

PART TWO

Foundations of Full Spectrum Operations

Part Two discusses the foundations of full spectrum operations: fundamentals, battle command, and conduct. Warfighting is complex, but its essence is simple, and may be distilled into five general rules: Army forces win on the offense; initiate combat on their terms—not their adversaries; gain and maintain the initiative; build momentum quickly; and win decisively.

The three chapters in this part provide the foundations for these rules and provide greater detail on aspects of how to think about operations.

Chapter 4 describes the range of Army operations, elements of combat power, principles of war, tenets of Army operations, operational framework, and Army capabilities. Army forces can be tailored to create combined arms teams able to mass complementary and reinforcing effects across the range of military operations—war and military operations other than war—at the strategic, operational, and tactical levels. The elements of combat power—maneuver, firepower, leadership, protection, and information—connect Army doctrine, organizations, and operations. Army commanders use the principles of war and the tenets of Army operations to apply the elements of combat power in decisive full spectrum operations. They use the operational framework to arrange their forces in time, space, purpose, and resources to accomplish the mission.

Chapter 5 examines battle command. Battle command is the application of leadership as an element of combat power. It involves four functions: visualizing, describing, directing, and leading. Commanders visualize an operation in terms of METT-TC, the elements of operational design, and their own experience and judgment. Commanders use the commander's intent and planning guidance to describe their vision. Commanders use the concept of operations and the seven battlefield operating systems to direct their forces. Throughout, commanders apply the art of command to lead their soldiers and organizations to success.

Chapter 6 describes the conduct of full spectrum operations in terms of the operations process. The operations process consists of the activities units perform as they conduct operations: planning, preparation, and execution with continuous assessment. It translates the commander's vision into action.

