant—mastered new skills and gained the initiative by proactively changing their environment before the adversary could react. Others, like Moore and Ridgway, recognized changes to their environment brought about by the adversary in time to save their commands from destruction. All were confident in their abilities and aware of the capabilities of their units. They did not fear the unknown, uncertainty, or ambiguity. On the contrary, they were willing to take risks, remained focused and mission-oriented, and determined to win a decisive victory.

Today's environment demands more from Army leaders then ever before. The Army needs adaptive leaders—leaders that can successfully operate across the range of military operations. It needs adaptive leaders who can be home one day and, within hours, conduct military operations anywhere in the world. The Army needs adaptive leaders who can operate in all technological environments—from hand-to-hand combat to offensive information operations. Ultimately, The Army needs adaptive leaders who can compel an enemy to surrender in war and negotiate in peace.

England, 5 June 1944

General Dwight D. Eisenhower gives the Order of the Day, "Full victory—nothing else!" to 101st Airborne Division paratroopers, just before they board their airplanes to execute the airborne assault of Normandy.

Summary

When a country looks at its fighting forces, it is looking in a mirror; if the mirror is a true one, the face that it sees there will be its own.

General Sir John Hackett

The profession of arms involves the disciplined use of legally sanctioned force. It imposes many demands but imparts lasting rewards upon those who enter it. The professional calling of the Soldier is to defend the security of the Nation, its ideals, and its way of life. The challenge is to learn the profession well enough to accomplish any mission effectively while protecting the force, especially the lives of one's fellow Soldiers. We should not, however, expect war in the future to be easy or bloodless. Conflict results in casualties, despite our best efforts to minimize them. Understanding this, professionals develop and maintain cohesive units with high esprit, wherein Soldiers earn the trust of peers, subordinates, and superiors, and give that trust back in return. Army professionals voluntarily limit certain privileges and rights to competently practice the art and science of warfare. Challenge and selfless service are part of the contract—a Soldier serving the Nation.

The Army has adapted repeatedly and successfully to changing conditions and situations. The famed ingenuity and innovation of the American Soldier will continue to serve us well during periods of strategic transition. For The Army to maintain its place as the world's premier land force, we must always grasp opportunities afforded by evolving technologies and continue to develop new military capabilities. The Army will remain connected to the American people, our essential national role understood and supported by American society. We will remain one of the most esteemed institutions in the Nation and be an attractive profession to future citizen-soldiers. And while technologies and conditions will continue to change over time, we will remember our stock-in-trade—training Soldiers and growing them into leaders—the keys to our success now and in the future.

Chapter 2

The Strategic and Joint Operational Environment

The National Security Environment

We are a strong Nation. America wields strength and influence through the instruments of national power—diplomatic, informational, economic, and military—as it seeks to shape the international environment in pursuit of our enduring interests. America remains the most potent military power in the world, and The Army provides most its land forces.

The end of the Cold War did not, as some anticipated, make the world a safer place. Instead, it exposed several points of stress around the globe where American interests might be threatened. Threats to American security and interests have become more diffuse, harder to anticipate, and more difficult to combat than ever before. A growing number of borderless threats—including terrorism, narcotics trafficking, and organized crime—complicate the strategic environment, making our challenges less predictable.

Although the threat of a global war has subsided for now, the need for sustained military power, particularly land power, has increased. Since 1990, Army deployments in support of military operations other than war have increased dramatically, while the possibility of major theater wars remains. Even though day-to-day operations now consume substantial time, energy, and resources, The Army must always be prepared to fight the Nation's wars. Being demonstrably prepared to fight and win will reduce the likelihood of having to do so.

The Army supports the United States' national security strategy and foreign policy throughout the spectrum of conflict by providing the National Command Authorities a flexible force with broad, conventional deterrent capabilities. When directed, The Army conducts offensive, defensive, stability, and support operations. The Army supports the combatant commanders' theater engagement plans in peacetime—maintaining permanently stationed and rotationally deployed troops overseas, conducting peacetime engagement activities, and participating in multinational training exercises. It accomplishes these missions by active, daily engagement with the militaries, governments, and civilian

populations of other nations. The Army provides land forces to combatant commanders for major theater war, smaller-scale contingencies, and peacetime military engagement.

When directed by the National Command Authorities, The Army conducts operations in response to requests from the United Nations or other treaty organizations. As a by-product of its superb training and readiness, The Army can build alliances and coalitions and serve as a role model for militaries in emerging democracies.

The presence of Soldiers gives combatant commanders a flexible and versatile capability for influencing regional stability. Soldiers—on the ground—demonstrate commitment by the United States. For this reason, The Army provides the bulk of overseas presence and peacetime engagement forces in support of the national security strategy. Despite these proactive measures, deterrence sometimes fails. When it does, The Army is committed to fighting and winning—decisively.

Enduring National Interests

The Constitution of the United States sets forth the national purpose in these words:

> *We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution of the United States of America.*

These broad, enduring national goals are expressed more specifically in terms of national interests, which provide the basis for national security policies. The following national security objectives have remained essentially unchanged since the late 1940s:

- To preserve the sovereignty of our Nation, with its values, institutions, and territory intact.
- To protect U.S. citizens at home and abroad.
- To provide for the common welfare and economic prosperity of our Nation and citizens.

