

12 Authors Give Mission Command Insight

In a new collection of essays on the topic of Mission Command, 12 authors from three countries offer their perspective on leadership and decentralized decision-making relative to military, law enforcement, government and private-sector service.

Titled *Mission Command: The Who, What, Where, When and Why: An Anthology*, the collection was compiled and edited by author, teacher and retired Army Maj. Donald E. Vandergriff and self-published through Amazon's CreateSpace. The book is a response to the Army's 2016 publication, *Mission Command in the 21st Century: Empowering to Win in a Complex World*, published by

Army Press at Fort Leavenworth, Kan.

Essays by American, British and Norwegian leaders include writing about military campaign analysis, organizational culture, Mission Command in garrison, fitness and Mission Command, improving Army doctrine, training and leadership for Mission Command and the historical evolution of Mission Command.

In his introduction to the 254-page book, Vandergriff writes that Mission Command is an especially relevant topic while U.S. forces are in combat. "Many of us have lost friends in places most of our countrymen have never heard of," he writes, adding that he and his fellow authors "care, very deeply, about our

respective countries and our armies and other services, as well as our law enforcement agencies," and that he believes each, including the U.S., can improve.

In addition to Vandergriff, contributing Army officers are Maj. Darrell Fawley, Lt. Col. Chad Foster, Lt. Col. Daniel Markert, Lt. Col. Grant Martin, 2nd Lt. Regina Parker, Maj. Thomas Rebeck and retired Maj. Joe Labarbera.

Some authors were asked to describe what Mission Command means to them, starting with Labarbera's chapter on tying the Army's current personnel system to the failure to conduct Mission Command.

"We in the Army seek to institutional-



U.S. Army/Robert Dozier

Army Runners Sweep Top 5 Ten-Miler Spots

The top five finishers of the 33rd Annual Army Ten-Miler race were, from left, U.S. Army World Class Athlete Program runners Capt. Robert Cheseret in third place, Sgt. Samuel Kosgei in second place, Spc. Leonard Korir in fifth place, Spc. Shadrack Kipchirchir in fourth place and Spc. Haron Lagat, who won the race with a time of 49:23. Because of the unusually hot and humid weather, the Oct. 8 race was changed to a recreational run and shortened by a mile just after 10 a.m. in an effort to mitigate heat-related injuries among the more than 35,000 runners. The race begins and ends at the Pentagon.

ize Mission Command, but by institutionalizing the concept we may defeat its very purpose: to free commanders from institutional constraints, enabling decisive action in battle. Mission Command must become part of the Army's culture, but the Army's own culture stands in the way," Labarbera writes at the top of his chapter. He concludes that "professionalism is the key to supporting cohesion and that cohesion is a key requirement of Mission Command," Vandergriff summarizes.

West Point Class of 2016 graduate Parker writes in her chapter that Mission Command is too long and detailed, asserting that it is self-contradicting and civilians who don't "speak Army" would find it unintelligible. Parker proposes replacing Mission Command with a simplified framework called "winning teams," a two-pronged approach based on trust and understanding, and applicable in military and civilian settings.

"Perhaps the worst consequence of the length and complexity of Mission Command publications is that few soldiers read let alone absorb them, making it impossible for the Army to generate shared understanding of the doctrine. Moreover, the hours spent by the few soldiers who choose to read the stacks of doctrine is a waste of manpower that most likely kills morale. Army publications on Mission Command (actually on most things) should be streamlined," Parker writes.

In subsequent chapters, Foster, who recently commanded the 4th Squadron, 10th Cavalry Regiment in the 4th Infantry Division (Mechanized) at Fort Carson, Colo., and Fawley discuss Mission Command in garrison and training for Mission Command.

"The level of trust necessary for Mission Command to take hold can only result from habit—from repeated demonstrations by commanders that they expect their subordinate leaders to exercise initiative and, most importantly, that honest mistakes made in pursuit of meeting the higher intent will be underwritten as learning opportunities. Micromanagement and a zero defects mentality are poisons that, even if present in small amounts, will kill Mission Command at the root," Foster writes in a passage that Vandergriff describes as a

‘SoldierSpeak’

On Mentorship

"If they are all like you then you're wrong. All my mentors don't look like me—handsome, right?" **Maj. Gen. Timothy McKeithen**, deputy director of the Army National Guard, told attendees at the first National Guard Chaplain Corps Joint Leadership Development Conference in Arlington, Va., to emphasize the importance of diversity among soldiers' mentors.

