



# **Developing Adaptive, Agile Leaders for the** **GWOT**

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# Developing Adaptive, Agile Leaders for the GWOT



- ARTILLERYMEN ARE CONDUCTING NON-STANDARD TACTICAL MISSIONS (FULL SPECTRUM OPS)
- A NEW PLANNING METHODOLOGY – LOOs VICE FINITE MISSIONS
- EFFECTS BASED OPERATIONS (EBO) AND INFORMATION OPERATIONS (IO)
- SASO TRAINING
- MOUT
- ADAPTIVE LEADER TRAINING
- ISSUE – RFI PASSES BY THE TRAINING BASE
- ISSUE – NO \$ FOR DOCTRINE DEVELOPMENT, AND NO LSI FOR LESSONS LEARNED, TTPs, WHITE PAPERS

# STANDARD TACTICAL MISSIONS FOR ARTILLERY



*“Communicate, Shoot, and Move!”*

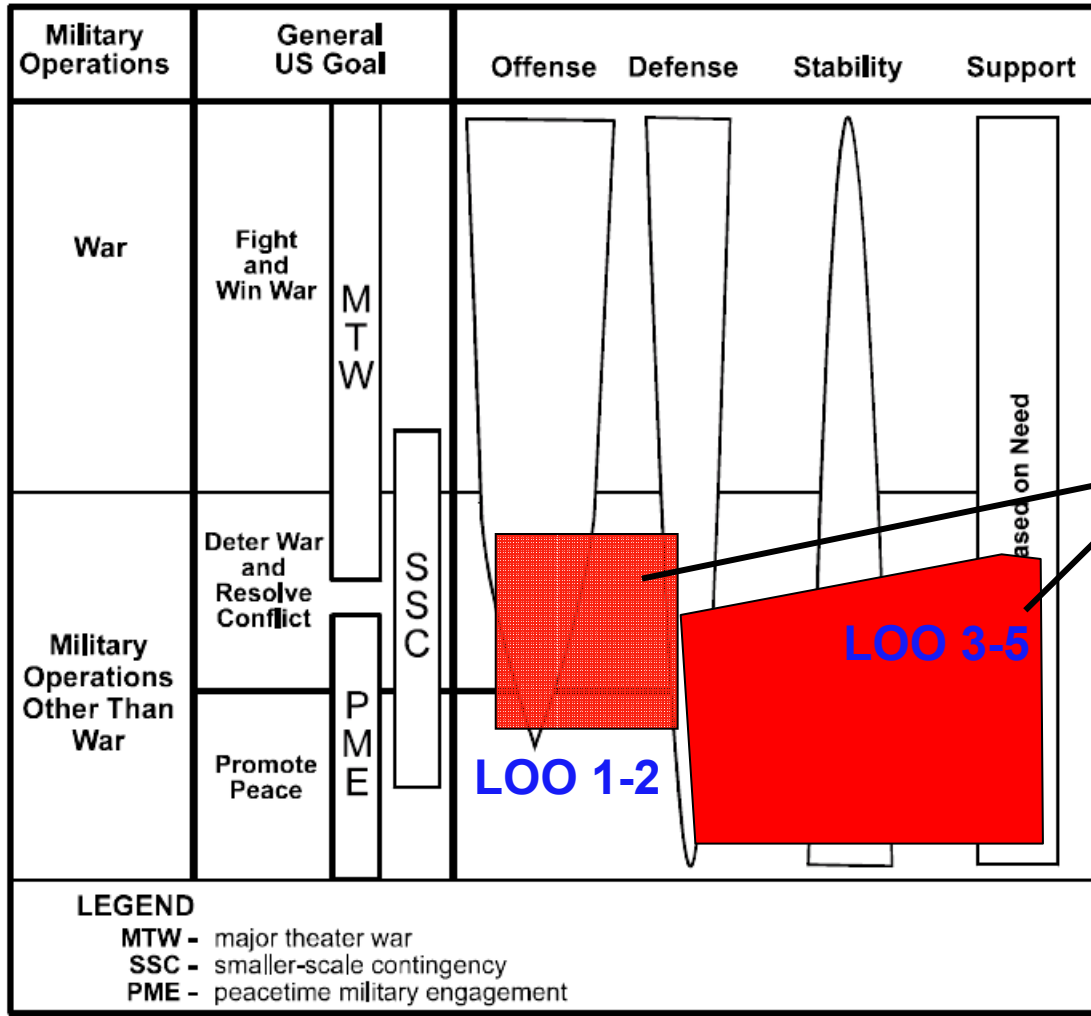
- DIRECT SUPPORT
- GENERAL SUPPORT
- GENERAL SUPPORT – REINFORCING
- REINFORCING

