

## APPENDIX A

# Warfighting Functions

Contents	
Command and Control .....	A-1
Maneuver .....	A-2
Fires .....	A-3
Intelligence.....	A-3
Logistics.....	A-4
Force Protection .....	A-4

Warfighting functions are conceptual planning and execution tools used by planners and subject matter experts in each of the functional areas to produce comprehensive plans. They should not be viewed independently but as inseparable parts of a whole. Warfighting functions help the commander achieve unity of effort and build and sustain combat power. Their effective application, in concert with one another, will facilitate the planning and conduct of expeditionary operations.

### COMMAND AND CONTROL

Command and control is the exercise of authority and direction over assigned and attached forces in the accomplishment of a mission. Command and control involves arranging personnel, equipment, and facilities to allow the commander to extend his influence over the force during the planning and conducting of military operations. Command and control is the overarching warfighting function that enables all of the other warfighting functions.

Command has two vital components—decisionmaking and leadership. Decisionmaking is choosing *if* to decide, then *when* and *what* to decide. It also includes recognizing the consequences of the act of deciding, and anticipating the outcomes that can be expected from the implementation of the decision. Leadership is taking responsibility for decisions; being loyal to subordinates; inspiring and directing Marines toward a purposeful end; and demonstrating physical and moral courage in the face of adversity. Command remains a very

personal function. Professional competence, personality, and the will of strong commanders represent a significant part of any unit's combat power. The commander goes where he can best influence the action, where his moral and physical presence can be felt, and where his will to achieve a decision can best be expressed, understood, and acted upon. The focus of command and control is on the commander—his intent, guidance, and decisions and how he receives feedback on the results of his actions. Commanders command while staffs coordinate and make necessary control adjustments consistent with the commander's intent.

Control is inherent in command. Control allows the staff to monitor the status of the command, assess the gap between what was planned and what has been accomplished, and direct action to exploit new opportunities or correct deficiencies. Control serves its purpose if it allows the commander freedom to operate, delegate authority, lead from any critical point on the battlefield, and synchronize actions across his AO.

## **MANEUVER**

Maneuver is the movement of forces for the purpose of gaining an advantage over the enemy in order to accomplish an objective. That advantage may be psychological, technological or temporal as well as spatial. Maneuver is movement relative to the enemy to put him at a disadvantage. It normally includes the movement of forces on the battlefield in combination with fires. Maneuver is the dynamic element of combat and the means of concentrating forces for decisive action to achieve the surprise, psychological shock, physical momentum, and moral dominance that enables smaller forces to defeat larger ones. Commanders maneuver their forces to create the conditions for tactical and operational success. Forces may maneuver in other dimensions as well. For instance, a force may also maneuver in time by increasing relative speed and operating at a faster tempo than the enemy.

Maneuver is rarely effective without firepower and force protection. Maneuver and firepower are complementary dynamics of combat. Although one might dominate a phase of the battle, the synchronized effects of both characterize combat operations. Mobility operations—such as breaching, route improvement, and bridging—preserve the freedom of maneuver of friendly forces. Countermobility operations—such as building obstacles in conjunction with fires—hinder enemy maneuver and deny mobility to enemy forces. Deception can also enhance the effectiveness of maneuver through psychological shock and surprise.

## **FIRES**

Fires are the employment of firepower against air, ground, and sea targets. Fires delay, disrupt, degrade or destroy enemy capabilities, forces or facilities, as well as affect the enemy's will to fight. Fires include the collective and coordinated use of target acquisition systems, direct and indirect fire weapons, armed aircraft of all types, and other lethal and nonlethal means, such as electronic warfare and physical destruction. Fires are normally used in concert with maneuver and help to shape the battlespace, thus setting conditions for decisive action.

Synchronizing fires with maneuver is critical to the successful prosecution of combat operations. Commanders synchronize organic and supporting joint fire assets with their scheme of maneuver to get maximum effects of fires. Generating effective firepower against an enemy requires that organic and supporting fires be coordinated with other warfighting functions such as intelligence, maneuver, and logistics. Subordinate fire support systems and processes for determining priorities, identifying and locating targets, allocating fires assets, attacking targets, and assessing battle damage must be fully integrated. The employment of all available fires throughout the depth of the battlespace as an integrated and synchronized whole is done through the process of fire support planning, coordination, and execution.