National Military Strategy Formulation

> *This Nation can afford to be strong—it cannot afford to be weak. We shall do what is needed to make and keep us strong.*
>
> President John F. Kennedy

The President is responsible for national security. The National Security Council assists the President in determining how best to employ the instruments of national power in pursuit of national goals. The National Security Council coordinates the efforts of all government agencies to form a coherent national security strategy. The National Command Authorities—consisting of the President and the Secretary of Defense, or their authorized alternates—exercise authority over the armed forces through the combatant commanders for forces assigned to the combatant commanders and through the chiefs of the services for other forces.

The Chairman of the Joint Chiefs of Staff, in his capacity as the principal military advisor to the National Security Council, prepares the national military strategy. He does this in consultation with the Secretary of Defense, the Joint Chiefs of Staff, and the combatant commanders. The national military strategy contains the advice of the Chairman and the Joint Chiefs of Staff on the strategic direction of the armed forces in implementing the national security strategy. The Chairman, on behalf of the Secretary of Defense, directs the combatant commanders to develop theater engagement plans as well as theater war and contingency plans.

National Military Objectives

Our national military objectives are to promote peace and stability, to deter conflict, and, when necessary, to defeat adversary forces in combat. These objectives defend and protect U.S. national interests.

Within the context of the national security strategy, the armed forces of the United States execute the national military strategy. The Army, with the other services and multinational partners, must be prepared to fulfill its essential role in our collective security.

The national military strategy is fundamentally expeditionary in nature. It includes strategic responsiveness, overseas presence, power projection, and decisive action. Joint Publication 3-0, *Doctrine for Joint Operations,* defines an expedition as “a military operation conducted by an armed force to accomplish a specific objective in a foreign country.” To achieve our national security objectives, our armed forces must be able to deter

or defeat enemy forces on land, in space, in the air, or at sea, whether by unified or joint action.

> *No government will be disposed to violate our rights if it knows that we have the means and are prepared and resolved to defend them.*
>
> President James Monroe

The Army in Unified Action—Joint, Multinational, and Interagency Operations

The Army executes missions throughout the range of military operations and across the spectrum of conflict. Employing Army forces at the right place and time allows combatant commanders to conduct decisive land operations along with air, sea, and space-based operations. In combat, The Army ensures the full application and sustainment of integrated combined arms power.

The National Command Authorities exercise authority and control over the armed forces through a single chain of command with two distinct branches. The first runs from the President to the Secretary of Defense to the combatant commanders. The second branch, used for purposes other than operational direction of forces assigned to combatant commands, runs from the President through the Secretary of Defense to the service secretaries. The service secretaries exercise authority, direction, and control of their forces not assigned to combatant commanders through the individual chiefs of the services. The Chairman of the Joint Chiefs of Staff is not formally in either chain but is in the channel of communication. Orders are issued by the President or Secretary of Defense and are normally conveyed by the Chairman of the Joint Chiefs of Staff by authority and direction of the Secretary of Defense.

A formal chain of command exists within each combatant command according to the needs of the command and the desires of the combatant commander. The Secretary of Defense specifies the degree of control that combatant commanders exercise over assigned forces. That degree ranges from combatant command (command authority) to tactical control as defined in Joint Publication 0-2, *Unified Action Armed Forces*. The combatant commander may elect to establish a subordinate unified command, a joint task force, functional component commands, service component commands, or a single service force—depending on the type of operation. The joint force commander designates the joint force land component commander, who may come from either The Army or the Marine Corps.

In a joint force, a single commander exercises combatant command (command authority) or operational control over elements of two or more services. Within a joint force, service forces may work under subordinate joint commands or single service commands. Each military department (Army, Navy, and Air Force) retains responsibility for administration and logistic support of those forces it has allocated.

The Army contributes forces to combatant commands to conduct prompt and sustained combat operations on land. The objective of Army forces is land force dominance—defeating adversary land forces, seizing and controlling terrain, and destroying the adversary will to resist. The Army, supported by the Air Force and Navy, has a forcible entry capability that allows it to conduct land operations anywhere in the world. The Army also can achieve prompt and sustained land dominance across the spectrum of conflict. It concludes conflict decisively to achieve national political and military objectives.

The Army tailors forces with unique capabilities to achieve military objectives during major theater wars or smaller-scale contingencies. Army forces are assigned to a joint force commander under the direct command of an Army component commander or a joint force land component commander.

The Navy gains and maintains control of vital sea areas and lines of communication and, employing Marine Corps forces, conducts sea-based littoral power projection. Naval forces provide The Army with strategic, operational, and tactical sealift, and support ground combat operations.

The Air Force gains and maintains control of the air. It projects aerial combat power to provide close air support and air interdiction for ground force commanders. The Air Force also provides strategic, operational, and tactical airlift support and other functions described in Department of Defense Directive 5100.1 to support ground operations.

Commanders of major army headquarters may serve as the joint force land component commander or joint task force commander. Each combatant command also designates an Army service component commander responsible for providing Title 10 support to Army forces assigned to that command. In some cases, the numbered army commander may also be the Army service component commander.

Committing Army forces means committing the assets needed to deploy and sustain them. Today, many of those assets reside in the reserve components. The decision to commit The Army is a decision to commit the Nation. That commitment means that national interests are threatened and the Nation is determined to secure them.

Alliances result from formal agreements between two or more nations for broad, long-term objectives that further the common interests of the members. Coalitions are temporary arrangements between two or more nations for common action in the context of specific strategic situations.