# NON-STANDARD TACTICAL MISSIONS FOR ARTILLERY



- ASSIGNED UNIT SECTORS
- AREA SUPPORT GROUP FUNCTIONS
- CAPTURED ENEMY AMMUNITION (CAE) OPERATIONS
- CORDON AND SEARCH
- CIVIL-MILITARY OPERATIONS
- INFORMATION OPERATIONS

# FULL SPECTRUM OPERATIONS



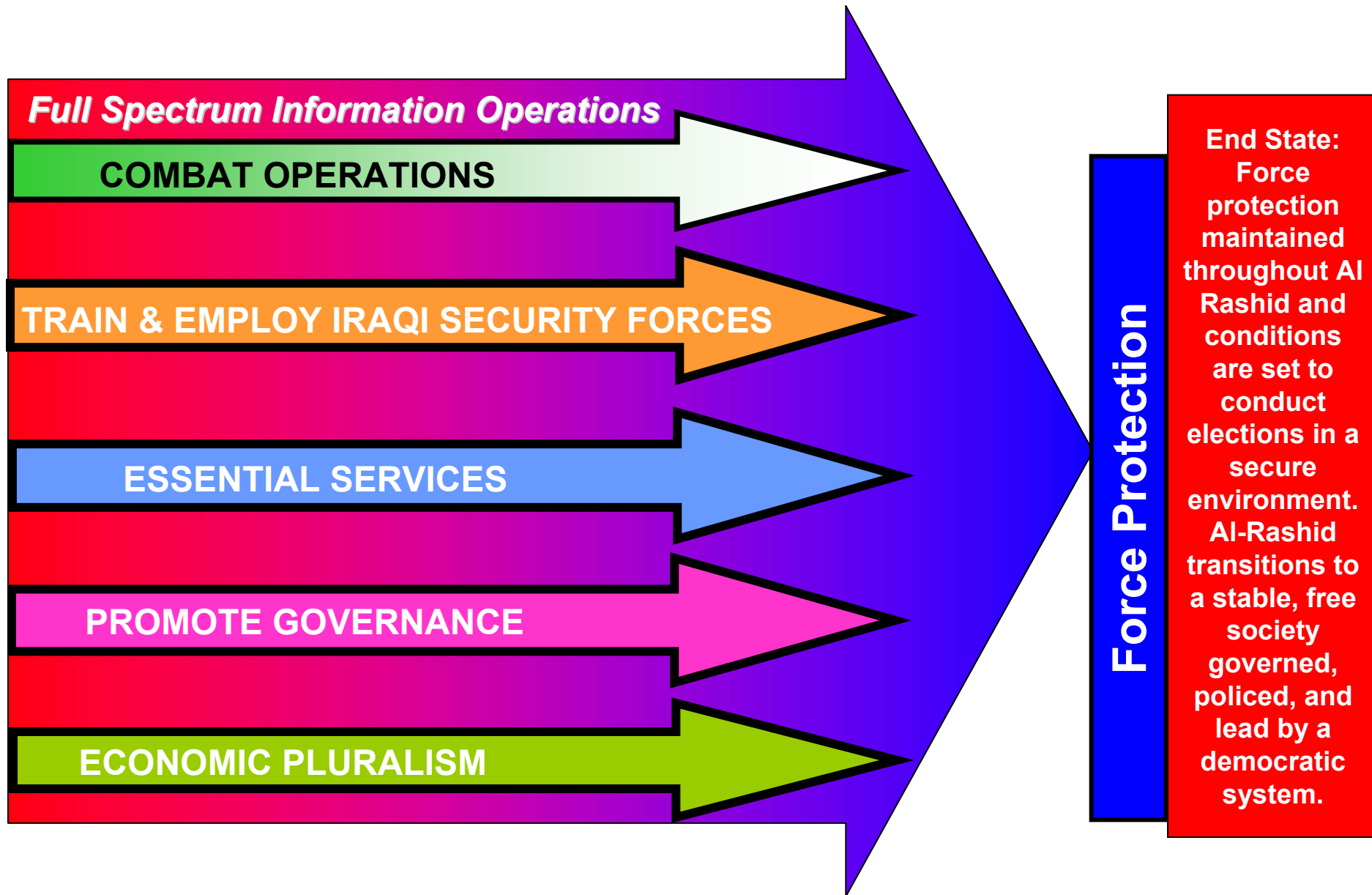
**“Full spectrum operations** are the range of operations Army forces conduct in war and military operations other than war [SOSO].” (FM 3.0)

