

ARMY LEADERSHIP BY COMBAT FUNCTIONS

Army Leadership must be aware of the influence of digital age to achieve information superiority before launch any conflict. Currently, military commands need to adapt their traditional affairs and areas of management achieving a broader scope by means of digital tools and applying those innovations to Joint Staff organized under combat functions to execute joint operations.

KEYWORDS: LEADERSHIP / POWER OF COMBAT / DIGITAL TOOLS / OPERATIONS/MANOEUVRE / CIVILIAN AFFAIRS

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INTRODUCTION

An arm force leadership is managed by National Executive Power and this includes the group of activities of design, planning, preparation, employment and supervision of available means in order to fulfil the final operational and strategic end determined in the National

Defence Strategy. In general terms, strategic leadership arm force is pursued over all forces assigned to the operations and it also embraces the group of planning, preparation, and execution activities needed to the pertinent function. National Defence military instrument is efficient and capable as long as it was conceived, planned and act in



an integrated way; besides, it synthesises joint action that involves a series of characteristics that define and guide its instrumentation.

Envisage an integral solution to military affairs is challenging because it is necessary to attune efficiently and helpful the availability of force capacities by means of a deep comprehension about the whole result and influential aspects that permit its fulfilment. Arm Forces enlist, train and keep operational capacities in every area by Military Instrument with the sole objective of execute the tasks in the *Theatre of war and/or the Theatre of Operations*.

Arm Forces, men, women and means attach to their traditional way of working; though, they are aware of the necessity of being updated in means of communication and giving instructions embedded in a virtual world ruled by social cybernetic range, however, it does not imply the lack of violence since there is a little gap between virtual to real facts. A commander lead and control in basis of General Staff. Contemporary commands are provided with leadership fields combined with computer-based systems operations according to combat functions. Nowadays, there is a steady upgrade in the work procedures of Join General Staff. Due to the increasing need to obtain information it is mandatory to filter immediate and essential facts; this decision would be prioritised by the commander.

Century XXI, information age, military leadership is influenced by technology in such a way that commanders were forced to use digital tools to pursue the force command

GRAPHIC NUMBER 1: COMBAT FUNCTIONS FOR JOINT OPERATIONS



Source: Publicación Conjunta de las Fuerzas Armadas de los Estados Unidos de América, JP-3-0 Joint Operations, 11 agosto 2011.

A commander lead and control in basis of General Staff. Contemporary commands are provided with leadership fields combined with computer-based systems operations according to combat functions.

in operations besides this allow the leaders to conceptualize military activities in terms of combat functions for joint operations. Currently, arm forces mainly appeal to Command and Control, Intelligence, Firepower, Movement and Manoeuvre, Protection and Sustainment to turn potentiality of plans into power in real combat (graphic N° 1).

FIELDS AND AREAS OF LEADERSHIP

Leadership fields involve inherent and connected activities related to army management actions. The fields are: Operations, Intelligence and Logistic. Leadership area is essential because this clusters related functions and activities. The classification of these areas is based on organization and planning needs. The area of Operations leadership field includes: Training, Operations, Civil Affairs, Command-control-communications-informatics and Electronic War.

Intelligence field includes an area identified by the same name, last but not least, Logistic area implicates: Personnel, Finances and Logistic¹.

Due to the arising of the Internet and its operability is important to bear in mind those Operations, Intelligence and Logistic and corresponding areas need from General Staff a new systematization and informatisation in the transmission plans and orders process. It does not imply that General Staff organizes the management or functions separated between themselves, but these must be area-function coordinated and leadership areas appeal to function system to work synchronized.

Joint Functions

It refers to a group of activities and related capacities that every Commander requires to lead, to synchronise and to integrate joint operations. In every stage of a war leadership, these functions of military performance (regular tasks of joint operation) involve²:

- › Command-Control.
- › Intelligence.

1. Armed Forces Joint General Staff, Basic Doctrine for Joint Military Action, PC00-01, Edition 2012.

- › Firework.
- › Movement and Manoeuvre.
- › Protection.
- › Sustainability.

These functions strength and complement themselves in order to achieve the mission fulfilment. Command function is applied to all joint operations while Fireworks is used according to the mission. In fact, there are subordinated missions, capacities and tasks that are helpful to functions definition and even they might apply to different function simultaneously³.

Command and Control

These functions embody the Commander's leadership exercise and authority over attached and assigned forces to the compliance of the mission. The leader establishes his point of view about operational issues by means of instructions and guidelines that become assertive decisions to lead joint force.

