HUMAN RESOURCES
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FACILITATED ARTICLE #25

Doctrine at the Speed of War – A 21st Century Paradigm For Army Knowledge

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Facilitating the Discussion

Facilitators can orchestrate discussions using the following questions to help choreograph group discussion/class participation. The sequence of the questions builds logically from a taxonomy point of view, i.e., a lower level of learning/thinking to a higher level of learning/thinking, by moving from comprehension of the material to a synthetic or evaluative discussion of the material. Facilitators should ask open-ended questions and allow the students to respond. Facilitators should also ask questions that cause students to interact. A facilitator’s goal should be ensuring that students do not participate in synthetic or evaluative discussion until confirming that the basic concepts and key points of the article are clarified and fully understood. Don’t forget to be patient after posing a question and use silence to your advantage. Lastly, remember it’s the facilitator’s job to include everyone in the discussion. Adapted from The Miniature Guide to Critical Thinking: Concepts and Tools, Richard Paul and Linda Elder, Foundation of Critical Thinking, 2001.

1. The main purpose of this article is _________________________________________.  
   (State as clearly as possible the author’s purpose for writing the article.)

2. The Key question that the author is addressing is _____________________________.  
   (Figure out the key question in the mind of the author when s/he wrote the article.)

3. The most important information in this article is _______________________________.  
   (Figure out the facts, experiences, data the author is using to support his/her conclusions.)

4. The main inferences/conclusions in this article are _____________________________.  
   (Identify the key conclusions the author comes to and presents in the article.)

5. The key concept(s) we need to understand in this articles is (are) _________________.  
   By these concepts the author means _________________________________________.  
   (Figure out the most important ideas you would have to understand in order to understand the author’s line of reasoning.)

6. The main assumptions(s) underlying the author’s thinking is (are) _________________.  
   (Figure out what the author is taking for granted [that might be questioned].)

7. a) If we take this line of reasoning seriously, the implications are ___________________.  
   (What consequences are likely to follow if people take the author’s line of reasoning seriously?)

   b) If we fail to take this line of reasoning seriously, the implications are_________________.  
   (What consequences are likely to follow if people ignore the author’s reasoning?)

8. The main point(s) of view presented in this article is (are) _______________________.  
   (What is the author looking at, and how is s/he seeing it?)

9. Last and certainly not least, what’s the point of reading this article and how can it be applied to our profession and for improving critical thinking?
Doctrine at the
A 21st-Century Paradigm
It is not hard to find a negative news report today that describes the effects of a decade of war on our Army: elevated suicide rates, the damaging effects of traumatic brain injury and the impact of multiple deployments on families. While these are most assuredly issues of great concern—and trends that we are institutionally working diligently to reverse—there are also positive lessons to be drawn from a war-tested force. Among these are the knowledge and experience gained by our soldiers after a decade fighting a wily and unscrupulous enemy, while simultaneously working to protect and build the capacity and capability of peoples very different from us.

These experiences provide us a unique opportunity to leverage our past to prepare for the future. As an Army we have learned valuable lessons and developed a better understanding of 21st-century warfare, and with the assistance of Web-based technology, we have a unique opportunity to
Rapidly codify this knowledge into doctrine and preserve it for future generations.

To capitalize on this opportunity and revolutionize the way we develop and share our doctrine, we must first restructure our body of knowledge and identify the principles critical to our Army as the nation’s land force of decisive action. To do this, the U.S. Army Training and Doctrine Command developed Doctrine 2015, an initiative that will transform our doctrinal base to deliver critical knowledge—concise, accessible and current—to the point of need. This process streamlines the number and length of current doctrinal manuals while leveraging current technologies, such as the MilWiki platform, to inject fresh and contemporary knowledge—changes that have been developed, applied and proven in the field by soldiers—into our doctrine.

Restructuring our Knowledge

Doctrine 2015 transcends the traditional Army paradigm, whereby we developed and published approximately 550 doctrinal manuals on a multiyear cycle, revitalizing our doctrinal base with a series of tabletop publications, digital applications and online resources designed to revolutionize how we address the learning needs of a dynamic force. This “doctrine at the speed of war” provides intellectual currency at the point of need: the soldier on the ground.

The new structure incorporates four levels, broken out to support three overall levels of knowledge necessary to conduct land operations. The first level of Army doctrine will be Army Doctrine Publications (ADPs), which are 15 foundational manuals that capture the enduring principles inherent in land warfare in the 21st century. These ADPs will have a familiar naming and numbering convention, similar to our traditional doctrinal manuals, but they will be only about 10 pages in length and will focus on time-proven, fundamental principles—the big ideas that make up the core of our knowledge base.