**5 BCT routinely operated across the full spectrum of operations by executing LOOs 1-5 simultaneously**

**“Lines of Operations. Lines of operations** define the directional orientation of the force in time and space in relation to the enemy. They connect the force with its base of operations and its objectives.” (FM 3.0)

From Figure 1.1 – The Range of Army Operations (FM 3.0)

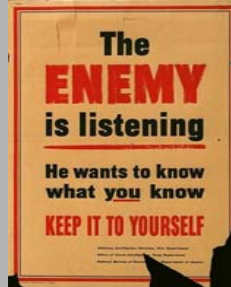
# ***5 BCT LINES OF OPERATION***



# Information Operations Elements

- **IO Elements**

- OPSEC
- PSYOP
- Counterpropaganda
- Military Deception
- Counterdeception
- EW
- Computer Network Attack
- Physical Destruction
- Information Assurance
- Physical Security
- Counterintelligence
- Special Information Operations



**Ensure that IO is fully coordinated and integrated into the assigned operation.**

- **Related Activities**

- Public Affairs
- Civil Military Operations

- **Information Management**

- **ISR**



# Campaign Plan Methodology

- **Goal** – Long Term achievements required to achieve a desired end state (i.e. 1 year) and set the conditions required for implementation of an exit strategy
  
- **Objectives** – A measurable achievement that supports achievement of the goal
  - **Measures of Effectiveness** . IO achievements that support achievement of the objective.
  
  - **Measure of Effectiveness Indicators**– Quantifiable data (i.e. statistical) that indicate the effectiveness of IO actions in achieving the MOE/Supporting IO tasks





**How do we know the status of our IO tasks?**

## **MOE Indicators**

**“ . . . quantifiable signs that measure the progress towards achieving an objective”**

**“ . . . is the Behavior we want being exhibited?”**

- **Essentially equate to Intelligence Requirements (IRs)**
- **A baseline of activity against which progress can be measured**
- **Physically quantifiable- number of inter-ethnic crimes per time period, number of anti-tolerance responses to polling questions**

# MEASURES OF EFFECTIVENESS



Obj: Monitor and enforce UNSCR 1244

	JUN	JUL	AUG	SEP	OCT	NOV
Number of weapons turned in legally	2	3	1			
*Number of weapons seized during searches	9	8	7			
*Number of weapon violations per month	4	5	6			
*Number of weapon searches per month	6	6	25			
Number of incidents at sites or escorts we have "unfixed"	0	0	0			
*Number of KFOR operations hindered by actions of the Kosovo populace	0	1	0			
*Number of minority activities MNB(E) cancels because of security concerns	0	0	0			
Number of threats against UNMIK based upon indictments for historical crimes	N/A	0	0			

\* Indicates KFOR Measure of Progress (MOP)