The Army's unique, sustained land power capabilities offer the National Command Authorities and combatant commanders more options for engagement, crisis response, and warfighting. The Army ordinarily provides the majority of land forces to combatant commands. Army forces provide capabilities for the combatant commander's theater engagement plans, which allow combatant commanders to shape the international environment, deter aggression and coercion, reduce potential conflicts and threats, and promote regional stability. When a crisis occurs, Army elements respond rapidly to enable the combatant commander to terminate a crisis or preclude opposition. Rapidly deployable land forces allow the combatant commander to control the land, its resources, and its population. If war occurs, Army forces conduct sustained combat operations. After the enemy's defeat, Army forces allow the combatant commander to achieve a lasting decision through continued presence.

Summary

America is a strong Nation. It has abundant resources and a dynamic and productive population. It wields enormous political power and has the world's strongest economy. But without a strong military to protect its enduring interests, America's strength would soon wither. Since the end of the Cold War, the world has been in a state of significant transition. This transition is marked by increased uncertainty and potential vulnerability. The strategic environment is less stable than in the past, and threats to American interests are less predictable. National power remains relative and dynamic, and as such, the military must provide the National Command Authorities with flexible forces that can operate across the range of military operations and spectrum of conflict to achieve national security objectives. The Army operates as part of the joint force, and The Army constitutes the preponderance of the land component of that force. Acting as part of joint and multinational teams, The Army provides sustained land power capabilities to combatant commanders for engagement, crisis response, and warfighting in support of our national interests.

Chapter 3

The Army in Military Operations

The Army's Purpose

The Army's nonnegotiable contract with the American people is to fight and win our Nation's wars. Our unique contribution to national security is prompt, sustained land dominance across the range of military operations and spectrum of conflict. The Army provides the land force dominance essential to shaping the international security environment.

The Army's strategic responsiveness, overseas stationing, force projection capability, and unique role as America's decisive force are powerful deterrents to would-be challengers. The Army achieves its deterrent effect through the demonstrated capabilities that make it the world's premier land force.

Should deterrence fail, The Army provides the ability to be dominant on land in war and military operations other than war. The Army's goal will be to achieve sustained land dominance, whether in closing with and destroying an enemy or keeping the peace.

Primary Functions

The primary functions of The Army, as outlined in Department of Defense Directive 5100.1, are to organize, equip, and train forces for the conduct of prompt and sustained combat operations on land. Accordingly, The Army must possess the capability to defeat enemy land forces and to seize, occupy, and defend land areas. Additionally, we must be capable of conducting air and missile defense, space and space control operations, and joint amphibious and airborne operations. These capabilities require the support of special operations forces, the operation of land lines of communication, and civil programs prescribed by law. These primary functions and the diverse, full spectrum set of missions assigned by the National Command Authorities and combatant commanders link The Army's enduring roles with The Army core competencies.

The Army's purpose is to serve the American people, protect enduring national interests, and fulfill national military responsibilities. The

Army, with the other services, deters conflict, reassures allies, defeats enemies, and supports civil authorities.

Army Core Competencies

The Army core competencies are the essential and enduring capabilities of our service. While they are not necessarily unique to The Army, they define our fundamental contributions to our Nation's security. Technology may change the ways The Army contributes to America's security, but not the contributions themselves.

The Army's core competencies are—

- **Shape the Security Environment.** The Army shapes the security environment by providing presence—"boots on the ground." While many countries do not have substantial air or naval forces, virtually all countries have armies. The Army is uniquely suited to engage these armies to reassure allies, build trust and confidence, promote regional stability, encourage democratic institutions, deter conflict, and respond to crises.

- **Prompt Response.** The Army's strategic responsiveness provides the National Command Authorities and joint force commanders with a broad range of land power options to shape the security environment and respond to natural or manmade crises worldwide. Army forces normally add the vital land capability to joint, multinational, and interagency operations. Strategically

responsive Army forces are mission-tailored, projected from home or abroad, and capable of decisive operations immediately on arrival. Prompt land force response enhances our Nation's ability to deter conflict and provides a capability to prevent an adversary from achieving his political and military objectives if deterrence fails.

- **Mobilize The Army.** The ability to expand The Army provides the National Command Authorities the means to confront unforeseen challenges and ensure America's security. The Army possesses the capability to mobilize the forces necessary to meet any crisis, including protracted, major theater war.
- **Forcible Entry Operations.** Multidimensional Army forces provide a forcible entry capability to access contested areas worldwide. They can be ready to fight immediately and prepare for the arrival of follow-on forces. This capability is essential to reduce predictability, dominate a situation, deny an adversary his objectives, contain a conflict, conduct decisive operations, deter protracted conflict, and terminate conflict on our terms.
- **Sustained Land Dominance.** The Army's unique contribution to America's national defense is providing the capabilities for sustained land dominance across the full range of military operations and the spectrum of conflict. Several specific supporting competencies allow The Army to fulfill this vital role.
  - **Close With and Destroy Enemy Forces.** Army forces are uniquely capable of decisive land warfare. The ability to close with and destroy enemy forces, occupy territory, and control populations achieves moral dominance over enemy will and destroys means to resist. Army forces close with and destroy the enemy to terminate conflict on our terms. Ultimately, this capability, coupled with strategic responsiveness, provides the foundation of conventional deterrence.
  - **Precision Fires and Maneuver.** The Army is capable of attacking an enemy, directly or indirectly, with lethal and nonlethal means, through the synergistic application of precision fires and maneuver. The Army is organized and equipped to conduct combined arms operations, which include integrating joint capabilities and operations. Precision maneuver coupled with precision Army and joint fires, give the joint force commander operationally decisive land power capabilities.
  - **Information Superiority.** Information superiority is essential to decisive Army operations. Technological advances will continue to enhance the common operational picture and

situational understanding, the precision of fires and maneuver, and virtually every other aspect of Army operations. Through interoperable ground-, air-, and space-based capabilities, Army forces can now conduct information operations that affect an adversary's will to resist and enable decision superiority for joint and multinational forces. These capabilities will increase in the future.

