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FEATURED ARTICLES

2 The Infantry Squad: Decisive Force Now and in the Future

Major General Robert B. Brown, U.S. Army

Nov-Dec 2011

The U.S. Army dismounted infantry maneuver squad is today's most decisive force on the battlefield, yet it lacks access to capabilities it needs to truly synchronize the total fight.

10 Change 1 to Field Manual 3-0: The Way the Army Fights Today

Lieutenant General Robert L. Caslen, Jr., U.S. Army

Mar-Apr 2011

Change 1 to FM 3-0 advances the concept of mission command beyond mere philosophy to make it a catalyst for change in the Army.

15 Integrated Planning: The Operations Process, Design, and the Military Decision Making Process

Colonel Wayne W. Grigsby, Jr., U.S. Army, et al.

Jan-Feb 2011

Army planning needs to use the best conceptual tools of the design methodology and the best planning tools of the Military Decision Making Process.

23 Adaptive Leadership in the Military Decision Making Process

Lieutenant Colonel William J. Cojocar, Ph.D., U.S. Army, Retired

Nov-Dec 2011

Adaptive leadership is an accepted and necessary practice that facilitates success in a difficult and changing environment.

29 Unleashing Design: Planning and the Art of Battle Command

Brigadier General (P) Edward C. Cardon, U.S. Army

Lieutenant Colonel Steve Leonard, U.S. Army

Mar-Apr 2010

With the publication of the most recent edition of Field Manual (FM) 5-0, *The Operations Process*, our doctrine is on the cusp of the most significant change in planning methodology in more than a generation.

Front Cover: SSG Brian Boyt, a squad leader with the 82nd Airborne Division's 1st Brigade Combat Team, signals to his soldiers during a foot patrol, 8 May 2012, Ghazni Province, Afghanistan. (U.S. Army, SGT Michael J. MacLeod)



40 Field Manual 5-0: Exercising Command and Control in an Era of Persistent Conflict

Colonel Clinton J. Ancker, III, U.S. Army, Retired

Lieutenant Colonel Michael Flynn, U.S. Army, Retired

Mar-Apr 2010

FM 5-0 represents a significant evolution in Army doctrine for focusing on complex environments.

47 Unified Land Operations: The Evolution of Army Doctrine for Success in the 21st Century

Colonel Bill Benson, U.S. Army

Mar-Apr 2012

The Army exploits the initiative to gain a position of advantage in unified land operations nested inside joint unified action.

58 Heuristics and Biases in Military Decision Making

Major Blair S. Williams, U.S. Army

Sep-Oct 2010

The classic Military Decision Making Process is ill-suited for the analysis of problems exhibited in current operations. The complex, ambiguous problems the Army faces today require an emergent style of decision making.

These articles have been collected from recent issues of *Military Review* for this special edition to provide information concerning the development of the concept of Mission Command. Researchers are asked to refer to the original issues from which these articles were taken for documentation purposes. Though these articles address U. S. Army doctrine, the views expressed are those of the authors and should not be construed as official policy.

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