# TARGETING SYNCHRONIZATION MATRIX

**UNIT: TF 1-7**

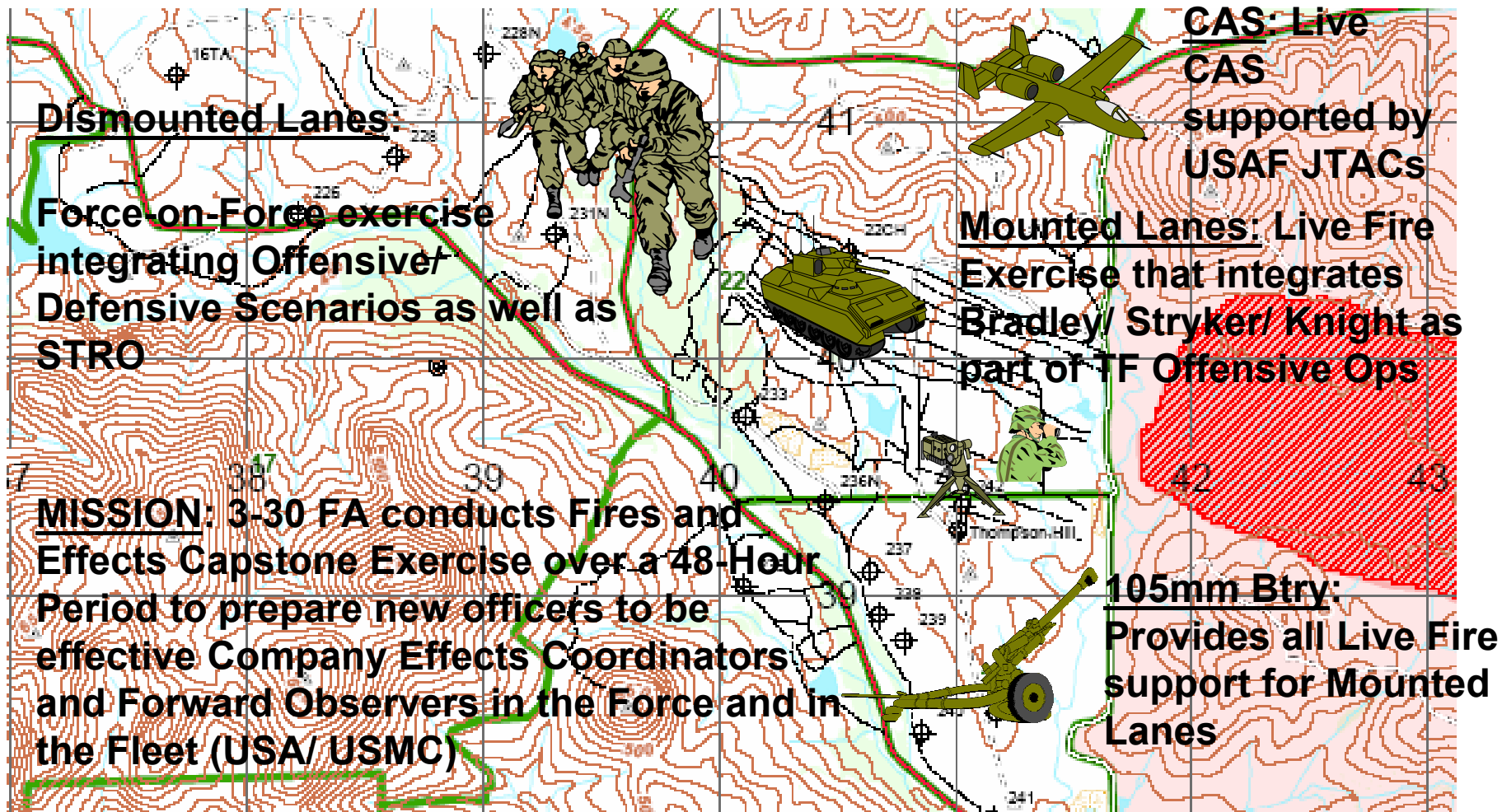
**PHASE: II**

**FRAGO NO. 2**

**AS OF: 070700JUL03**

DECIDE				DETECT		DELIVER			ASSESS	
PRI	CATEGORY	HPTs	EFFECTS	AGENCY	ASSET	AGENCY	ASSET	WHEN	AGENCY	ASSET
1	LAWTON	Mayor	Coop	TF 1-7	JMC	TF 1-8	Bi-Lat	090800	TF 1-8	PSYOPS/ CA
2	MEDICINE PARK	Political Groups	Disorganize	TF 1-7	JMC	TF 1-6	1 Patrols 2 CPs 3 AH-64	100700	TF 1-6	PSYOPS/ CA
3	STERLING	Local Populace	Influence	TF 1-7	PSYOP	TF 1-7	Radio Broadcast	090900	TF 1-7	PSYOPS/ CA
4	Fire Support	81 MM 006786	Destroy	TF 1-7 Q36	Man	TF 1-8 FA	Man 105 MM	(P) (I)	TF 1-8	TF 1-8
5	Maneuver	BMP 986439	Neutralize	TM A	Man	TF 1-7	1 M1 2 BFV	(P)	TF 1-7	TF 1-8
6	ADA	SA 8	Destroy	TM B	Man	TF 2-5	1 M1 2 Mtrs	(P)	TF 2-5	TF 2-5

# Fires & Effects Capstone (OBC)



The image features a topographic map with various military unit icons and text overlays. The map shows terrain contours, grid lines, and several key locations. A green line traces a path across the map, and a red hatched area is visible on the right side. The text is arranged in several blocks, providing details about the exercise and its components.

**Dismounted Lanes:**  
Force-on-Force exercise integrating Offensive/ Defensive Scenarios as well as STRO

**CAS:** Live CAS supported by USAF JTACs

**Mounted Lanes:** Live Fire Exercise that integrates Bradley/ Stryker/ Knight as part of TF Offensive Ops

**MISSION:** 3-30 FA conducts Fires and Effects Capstone Exercise over a 48-Hour Period to prepare new officers to be effective Company Effects Coordinators and Forward Observers in the Force and in the Fleet (USA/ USMC)

**105mm Btry:** Provides all Live Fire support for Mounted Lanes

Map labels include: 16TA, 228N, 228, 226, 231N, 41, 22CH, 22, 233, 236N, 39, 40, 237, 238, 239, 240, 241, 42, 43, 38, 37, 39, 40, 41, 42, 43, 16TA, 228N, 228, 226, 231N, 22CH, 22, 233, 236N, 237, 238, 239, 240, 241, 42, 43, 38, 37, 39, 40, 41, 42, 43, Thompson Hill.