- **Command and Control of Joint and Multinational Forces**. The Army provides experienced leaders and adaptable organizations to command and control joint and multinational forces and promote interagency unity of effort. Although not the only service capable of performing this function, The Army's combined arms culture and long-standing experience with joint and multinational operations foster this competency.
- **Control and Defend Land, People, and Natural Resources.** Conflict normally requires control of people and land to establish the conditions for self-sustaining peace. The Army has a unique capability to dominate a situation and set those conditions, especially when this control requires a sustained commitment. The Army also plays an essential role in defending both our Nation and our allies. Through its full range of capabilities, including national and theater missile defense, The Army's presence, at home and abroad, is a certain signal of America's commitment.
- **Conduct Sustainment Operations.** Army forces sustain themselves and provide support to joint forces. Essential Army support includes the multifunctional theater support command and functional transportation (ground and aviation lift), supply, engineer, finance, medical, and personnel units.

- **Support Civil Authorities.** As part of an interagency and joint team, The Army provides unique capabilities to support civil authorities in domestic and international contingencies. This competency includes homeland security and defense. Prompt Army assistance to civil authorities and agencies is often a decisive element in disaster relief or crisis resolution. The Army will assure all available support is provided until civil authority is reestablished or civilian relief agencies can assume the mission.

The Army will remain capable of fighting and winning our Nation's wars and will be prepared to perform any other mission across the spectrum of conflict. The Army's core competencies enable Army forces to carry out any mission, anytime, anywhere in the world.

It is people who translate The Army's core competencies into capabilities. The Army is people—Soldiers and civilians, active and reserve, retirees, veterans, and family members—drawn together by shared values and experiences, sacrifice, and selfless service to our Nation. The Army has a unique culture, where officers, noncommissioned officers, and enlisted Soldiers share crew compartments, tents, foxholes, and hardships. The Army employs people, not machines. These people have subordinated their own welfare to a higher calling. War in many ways is a private, personal endeavor, and Soldiers would rather perish than fail the people they serve. Quality people provide the leadership and skills necessary to ensure success in any complex military operation.

The Organization of the Army

The Army is composed of two distinct and equally important components: the active component and the reserve components. The reserve components are the United States Army Reserve and the Army National Guard.

The active component is a federal force of full-time Soldiers and Department of the Army civilians. They make up the operational and institutional organizations engaged in the day-to-day missions of The Army. Congress annually determines the number of Soldiers that The Army may maintain in the active component.

Department of the Army civilians perform critical technical and administrative tasks that release soldiers for training and performance of other operational and institutional missions. In addition, many contractors work for The Army to support our forces at home and deployed around the world. While not members of The Army, these contractors provide vital services that sustain and enhance The Army's service to the Nation.

The U.S. Army Reserve is the active component's primary federal reserve force. It consists of highly trained combat support and combat service support Soldiers and units that can move on short notice. The U.S. Army Reserve gives The Army the resources it needs to deploy overseas and sustain combat troops during wartime, contingencies, or other operations. It is The Army's main source of transportation, medical, logistic, and other combat support and combat service support units. It is The Army's only source of trained individual soldiers to augment headquarters staffs and fill vacancies in units.

(Used with permission of the artist, James Dietz)

Normandy, 6 June 1944—Working Together, Fighting Together

At approximately 0600 on the dark gray morning of 6 June 1944, the first of several thousand men of the 29th Infantry Division fought their way onto the beaches of Normandy into the teeth of ferocious fighting. Helping to lead the way onto the European continent was the 116th Infantry Regiment of the Virginia National Guard. Although by this time a mix of active, reserve, and conscript officers and men, the 29th Division still retained its National Guard flavor and spirit. The division's leaders, still cognizant of their regiment's lineage dating back to the Stonewall Brigade of the Civil War, made sure that all newcomers—Regular Army, Organized Reserve, and draftees—knew it as well.

The 29th Division deployed to England in 1942. It was joined by the 1st Infantry Division, the "Big Red One." Together the two divisions assaulted Omaha Beach, the most heavily defended sector in Normandy. Soldiers, both Regulars and National Guardsmen, working together, overcame the odds and successfully broke the resistance on the beaches that allowed the Allied armies to establish a secure lodgment in Normandy.

The Army National Guard has a unique, dual mission that consists of both federal and state roles. Although its primary mission is to serve as a federal reserve force, the Guard has an equally important role supporting the states. Until mobilized for a federal mission, Army National Guard units are commanded by their state executive (usually the governor). In the state role, the Army National Guard must maintain trained and disciplined forces for domestic emergencies or other missions that state law may require. In this capacity, they serve as the first military responders within states during emergencies. In their federal role, Army National Guard units must maintain trained and ready forces, available for prompt mobilization for war, national emergency, or other missions.