- › **Command:** The authority and responsibility that a commander in the armed forces has to use effectively the available and assigned missions' accomplishment. The command at every level is the ability to lead and encourage to the staff and the organizations to implement suitable actions in pursuit of mission fulfilment.
- › **Command Relationships:** Every commander makes use of interrelated responsibilities to control and manage

the operations. Among them, it may be possible to find: operational command, operational control, tactical control, functional control, or assigned and attached support.

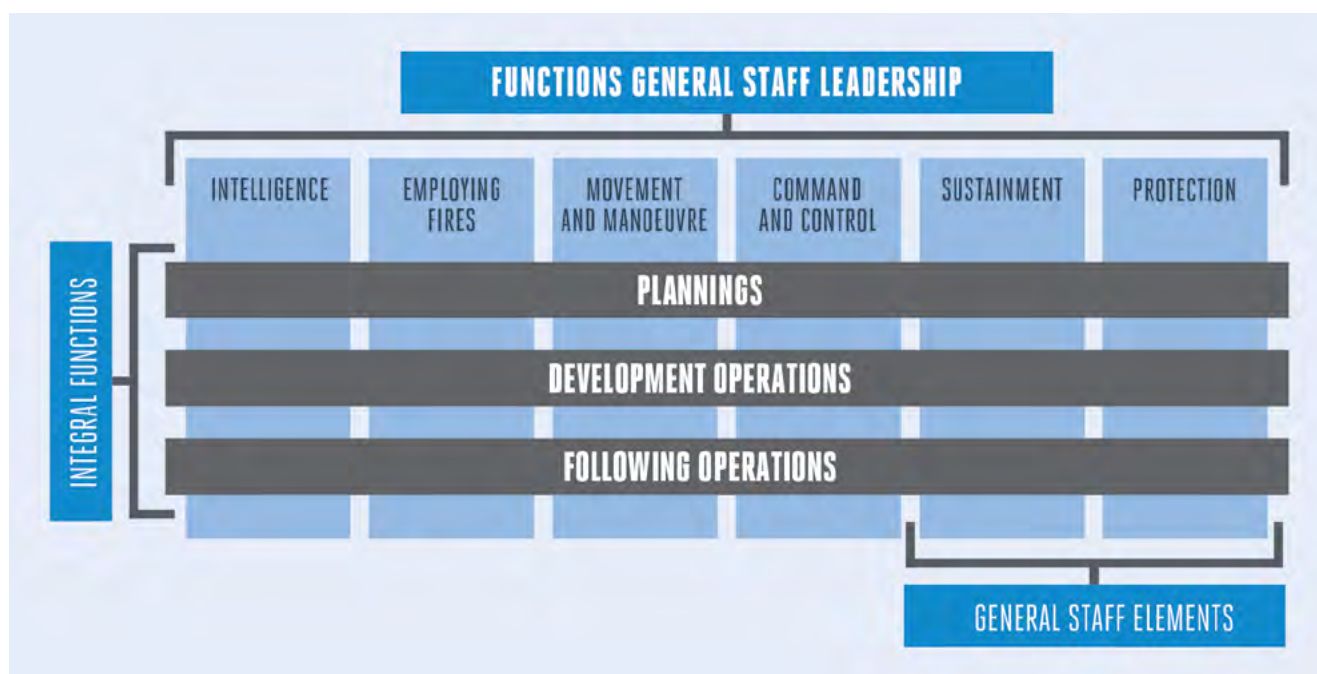
- › **Control:** Inherent to any command, this function is necessary to be aware of the status of arm forces organization effectiveness as well as is essential to identify any variation regarding the standards and fix possible uncertainties.

The key for a successful leadership is not fastness of decisions but it is necessary the commander take timely and prompter decisions before adversary commander would do. For example, some tasks to be done are the following:

- › Establish, organize and operate the Commanding Post of Joint Force.
- › Lead subordinated joint forces.
- › Make a plan which must be adaptable to the scenario, as well as orders and guidance.
- › Assign Operations Areas and requirement tasks.
- › Management of risk.
- › Communicate and management of information.
- › Supervision of tasks accomplishment, setting up conditions and goals' achievement.

2. Caslen, Robert, "First modification Campaign manual3-0" How US Army fights in current days, Military Review, July-August 2011.