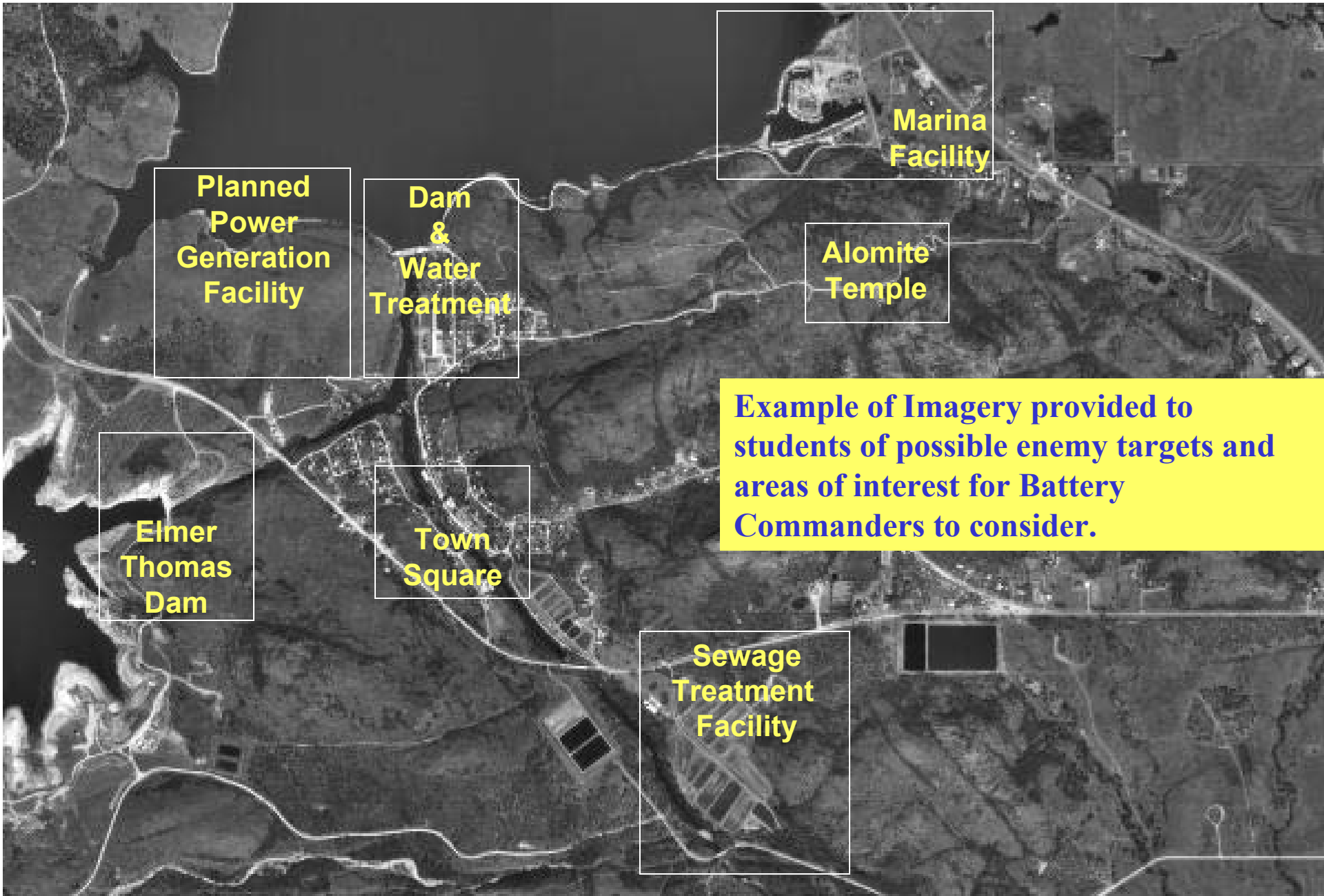
# OPERATION AUSTRALUS COMFORT-SOSO Lanes

## Battery Commander Exercise in a SOSO environment.

Students must:

- Develop troop to task based on guidance and intent from higher HQ
- Consider cultural differences
- Engage the local populous and leaders
- Deal with multiple non-state enemies using unconventional tactics.

# OPERATION AUSTRALUS COMFORT-SOSO Lanes



**Planned  
Power  
Generation  
Facility**

**Dam  
&  
Water  
Treatment**

**Marina  
Facility**

**Alomite  
Temple**

**Example of Imagery provided to  
students of possible enemy targets and  
areas of interest for Battery  
Commanders to consider.**

**Elmer  
Thomas  
Dam**

**Town  
Square**

**Sewage  
Treatment  
Facility**

# GATOR SIX ELO: Formulate decisions based on immersive and interactive scenario as a Battery Commander.

## Disk 1:

Deploying Battery Commander of a M109A6 Paladin unit to a combat zone. Covers pre-deployment, arrival in theater and combat operations.

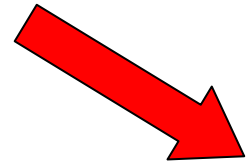


### Focus Topics:

- Know the Battery
- Mission vs. Morale
- Stress management
- Training Priorities
- Leadership Style
- Communication
- Creating Success Mindset

## Disk 2:

Deployed Battery Commander of a M109A6 Paladin unit in a post combat environment conducting components of Stability Operations and Support Operations.



### Focus Topics:

- OPSEC
- SOSO
- Security/ Force Protection
- Morale
- ISR
- Family Readiness





# **GATOR SIX** Battery Command Virtual Experience

Discover what it takes to transform this mission into a success. You have to go back in time one month and make different decisions as the Battery Commander. To win, you must make decisions on five different days.



AUSTRALIA



# The Agile Fires and Effects Leader

Discerns/ Integrates

Identifies Problems  
Collects New & Relevant Information  
Anticipates/ prepare for both likely and unlikely events

Decides/ Synchronizes

Gives the maneuver commander best recommendation without waiting for 'perfect' SA.  
Synchronizes the Fires & Effects Team

Detects/ Ensures Focus

Proactive Targeting. Hit the enemy before he can hit us.  
Focus the Targeting Effort– cannot strike everywhere

Delivers/ Effects the Tgt

Acts quickly without waiting for a 100% solution.  
Maneuvers past obstacles.