On Doing It the Aloha Way

"The whole idea is living with aloha," **Capt. Caitlin Moore**, commander of Headquarters and Headquarters Company in the 25th Infantry Division's 524th Combat Sustainment Support Battalion at Schofield Barracks, Hawaii, said about cleaning up a beach as a way of giving back to the community she and her soldiers work and live in.

On Finding Common Ground

"I tried to find something they are interested in and talk to them about it so it didn't feel like I'm just a stranger from another country giving them information just to 'check a box,'" said **Staff Sgt. Ramon Montes** of the Idaho National Guard's 116th Cavalry Brigade Combat Team engineer battalion about his technique for building trust with Cambodian soldiers as part of training with them.

On Training in Europe

"A lot of things we do at home station is a baseline to get you to where you need to be, but I don't truly think you can ever be 100 percent ready until you're actually there," **Staff Sgt. Robert Garcia** of the 2nd Platoon, Tomahawk Troop, 5th Squadron, 4th Cavalry Regiment, of the 1st Infantry Division's 2nd Armored Brigade Combat Team, said about training in Poland.

On Breaking Barriers

"We're all soldiers. It's not about being a woman or not. It's about having the same opportunities as our counterparts who are male soldiers to become who we want to become," **Brig. Gen. Irene Zoppi**, U.S. Army Reserve deputy commanding general for the 200th Military Police Command, said of becoming the first Puerto Rican woman to be promoted to general officer.

On Drinking Chai and Helping Afghanistan

"On the ground in a combat environment, there's no time even over a cup of chai to really gain the perspective of what you're doing, so to have the Afghanistan president thank us and acknowledge our sacrifice is humbling," **Capt. Austin Bond**, commander of Company C, 1st Battalion, 179th Infantry Regiment of the Oklahoma National Guard's 45th Infantry Brigade Combat Team, said after receiving formal recognition from Afghanistan President Ashraf Ghani for his contribution to the betterment of Afghanistan.

GENERAL OFFICER CHANGES*

Major Generals: **John E. Cardwell**, U.S. Army Reserve, named special assistant to commander, North American Aerospace Defense Command, U.S. Northern Command for Reserve Matters, Peterson Air Force Base, Colo.

Darrell J. Guthrie, U.S. Army Reserve, from commander (Troop Program Unit), 104th Training Division (Leader Training), Joint Base Lewis-McChord, Wash., to commanding general (Troop Program Unit), U.S. Army Civil Affairs and Psychological Operations Command, Fort Bragg, N.C.

Thomas S. James Jr. from commanding general, 7th Infantry Division, Joint Base Lewis-McChord, to assistant chief of staff, C3/J3, U.N. Command, Combined Forces Command, U.S. Forces Korea, Republic of Korea.

Kenneth H. Moore, U.S. Army Reserve, named special assistant to commander, U.S. Africa Command, Germany.

Brigadier Generals: **Douglas F. Anderson**, U.S. Army Reserve, from director, Army Reserve Engagement Cell (Troop Program Unit), Fort Shafter, Hawaii, to commander (Troop Program Unit), 9th Mission Support Command, Fort Shafter.

Daniel J. Christian, U.S. Army Reserve, from deputy commander (Troop Program Unit), 412th Engineer Command (Mission Support Element), Vicksburg, Miss., to commander (Troop Program Unit), 412th Engineer Command, Vicksburg.

Joseph D'Costa, U.S. Army Reserve, from deputy chief of staff, G-3 (Troop Program Unit), 75th Training Command, Houston, to Reserve deputy director for joint force development, J7, Joint Staff, Suffolk, Va.

William B. Dyer III (Promotable), U.S. Army Reserve, from deputy commander (Troop Program Unit), U.S. Legal Command, Gaithersburg, Md., to assistant judge advocate general, operations (Individual Mobilization Augmentee), Office of Judge Advocate General, Washington, D.C.

Matthew P. Easley (Promotable), U.S. Army Reserve, from chief of staff (Troop Program Unit), 335th Signal Command, East Point, Ga., to deputy commanding general—cyber (Troop Program Unit), 335th Signal Command (Theater), East Point.

Michael R. Fenzel from deputy commanding general (Support), 82d Airborne Division, Fort Bragg, to director, CJ5, Resolute Support Mission, NATO, Operation Freedom's Sentinel, Afghanistan.

Ural D. Glanville, U.S. Army Reserve, from assistant judge advocate general, operations (Individual Mobilization Augmentee), Office of Judge Advocate General, to commander (Troop Program Unit), U.S. Army Reserve Legal Command, Gaithersburg.

