MISSION COMMAND

ENABLING A CULTURE OF INNOVATION

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CREATING PARADIGMS

ESTABLISHING CONTEXT

PROMOTING CHANGE

INSTITUTIONAL / SERVICE **CULTURE** AND LEADERSHIP **CLIMATE** THAT ENABLES INNOVATION

MISSION COMMAND LEADERSHIP PHILOSOPHY

NATURE OF WAR

-Enduring uncertainty

HUMAN NATURE

-Constrained

WARFIGHTING PHILOSOPHY

-Tempo, maneuverist, crack enemy cohesion

NATIONAL CHARACTER

-Entrepreneurial

COMPLIMENT C2 CONCEPT

-Reciprocal relationships

MISSION COMMAND

AN ASPECT OF COMMAND AND CONTROL

C2 PROMOTES **COHERENCE** OF ACTION

TYPES OF C2

- -Direction
- -Plan
- -Intent
  - *Trust* based relationships
  - Functional and *implicit* understanding

TENENTS OF MISSION COMMAND

1. RECIPROCAL RELATIONSHIPS
   - Implicitly collaborative
2. SWORD AND SHIELD OF COHESION
3. SENIOR LEADERSHIP TRAITS
   - ***Trust Nerve Restraint***
4. ENTREPRENEURSHIP
   - Strive for advantage, actively opportunistic
5. PRINCIPLED PRAGMATISM
6. PRIMACY OF PROXIMITY
7. PROLIFERATE DECISION MAKERS
8. CHARACTER NOT METHOD

WAR

ENDURING NATURE

- Uncertain
- Violent
- Human Will
- Political

EVOLVING CHARACTER

- Dynamic and constantly changing
- Demands a relentless quest for **advantage**

QUEST FOR MILITARY ADVANTAGE

FUTURE ⟹ INNOVATION

- Anticipate change

PRESENT ⟹ ADAPT

- Grapple with adversary

PAST ⟹ EXPERIENTIAL LEARNING

- Learning organization

INNOVATION

TO ACHIEVE ADVANTAGE

OPPORTUNITY FOR SURPRISE

PERSISTENT ADVANTAGE IS ACHIEVED BY CREATING CONDITIONS OF ENDURING SURPRISE

ESTABLISH A NEW PARADIGM OR CHANGE THE CONTEXT BEFORE THE ENEMY UNDERSTANDS OR CAN EFFECTIVELY REACT

SURPRISE: ESSENCE OF MILITARY INNOVATION

FOCUS INNOVATION ON ACHIEVING SURPRISE

- EFFECTS OF SURPRISE
  - Exploit
- STATE OF SURPRISE
  - Extend

MISSION COMMAND

INSTITUTIONAL AGILITY TO PROMOTE LEARNING, ADAPTATION, AND INNOVATION

CULTURE

PROLIFERATE VICE GHETTOIZE INNOVATION AND INNOVATORS

ETHOS

LEADERSHIP AND CHARACTER MORE IMPORTANT THAN PROCESS