Beneath each ADP will be supporting publications called Army Doctrine Reference Publications (ADRPs), which expand upon the more general principles in the linked ADP and describe the operational concepts that underlie them. These publications are necessarily longer, each containing approximately 100 pages of information. In addition, digital content will illustrate the basic principles in a way that is clear and engaging.

As an Army we have learned valuable lessons and developed a better understanding of 21st-century warfare, and with the assistance of Web-based technology, we have a unique opportunity to rapidly codify this knowledge into doctrine and preserve it for future generations.

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in the field, a small body of field manuals will undergird both the ADPs and ADRPs. Unlike today’s several hundred field manuals that address all the details of our warfighting functions, Doctrine 2015 will include only 50, each limited to 200 pages. They will capture all of the same details as concisely and clearly as possible. These manuals will also contain Army procedures, such as medical evacuation or call for fire, that must be applied precisely and consistently across the force to perform our military functions.

Underneath these principles, operational concepts, and tactics and procedures are the rapidly changing techniques developed in the field and at training centers. These will be captured in Army Technique Publications (ATPs), which are maintained on a MilWiki site by the Centers of Excellence and can be accessed and added to by anyone in the force, whether deployed or training at home station. These user-generated comments are then validated and published in the Department of the Army-approved ATP by the responsible Centers of Excellence.

All of the Army publications will be made available and enhanced by leveraging digital applications and off-the-shelf media technologies (smartphones, electronic tablets or other portable devices). This will greatly increase the accessibility of doctrine across the force, particularly among our younger generations, who have grown up “interacting” with information in this format.

A Unifying Operational Concept
The flagship manual developed through the Doctrine 2015 process was ADP 3-0 Unified Land Operations. This publication contains the central unifying concept that will drive the development of every other aspect of Doctrine 2015. The central idea of Unified Land Operations is that Army units seize, retain and exploit the initiative in any operation. Initiative is crucial to gain and maintain a position of relative advantage in sustained land operations and thereby create conditions for favorable conflict resolution.

There is nothing new about the concept of seizing, retaining and exploiting the initiative in order to achieve military goals. It is the essence of what Army leaders do and have done throughout history. We force our adversaries to fight on our terms, at times and places of our choosing, and in ways that place them at the greatest disadvantage. We achieve a superior position through the destruction of enemy forces, capabilities or sources by seizing key terrain, protecting key populations, building partner capacity or through a tailored combination of these. Unified Land Operations uses lessons learned from a decade of war to evolve the best from past doctrine and direct those principles toward anticipated future threats to our nation.

As a unifying operational concept, Unified Land Operations is a natural evolution of our doctrinal thought from AirLand Battle in the 1980s to full spectrum operations about a decade ago. As in previous doctrine, unified land operations are executed through decisive action in the offense, defense, stability and defense support to civil authorities, separately and in combination. This decisive action is achieved by means of the Army’s core competencies, combined arms maneuver (CAM) and wide-area security (WAS). These are enabled, in turn, by the commander through mission command. Leaders and units employ CAM to achieve a position of physical, temporal or physiological advantage over the enemy. Artful execution of CAM surprises the enemy by attacking from an unexpected direction and time or by employing combat power in unforeseen ways. WAS is used to consolidate and maintain advantage over an enemy or to deny the enemy a position of advantage.

ADP 3-0 Unified Land Operations represents the Army’s contribution to the joint community and the concept of unified action, that is, the synchronization, coordination and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. Unified Land Operations provides depth and versatility to combatant and joint task force commanders across the globe. If we successfully implement and internalize this doctrine, we will achieve an adaptable Army capable of being the nation’s go-to force for every mission.

Foundation of the Army
The restructuring of our doctrine and the development of a solid unifying operational concept are not meant to merely create a perception of progress. Leaders across the Army, from the Chief of Staff of the Army to our youngest sergeants, recognize that we must seize the initiative we now enjoy as we reflect on our decade of war. From this effort we are establishing a foundation for training, education and equipment that will affect our Army for decades to come.

Doctrine 2015 will accomplish this by improving our soldiers’ and leaders’ understanding of current doctrine through increased accessibility and more current links to today’s operational environment. Beginning with ADP 3-0, the Army is articulating our unifying operational concept, providing tools that are tailor made to the needs of each individual soldier, and creating products adaptable to the unique learning needs of a new generation of soldiers and leaders. Our force has been operating at the speed of war for a decade—it’s time our doctrine caught up.