## **INTELLIGENCE**

Intelligence provides the commander with an understanding of the enemy and the battlespace, as well as identifying the enemy's centers of gravity and critical vulnerabilities. It assists the commander in understanding the situation, alerts him to new opportunities, and helps him assess the effects of actions upon the enemy. Intelligence drives operations and is focused on the enemy. Intelligence supports the formulation and subsequent modification of the commander's estimate of the situation by providing as accurate an image of the battlespace and the threat as possible. It is a dynamic process used to assess the current situation and confirm or deny the adoption of specific courses of action by the enemy. It helps refine the commander's understanding of the battlespace and reduces uncertainty and risk.

Intelligence provides indications and warning of potential hostile action, which prevents surprise and reduces risk from enemy actions. Intelligence supports force protection by identifying, locating, and countering an enemy's intelligence collection, sabotage, subversion, and terrorism capabilities. It also supports targeting by identifying target systems, critical nodes, and high-value targets and locating high-payoff targets. Intelligence support is critical to the planning, execution, and assessment of information operations. Finally, intelligence supports

combat assessment by providing battle damage assessment, which is the timely and accurate estimate of the damage resulting from the application of military force.

## **LOGISTICS**

Logistics encompasses all activities required to move and sustain military forces. At the tactical level, logistics is referred to as combat service support and involves arming, fueling, fixing equipment, moving, supplying, and manning, and provides personnel health services. A dependable, uninterrupted logistics system helps the commander seize and maintain the initiative. Conversely, attacking the enemy's support system can often threaten or weaken his center of gravity.

Commanders should anticipate requirements in order to push the right support forward. Tactical and operational success depends on fully integrating concepts of logistics and operations. Commanders should develop a logistics system that can react rapidly in crises or can sustain efforts to exploit tactical success. Logistics must also be prepared to support other operations, such as civil affairs. Logistics arrangements cannot be so meager that they do not meet the needs of commanders as they execute their operations, nor can they be so excessive that they overwhelm the ability of commanders to conduct operations effectively.

## **FORCE PROTECTION**

Force protection consists of those measures taken to protect the force's fighting potential so that it can be applied at the appropriate time and place. It includes those measures the force takes to remain viable by protecting itself from the effects of enemy activities and natural occurrences. Force protection is essential to the preservation of combat power across the spectrum of operations, even in benign environments. However, since risk is an inherent condition of war, force protection does not imply over-cautiousness or the avoidance of calculated risk.

Force protection safeguards friendly centers of gravity and protects, conceals, reduces or eliminates friendly critical vulnerabilities. Hardening of facilities and fortifications of battle positions are active survivability measures. Deception, operational security, computer network defense, and dispersion—in conjunction with security operations—can increase survivability. Public affairs and civil affairs can also provide force protection by establishing a positive perception of United States forces and actions among the local population. Air defense operations provide the force with protection from enemy air and missile attack.

## APPENDIX B

# Principles of War

Contents	
Mass .....	B-1
Objective.....	B-2
Offensive .....	B-2
Security.....	B-2
Economy of Force.....	B-3
Maneuver .....	B-3
Unity of Command.....	B-4
Surprise .....	B-4
Simplicity .....	B-4

The Marine Corps' warfighting philosophy of maneuver warfare is rooted in the principles of war. These nine principles apply across the range of military operations and at the strategic, operational, and tactical levels. They are listed under the age-old acronym, "MOOSEMUSS."

The principles of war are useful aids to a commander as he considers how to accomplish his mission. They assist the commander in organizing his thinking about his mission, the enemy, the battlespace, and his forces. They should not be considered as prescriptive steps or actions that must be accomplished, but as tools to plan, execute, and assess operations. Successful application of the principles requires a commander's judgment, skill, and experience to adapt to constantly changing conditions and situations.

### **MASS**

**Concentrate the effects of combat power at the decisive place and time to achieve decisive results.**

Commanders mass the effects of combat power to overwhelm the enemy and gain control of the situation. Mass applies to fires, combat support, and combat service support as well as numbers of forces. Proper use of the principle of mass,

together with the other principles of war, may achieve decisive local superiority by a numerically inferior force. The decision to concentrate requires strict economy and the acceptance of risk elsewhere, particularly in view of the lethality of modern weapons that mandate rapid assembly and speedy dispersal of forces.