Measures Effectiveness

Fully assesses the impact of decisions/ methods used to effect the target. Asks: Did we achieve the commander's intent?

***- AND coordinates critical Information to maximize the potential of all Fires and Effects Team Members!***

# RFI Passes By The Training Base



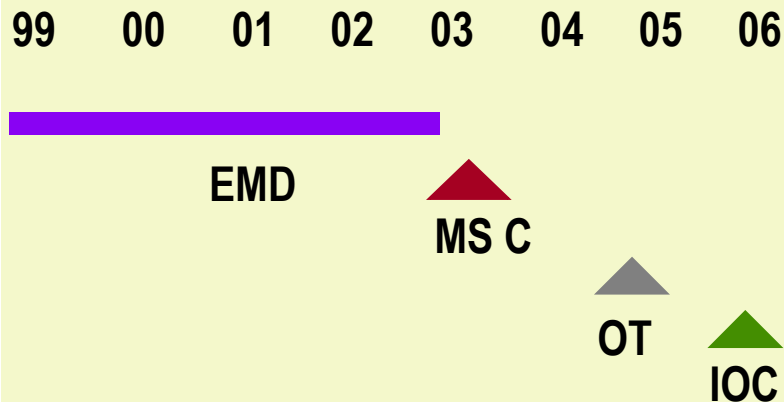
- The first time soldiers see this equipment is in theater
- This often happens to BOIP of systems of record
- Soldiers are down-trained, or not trained on relevant equipment
  - Individual equipment and uniforms
  - Sensor equipment
  - Up-armored vehicles
  - Weapon systems
  - Munitions
  - Communications equipment

# Guided MLRS Rocket

## Requirements

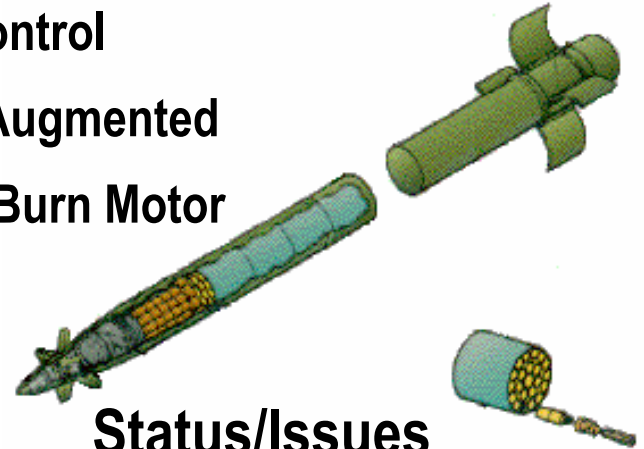
- Maximum Range: 60-70 Km
- Minimum Range: 10-15 Km
- Improved Effectiveness
- Changed dud rate to <2% @ 20-60km and <4% @ <20 and >60km
- Objective is < 1%

## Schedule / Milestones



## Description

- Inertial Guidance with Canards for Control
- GPS-Augmented
- Long Burn Motor



## Status/Issues

- Demonstrated Ranges of 16.8 – 74.5 KM
- Self-Destruct Fuze Tests Continuing
- OT Firings Completed Nov 04

# Light Weight Counter Mortar Radar



## LCMR

- L-Band
- 360° (6400 mils)  
Azimuth Coverage
- Range Coverage
  - Max Rg 6km  
Mortars
  - Min Rg 1 km





# NO \$ FOR DOCTRINE DEVELOPMENT AND NO LSI FOR LESSONS LEARNED, TTPs, WHITE PAPERS

- TRADOC Spending Moratorium on DD
- No LSI to capture LL and quickly turn around TTP Manuals (CALL, branch magazines, COPs (FKN), returning unit briefs)
- Schools institute LL and updates in a haphazard method
- Mobilization training is conducted via unofficial POIs and White Papers