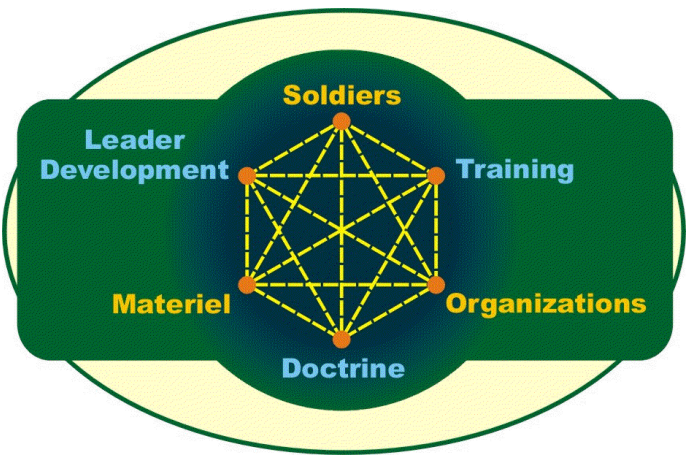
Regardless of component, The Army conducts both operational and institutional missions. The operational Army consists of numbered armies, corps, divisions, brigades, and battalions that conduct full spectrum operations around the world.

The institutional Army supports the operational Army. Institutional organizations provide the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces. The training base provides military skills and professional education to every Soldier—as well as members of sister services and allied forces. It also allows The Army to expand rapidly in time of war. The industrial base provides world-class equipment and logistics for The Army. Army installations provide the power projection platforms required to deploy land forces promptly to support combatant commanders. Once those forces are deployed, the institutional Army provides the logistics needed to support them.

Without the institutional Army, the operational Army cannot function. Without the operational Army, the institutional Army has no purpose.

The Army Imperatives

In the 1980s, The Army developed a comprehensive doctrinal construct for assessing current capabilities and managing change. The Army maintains a trained and ready force and develops future capabilities by carefully balancing six imperatives: doctrine, organizations, materiel, leader development, training, and Soldiers.



The Army Imperatives

The Army is doctrine based and has always been doctrine based. Throughout history, this intellectual capital of The Army has enabled us to win. To maintain our doctrine base, we have institutional schooling, training doctrine and methodology, and capstone combat training programs. Doctrine will be even more important in the future, as the rapid, worldwide flow of information allows tactical events to have strategic consequences.

Organizations refers to The Army's ability to field the appropriate capabilities, in both quantity and type, to perform assigned missions. Because of the wide range of possible missions and the variety of circumstances surrounding a particular environment, Army forces may not be optimized to conduct any one mission. As an example, employing an armored division in a peacekeeping role is often seen as a mission-capability mismatch. However, when the potential adversary's combat force has large armored and mechanized formations, an armored division may be the most effective peacekeeping force available.

Since World War II, The Army has relied on American industry to provide our soldiers with the very best materiel available. We aggressively pursue technologies that will put us ahead of our adversaries and guarantee our combat overmatch capabilities. The challenge for The Army in the 21st Century is to field the most modern equipment available at a time when technological advances are outpacing our ability to fully understand how these capabilities change the battlefield. In pursuing technological solutions, The Army will balance its modernization initiatives against threat capabilities (which are also modernizing), global deployment requirements, efficiency of acquisition and sustainment, and effectiveness for combat operations.

> *Good ships and good guns are simply good weapons, and the best weapons are useless save in the hands of men who know how to fight with them.*
>
> President Theodore Roosevelt
> message to Congress, December 1901

San Juan Hill, Santiago de Cuba, 1 July 1898

The going was tough up the hill, since the Spaniards were well entrenched. Lieutenant John Parker commanded the Gatling Gun Detachment, composed of men from four different infantry regiments. Parker believed that his guns, which normally played only a defensive role in battle, could be decisive in the attack by giving fire superiority to the infantry when most needed. Receiving permission to advance the guns, Parker brought his detachment abreast of, and sometimes in front of, the infantry, and opened fire. This was the United States Army's first use of close support machine guns in the attack and was decisive in the capture of San Juan Hill. Lieutenant Parker's initiative demonstrated that it takes adaptive leaders to exploit the promise of technology.

Leadership is the most dynamic element of combat power; therefore, growing leaders is our stock-in-trade. Our education, training, and development of Army leaders—officer, warrant officer, and noncommissioned officer—are critical tasks that will become more complex as we move to a future that demands increasing levels of judgment, agility, self-awareness, adaptiveness, and innovation from leaders. This situation requires continuous leader development at all levels of The Army. It also requires leaders to develop and commit to lifelong learning skills.

The Army trains. The Army spends billions of dollars each year to ensure that our Soldiers are ready to fight and win the Nation's wars and to accomplish the many other missions necessary to protect America's national interests. These dollars are a small investment for what the Nation receives in return. This investment is necessary to ensure that America's sons and daughters never go into harm's way untrained.

Valley Forge, February 1778—Leadership and Training

At Valley Forge, the Continental Army gained a new professional competence from the training of Friedrich Wilhelm von Steuben. General Washington had long sensed the need for uniform training and organization, and he secured the appointment of von Steuben, a Prussian, as Inspector General in charge of training. Von Steuben never lost sight of the difference between the American citizen-soldier and the European professional. He noted early that American soldiers had to be told why they did things before they would do them well, and he applied this philosophy in his training. His good humor and vigorous profanity, almost the only English he knew, delighted the Continental soldiers and made the rigorous drill more palatable. After Valley Forge, Continentals would fight on equal terms with British Regulars. Von Steuben began the tradition of effective unit-level training that today still develops leaders and forges battle-ready units for The Army.