Brian E. Miller (Promotable), U.S. Army Reserve, from commander (Troop Program Unit), 302d Maneuver Enhancement Brigade, Westover Air Reserve Base, Chicopee, Mass., to deputy commander (Troop Program Unit), 412th Engineer Command (Mission Support Element), Vicksburg.

Dustin A. Shultz, U.S. Army Reserve, from commander (Active Guard Reserve), 505th Military Intelligence Brigade (Theater), Camp Bullis, Texas, to commander (Troop Program Unit), 1st Mission Support Command, Fort Buchanan, Puerto Rico.

Tony L. Wright, U.S. Army Reserve, from commander (Troop Program Unit), 1st Brigade, Southern Training Division, Houston, to deputy commanding general, 88th Regional Support Command, Fort McCoy, Wis.

*Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable, or eligible to be frocked. The reporting dates for some officers may not yet be determined.

partial testament to the recent successes of soldiers and leaders of a cavalry squadron.

Fawley posits that the Army's definition of Mission Command suggests application only in combat, when the philosophy should permeate every environment.

"When leaders use Mission Command at home station they instill in themselves an ability to apply it in combat. They learn to provide a clear commander's intent, use mission orders and accept prudent risk. Further, they set the conditions within their units to enable full exercise of the philosophy in war," Fawley writes.

The notion of a "Type II" Mission Command is introduced by Martin, who has spent over 20 years in special operations; Markert, an infantry officer in the Army National Guard, writes about operational fitness. The book concludes with Foster's chapter on the liability of emotional leadership.

"While emotional leaders are capable of extraordinary highs in the best of times, they also take their subordinates down

to extreme lows when things go wrong," he writes, suggesting that setbacks are hard to overcome when leaders fail to think through their actions and reactions to myriad situations.

In his introduction, Vandergriff says the collection of essays is intended to improve "the lot of the soldier, that grunt on the ground who has to live with the consequences of our mistakes."

For more information on the book, visit <http://missioncommand5ws.com/>.

Better NCO Training in Works

The old way of teaching sergeants major and senior NCOs is not meeting the

Army's needs, fails to prepare soldiers adequately for life after service, and provides an incomplete picture of the skill sets they acquire while on active duty, the commandant of the U.S. Army Sergeants Major Academy says.

But soon, those soldiers will notice changes in the way they are taught—and the way they teach soldiers—if they have not already.

"We lack a unified and relevant standardized [approach to] core competencies in NCO [Professional Military Education]," Command Sgt. Maj. Jimmy J. Sellers told an audience of colleagues at the 2017 Association of the U.S. Army Annual Meeting and Exposition in Washington, D.C.

In explaining the justification for the change, Sellers cited surveys conducted among soldiers in ranks of private to major and statistics that show 64 percent of soldiers leave the Army after their first term ends.

"It was confirmed. We are who we thought we were," Sellers said.

He envisions a future in which training would move soldiers toward desired goals sequentially, as they move up in rank.

Command Sgt. Maj. David S. Davenport, command sergeant major of the U.S. Army Training and Doctrine Command, said the system for training NCOs has changed little since the command was established in 1973. Soldiers can expect to work on becoming credentialed in skills they learn on active duty, he said.

Davenport dismissed as not true suggestions that the creation of Army University as an umbrella for the service's educational programs is intended to turn all soldiers into college students.

Rather, he said, the move toward Army University is intended to realign educational programs so students can

COMMAND SERGEANTS MAJOR and SERGEANTS MAJOR CHANGES*

Command Sgt. Maj. Phil K. Barretto from 10th Mountain Division NCO Academy, Fort Drum, N.Y., to 2nd Infantry Division, Camp Red Cloud, Korea.

Command Sgt. Maj. Jon E. Helring from I Corps NCO Academy, Joint Base Lewis-McChord, Wash., to U.S. Army Test & Evaluations Command, Aberdeen Proving Ground, Md.

Command Sgt. Maj. Stephen H. Helton from U.S. Army Special Operations Aviation Command, Fort Bragg, N.C., to 7th Infantry Division, Joint Base Lewis-McChord.

Command Sgt. Maj. Matthew R. Lowe from 4th Cavalry Brigade, First Army Division East, Fort Knox, Ky., to National Training Center, Fort Irwin, Calif.

*Command sergeants major and sergeants major positions assigned to general officer commands.