## **OBJECTIVE**

**Direct every military operation toward a clearly defined, decisive, and attainable objective.**

The ultimate military objective of war is to defeat the enemy's forces or destroy his will to fight. The objective of each operation must contribute to this ultimate objective. Intermediate objectives must contribute quickly and economically to the purpose of the operation. The selection of an objective is based on consideration of the ultimate goal, forces available, the threat, and the AO. Every commander must clearly understand the overall mission of the higher command, his own mission, the tasks he must perform, and the reasons therefore. He considers every contemplated action in light of its direct contribution to the objective. He must clearly communicate the overall objective of the operation to his subordinates.

## **OFFENSIVE**

**Seize, retain, and exploit the initiative.**

Offensive action is the decisive form of combat. Offensive action is necessary to seize, retain, and exploit the initiative and to maintain freedom of action. It allows the commander to exploit enemy weaknesses, impose his will upon the enemy, and determine the course of the battle. A defensive posture should only be a temporary expedient until the means are available to resume the offensive. Even in the conduct of a defense, the commander seeks every opportunity to seize the initiative by offensive action.

## **SECURITY**

**Never permit the enemy to acquire an unexpected advantage.**

Security is those measures taken to prevent surprise, ensure freedom of action, and deny the enemy information about friendly forces, capabilities, and plans. Security is essential to the preservation of combat power across the range of military operations, even in benign environments. However, since risk is an

inherent condition of war, security does not imply overcautiousness or the avoidance of calculated risk. In fact, security can often be enhanced by bold maneuver and offensive action, which deny the enemy the chance to interfere. Adequate security requires an accurate appreciation of enemy capabilities, sufficient security measures, effective reconnaissance, and continuous readiness for action.

## **ECONOMY OF FORCE**

**Allocate minimum essential combat power to secondary efforts.**

Economy of force is the reciprocal of the principle of mass. The commander allocates the minimum essential combat power to secondary efforts. This requires the acceptance of prudent risks in selected areas to achieve superiority at the decisive time and location with the main effort. To devote means to unnecessary efforts or excessive means to necessary secondary efforts violates the principles of mass and objective. Economy of force measures are achieved through limited attacks, defense, deceptions or delaying actions.

## **MANEUVER**

**Place the enemy in a disadvantageous position through the flexible application of combat power.**

Maneuver is the employment of forces on the battlefield through movement in combination with fires, or fire potential, to achieve a position of advantage in respect to the enemy to accomplish the mission. That advantage may be psychological, technological or temporal as well as spatial. Maneuver alone cannot usually produce decisive results; however, maneuver provides favorable conditions for closing with the enemy in decisive battle. Maneuver contributes significantly to sustaining the initiative, exploiting success, preserving freedom of action, and reducing vulnerability. Effective maneuver—in combination with mass, surprise, and economy of force—allows an inferior force to achieve decisive superiority at the necessary time and place. At all echelons, successful application of this principle requires not only fires and movement, but also flexibility of thought, plans, organization, and command and control.

## UNITY OF COMMAND

**For every objective, ensure unity of effort under one responsible commander.**

Unity of command is based on the designation of a single commander with the authority to direct and coordinate the efforts of all assigned forces in pursuit of a common objective. The goal of unity of command is unity of effort. In joint, multinational, and interagency operations where the commander may not control all elements in his AO, he seeks cooperation and builds consensus to achieve unity of effort.

## SURPRISE

**Strike the enemy at a time or place or in a manner for which he is unprepared.**

The commander seeks every possible means to achieve surprise by striking the enemy at a time or place, or in a manner for which the enemy is unprepared. It is not essential that the enemy be taken unaware, but only that he become aware too late to react effectively. Factors contributing to surprise include speed, the use of unexpected forces, operating at night, effective and timely intelligence, deception, security, variation in tactics and techniques, and the use of unfavorable terrain. Surprise can decisively affect the outcome of a battle and may compensate for numerical inferiority.

## SIMPLICITY

**Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.**

Plans should be as simple and direct as the situation and mission dictate. Direct, simple plans, and clear, concise orders reduce the chance for misunderstanding and confusion, and promote effective execution. In combat, even the simplest plan is usually difficult to execute. Other factors being equal, the simplest plan is preferred.

Multinational operations place a premium on simplicity. Language, doctrine, and cultural differences complicate military operations. Simple plans and orders minimize the confusion inherent in joint, multinational, and interagency operations.