Finally, the magnificence of our moments as an Army will continue to be delivered by our people—Soldiers and civilians. The word “Soldier” includes our veterans and retirees, Soldiers currently serving in the active and reserve components, and those Soldiers that will join our ranks in the future. Soldiers are the engine behind our capabilities and the centerpiece of our formations. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation. Since introducing the all-volunteer force in 1973, The Army has proven—in war, conflict, and peace—that each generation of Americans is willing to do its part to defend the promise of America. We must continue to attract and retain the highest quality people from American society to fill our ranks if we are to extend that promise to future generations. The Army will never be any better than the Soldiers who wear our uniform.

The Army has always been a learning institution and, because of this, it is an innovative one as well. We continuously assess changing

technology, strategic and operational environments, national strategic objectives, and new threats and threat capabilities. In response to changing conditions, The Army determines new strategic requirements, develops operational concepts to fulfill them, and identifies the essential capabilities necessary to employ land forces as part of the joint team. Thus, strategic requirements and innovative operational concepts drive changes in Army capabilities. New operational concepts demand new equipment and materiel solutions; organizational changes to employ these capabilities; and changes in doctrine, training, and leader and Soldier development. These imperatives are interconnected, and constantly evolving; this cycle is a continuous process. In every period of change, we must carefully balance The Army imperatives. Allowing one to advance too rapidly or lag behind the others could unhinge the force. Thus, as the pace and scope of change increases, we must not only adapt, but also alter the way The Army changes. Taking full advantage of the rapid pace of development will allow The Army to retain the ability to achieve sustained full spectrum land force dominance in the future.

Full Spectrum Operations

The Army, balanced across the six imperatives, can achieve sustained land force dominance throughout the range of military operations and spectrum of conflict. Commanders can tailor agile and versatile Army forces to create combined arms teams for operations at the strategic, operational, and tactical levels. Strategically responsive Army forces will move wherever needed, and be capable of transitioning quickly from one type of operation to another. Forces must be capable of shifting from engagement to deterrence to war to postwar reconstruction—seamlessly. As missions change from promoting peace to deterring war, or from resolving conflict to war itself, operations become more complex.

Commanders conduct four types of operations—offensive, defensive, stability, and support—to accomplish missions in support of the joint force commander's objectives. Offensive operations aim at destroying or defeating an enemy. Their purpose is to impose our will on the enemy and achieve decisive victory. Defensive operations defeat an enemy attack, buy time, economize forces, or develop conditions favorable for offensive operations. Defensive operations alone normally cannot achieve a decision. Stability operations promote and protect U.S. national interests through a combination of peacetime developmental, cooperative activities and coercive actions in response to crises. Support operations employ Army forces to assist civil authorities, foreign or domestic, as they prepare for and respond to crises and relieve suffering. Commanders

synchronize offensive, defensive, stability, and support operations to defeat any enemy or dominate any environment anywhere, anytime.

Summary

The Army's fundamental purpose is to serve the Nation. We protect enduring national interests and fulfill our national military responsibilities. With the other services, we deter conflict, reassure allies, defeat enemies, and support civil authorities. Federal law and departmental directives further codify The Army's role in many areas, but our nonnegotiable contract with the American people is to fight and win the Nation's wars. Every other task is subordinate to that commitment.

To discharge our responsibilities to the Nation, we maintain several core competencies. These are the essential and enduring capabilities of our service. They encompass the full range of military operations across the spectrum of conflict, from sustained land dominance in wartime to supporting civil authorities during natural disasters and consequence management. We organize, equip, and train The Army to maintain Army core competencies—each part of the force exists to support and maintain them. We assess current readiness and manage future force development by balancing six imperatives—doctrine, organizations, materiel, leader development, training, and Soldiers. That balance results in an Army capable of land force dominance across the range of military operations and the spectrum of conflict, thereby fulfilling our fundamental purpose—serving the Nation.

> *Battles are won by the infantry, the armor, the artillery, and air teams, by soldiers living in the rain and huddling in the snow. But wars are won by the great strength of a Nation—the soldier and the civilian working together.*
>
> General of the Army Omar N. Bradley

Chapter 4

The Way Ahead

You cannot be saved by . . . devotion to your ancestors. To each generation comes its patriotic duty, and upon your willingness to sacrifice and endure, as those before you have sacrificed and endured, rests the national hope.

Charles Evans Hughes
Supreme Court Justice

Future Army Capabilities

The future holds many opportunities and challenges for The Army. War, aggression, and disaster will continue in various forms in many places. Indeed, some future threats may not yet have names. The Nation will surely call on The Army to deal with those problems—as it so often has in our history—and we must be ready. Readiness for the Nation's demands places a premium on quality Soldiers and well-trained leaders. These demands require The Army to be mentally and physically agile. The underlying concepts and appropriate force mix are important because they too must evolve to provide the agility to cope with a broad range of military operations.

Developing and fielding the right kind of force when facing continued technological advancements and changes in the strategic environment is a momentous challenge. Although we do not yet know precisely what The Army of the future will look like, we do have a clearer vision of the capabilities essential for a full spectrum force. Army forces currently possess the capabilities described below in varying degrees. However, as we move forward, these capabilities will guide The Army's transformation into a force that is strategically responsive and dominant across the range of military operations and spectrum of conflict. That force will be more responsive, deployable, lethal, versatile, agile, survivable, and sustainable than current forces.

Responsiveness has qualities of time, distance, and sustained momentum. It includes the ability to capitalize on the positioning of forward-deployed forces and supplies as well as strategic lift. It demands close, continuous coordination between Army component commanders and joint and interagency decision making bodies. To be credible, The Army

must be responsive enough to counter any threats to American and allied interests anywhere in the world. Responsiveness also encompasses the political will of the Nation to deploy forces in response to a crisis or threat. For American forces to be successful, adversaries must realize that American land power can prevent them from achieving their aims and also recognize the willingness of the American people to support military action.

To be truly responsive, Army forces must be *deployable* and capable of quickly and rapidly concentrating combat power in an operational area. The Army goal is deploying a brigade combat team anywhere in the world in 96 hours after liftoff, a division in 120 hours, and five divisions in 30 days. This will require enhanced systems and capabilities. Systems must be transportable, logistics must be focused and flexible, and a culture within The Army that accepts deployment readiness as a way of life must be sustained. Army forces need support from the other services to achieve the required levels of deployability.

Enhanced lethality will allow Army forces to destroy any opponent quickly, with shattering effect. Lethal Army forces can combine the elements of combat power to provide overwhelming and decisive force at the right time, at the right place, and for the right purpose.

Versatility must be emphasized in doctrine and training at all levels. Our organizations must be able to generate formations that can achieve sustained land dominance at any point and in all environments. This must be done with minimal adjustments and in minimal time. Currently our warfighting organizations can be tailored to respond to the any contingency. However, the future will require even more versatile forces. Increasing versatility requires special consideration of structuring and equipping initiatives as well as training of personnel to respond to unfamiliar scenarios.

Army forces must possess the *mental and physical agility* to transition among the various types of operations, just as we have demonstrated the tactical warfighting agility to task organize on the move. Agile forces will be required to transition from stability operations and support operations to warfighting and back. As The Army crafts a more rapidly deployable force structure, it must continue to grow leaders who can adapt quickly to change. The pace and complexity of operations will increase, especially as military operations in the information environment become more important.

Survivability is the ability to combine systems, tactics, operations, and processes that afford optimum protection to deployed Army forces. Speed and lethality are essential characteristics for achieving survivable

forces. Ground and air platforms that employ the best combinations of low observability, ballistic protection, long-range acquisition and targeting, early attack, and high first-round hit-and-kill technologies will be required to ensure the desired degrees of survivability.

Army forces must be sustainable across the spectrum of conflict. *Sustainability* requirements reflect the continuous, uninterrupted provision of combat service support to Army forces. Sustainability in a full spectrum Army will require a combat service support reach capability that allows commanders to reduce stockpiles in theater while relying on technology to provide sustained velocity management and real-time tracking of supplies and equipment. This includes the requisite combat support—such as, military police, military intelligence, and signal corps—and combat service support—such as, medical, transportation, maintenance, legal, religious, personnel, and finance corps—to support the force.

The Challenge

One challenge is clear: The Army must become more rapidly deployable without sacrificing survivability and lethality. It must retain the survivability, lethality, and tactical mobility of heavy forces while building forces that possess the agility and deployability of light forces. And the resulting force must meet tighter deployment time objectives. The rapidly changing strategic environment demands the development and fielding of new, adaptive force capabilities. The Army has already begun that process.

In the future, The Army will see a battlefield in which precision weaponry both demands and allows greater dispersion of forces. Increasing reliance on electronic systems for managing the fight will move even more combat into the information environment. The tempo will increase, as will the ability to detect and hide equipment. These factors will place greater demands on individual Soldiers, leaders, and supporting systems. Urban operations will continue to be manpower intensive, even as advances in technology make the conduct of urban battle more precise and discriminating.

Capabilities associated with the tools of war will improve, and combat techniques will reflect these changes. But fundamental to the realization of any improvements in technology, techniques, operational concepts, or strategy will be the capacity of the Soldier to bear the hardships of combat and adapt to mission demands. Soldiers remain the centerpiece of our formations. Their collective proficiency and willingness to undergo

the brutal test of wills that is combat remains the ultimate test of Army force readiness.

The Characteristics of Future Operations

While many of the tactical missions conducted in the future will remain familiar, the increasing capability of potential adversaries, coupled with access to accurate, real-time information, will produce a different operational environment. Combat in the future will likely be multidimensional, noncontiguous, precise, and simultaneous.

While technology will be critical to achieving greater operational agility and precision lethality, the human dimension of war will also take on increased importance. The Soldier will remain the centerpiece of Army formations; and as the complexity of operations increases, well-trained and disciplined Soldiers and leaders will become more important than ever. The pervasive nature of information means that Soldiers on point become critical instruments of diplomacy.

In addition to dominating the area of operations in all its dimensions—including depth, width, height, time, and the electromagnetic spectrum—The Army must also gain information superiority. This means the operational advantage derived from the ability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an enemy's capability to do the same. The integration of advanced information technologies, highly capable leaders, and agile organizational systems will facilitate operations in noncontiguous areas. Unmanned systems with artificial intelligence will augment human action and decision making through improved situational understanding. This improvement in commanders' situational understanding will facilitate extremely rapid, decentralized operations.

The extensive information available to Army leaders will also allow unprecedented awareness of every aspect of future operations. Precise knowledge of the enemy and friendly situations will facilitate exact tailoring of units for mission requirements; tactical employment of precision fires; exploitative, decisive maneuver at extended ranges; and responsive, flexible support of those forces. Although knowledge will never be perfect, improved command and control systems will enable leaders to know far more than ever before about the nature of activities in their battlespace. They will have access to highly accurate information regarding enemy and friendly locations, the civil population, terrain, and weather. Such knowledge facilitates precision fires and maneuver to allow units to take advantage of all dimensions of the

battlespace while exploiting weaknesses in the location and condition of enemy forces.

Because of the agility and lethality of the force, operations can occur in contiguous or noncontiguous areas. The common operational picture provided through integration of real-time intelligence and accurate targeting reduces the need to fill space with forces and direct fire weapons. Agile forces can also improve the capacity of commanders to employ combat power with precision to achieve a desired outcome.

The goal of future Army operations will be to simultaneously attack critical targets throughout the area of operations by rapid maneuver and precision fires to break the adversary's will and compel him to surrender. The cumulative effect of simultaneous shaping operations and nearly simultaneous decisive operations will be to reduce an adversary's ability to synchronize his effort and will establish the military conditions for friendly victory—decisive victory.

Summary

Wars may be fought by weapons, but they are won by men.

General George S. Patton, Jr.

The world and the strategic environment will continue to change, and The Army will continue to learn and adapt. Our current view of the future suggests that The Army will continue to conduct military operations other than war for many years and that we must be prepared to conduct major operations during war. The Nation should expect nontraditional challenges requiring the use of military force in various circumstances. If history is a guide, those nontraditional challenges will likely come from unexpected sources at unanticipated times and places. Threats to America's enduring interests, however, will most likely continue to come from nation-states and may well be directed against allies rather than against America directly. As the challenges grow and vary, The Army must adapt its responses to meet those challenges.

Increasingly, and at an accelerating pace, individual Soldier capabilities will be enhanced. The ability to move, shoot, and communicate accurately over greater distances will increase; the effects of maneuver and fires will be more effectively integrated; and the ability to operate with other services and with allied forces will continue to improve combat effectiveness. The dramatic improvements in military technology and the revolutions in military, logistic, and business affairs will improve soldier effectiveness. Despite improved technology, the Soldier's

fundamental mission remains the same: close with and destroy the enemy or compel him to surrender.

As The Army transforms, Soldiers can rely on a few enduring truths to guide them. The Army must remain ready to fight and win the Nation's wars. We will do this in cooperation with the other services and across the range of military operations. The Army gains lasting victory through the swift, decisive, and overwhelming application of combat power. We also perform diverse tasks in military operations other than war that require us to develop and maintain a full range of capabilities to meet national security strategy requirements. The Army will constantly evolve its doctrine and organizations to meet future challenges, ensuring the existence of a responsive, deployable, versatile, agile, lethal, sustainable, and survivable force for as long as the Nation requires.

Finally, and most importantly, The Army is people. Soldiers are the centerpiece of our formations. American Soldiers consistently demonstrate the strength of liberty, justice, and hope. There is no moral comparison between American Soldiers and their adversaries in wars throughout our history. Thus, it is easy for Soldiers to believe in what they do. Despite danger, hardship, and separation from family, they treasure what they do for their country for two fundamental reasons:

- First, they know they are doing something important. The American Army is a potent symbol of American values.
- Second, no one does it better. American soldiers are the best there are—the best led and best trained warfighters in the world. They take great pride in their professional excellence and selfless service to the Nation.

Soldiers make our Army what it is—the world's most respected land force. Transformation is critical to ensuring our ability to protect our Nation's enduring interests in a new century. And, as we transform, we must preserve our readiness for full spectrum operations, especially our ability to fight and win wars. Ultimately, however, The Army is people—quality people—who understand that sacrifice is part of Army life. But they must perceive that sacrifice as worthwhile. That is America's nonnegotiable contract with The Army. We will neither transform nor sustain our readiness at the expense of The Army family.

The Army will remain a values-centered, doctrine-based profession of Soldiers, rooted in the fundamental principles cherished by all free people and manifested in the values of our Constitution. The United States Army places Soldiers on point for the Nation and remains persuasive in peace, invincible in war.

The 20th century can be called many things, but it was most certainly a century of war. The American G.I.s helped defeat fascism and communism. They came home in triumph from the ferocious battlefields of World Wars I and II. In Korea and Vietnam they fought just as bravely as any of their predecessors, but no triumphant receptions awaited them at home. They soldiered on through the twilight struggles of the Cold War and showed what they were capable of in Desert Storm. The American people took them into their hearts again.

In this century hundreds of thousands of G.I.s died to bring to the beginning of the 21st century the victory of democracy as the ascendant political system on the face of the earth. The G.I.s were willing to travel far away and give their lives, if necessary, to secure the rights and freedoms of others. Only a nation such as ours, based on a firm moral foundation, could make such a request of its citizens. And the G.I.s wanted nothing more than to get the job done and then return home safely. All they asked for in repayment from those they freed was the opportunity to help them become part of the world of democracy—and just enough land to bury their fallen comrades, beneath simple white crosses and Stars of David.

The volunteer G.I.s of today stand watch in Korea, the Persian Gulf, Europe and the dangerous terrain of the Balkans. We must never see them as mere hirelings, off in a corner of our society. They are our best, and we owe them our full support and our sincerest thanks.

As this century closes, we look back to identify the great leaders and personalities of the past 100 years. We do so in a world still troubled, but full of promise. That promise was gained by the young men and women of America who fought and died for freedom. Near the top of any listing of the most important people of the 20th century must stand, in singular honor, the American G.I.

General Colin Powell

The Army is a strategic instrument of national policy that has served our country well in peace and war for over two centuries.

226 Years of Service to the Nation

Persuasive in Peace, Invincible in War.

Soldiers on Point for the Nation

The Army

Persuasive in Peace, Invincible in War