3. United States Army Joint Publishing, JP-3-31 Command and Control of Joint Land Operations, February, 2014.



- › Coordinate, synchronise, and when it would be necessary, integrate joint operations with intra and interstate and allied organizations.
 - › Lead properly institutional communication from Operations Area.
- › **Operation Areas and functional considerations**
- › **Command and Control in Area of Operations:** According to the location where the joint operations are developed (land or insular) usually Naval and Terrestrial Components Commanders will be the supported.
 - › **Air and Space Operations Command and Control:** The authority of coordinating Third Dimension Joint Air Operations: This includes Aerospace Control Authority and Aerospace Defence Commands, Control and Command

System, Joint General Staff, Liaisons, Coordination and Control Measurements, Informatics and Communications Systems, Intelligence, Surveillance and Acknowledgement.

- › **Network Operations:** Currently, military operations are led digitally way and in the cyberspace. This field demands an accurate and efficient Cyber Defence Command by joint forces able to restrain and discourage any intent of active or passive cyber-attack by the enemies.
- › **Essential Elements of Information (EEI)/Other Requirements of Intelligence (ORI):** Every commander must consider the proper choice of these to route adequately the joint effort.
- › **Tempo War:** It refers to the group of daily briefings, meetings and requirements that commanders and Staffs must perform in order to ease the command and control efficiency in joint operations.

Argentinean Armed Forces leadership should adapt and transform its leadership areas and fields with Combat functions computer-based systems to achieve an efficient operability

The commander has to communicate and share the interpretation-comprehension of the issue to all General Staff and Subordinated Commands. Currently, due to the large variety of entanglement scenarios, it is necessary a suited management of information, collaboration and shared awareness between joint command, the allied, General Staff and Subordinated Commands.



Currently, arm forces mainly appeal to Command and Control, Intelligence, Firepower, Movement and Manoeuvre, Protection and Sustainment to turn potentiality of plans into power in real combat.

- › **Risk Management:** All military operation involves a risk. Therefore, it is mandatory to assure a balance between safety and mission accomplishment.
- › **Communicational Strategy:** In every military operation, the Joint Commander must be particularly aware of the matters related to information management as well as the relation between the forces and civilians in order to launch operations according to National Constitution and Armed Forces Chief Commander's orders. It must be optimized the adequate handling of institutional communicational body together with social information.
- › **Civil Affairs:** It refers to the actions executed by the commander during a military conflict to maintain safe relationship among armed forces, authorities and civilians. These activities have to mitigate the underlying causes that might interrupt military operation developments.
- › **Concealment and Deception:** It is common to plan in deep these operational performances because they would mislead the enemy's decision to induce him to react in a manner prejudicial to his interests and facilitate own actions.
- › **Cultural, Regional Expertise and Language:** Every commander and General Staff must be immersed in the multifaceted culture and adapt the scenario where the operation is held by the Armed Forces

Since 2006, after Israel military intervention in the Lebanon, leading armed forces has noticed some failures in command and control digital systems highly automatized, this has provoked the return to leadership version more personal performed by the commander known as **Mission Command**.

This version implies the leadership focus on the commander's intention while the subordinated echelons operate with a great independence but synchronised in order to achieve the result established by the commander. Despite that, the Mission Command itself requires for the leadership combat functions, leading area

called **Knowledge Management Cell (KMC)**. It has as aim to organize and to provide "relevant information management" to the commander in operations. He needs to have his digital high-payoff target list updated as it happens, but also, he has to be handled the traditional list in paper.

Intelligence

It contributes to the commander with identification and comprehension of the operational environment by means of integration, assessment, analysis and interpretation of the outer military assailants' information, foreign nations as well as potential or actual operational area. Operational level intelligence must portray what is performing the enemy, the movements to be done or any action of the future. Intelligence area includes the following aspects:

- › Planning and leadership intelligence activities and counterintelligence to protect espionage and sabotage actions.
- › Data collection.
- › Processing and collecting data to generate relevant information.
- › Analysis of information and production of intelligence.
- › Disseminate and integrate intelligence with the operations.
- › Evaluation and feedback of intelligence's quality and effectiveness.

Commitments fall to Joint Commander, Joint General Staff and Subordinated Commands. These duties involve own intelligence activities, counterintelligence, surveillance, acknowledgement, human intelligence, aerial and electronic collecting of information.

Employing Fire

This stage refers to the use of muzzle of guns apart from other available systems to create a lethal or non-lethal effect over the target. Joint Fires are executed in a coordinated way together with two or more forces to obtain better results. Employing fires may produce lethal effects but there are actual means and resources non-lethal including electronic and cyber-attack which may be pulled out with or without physical effect destruction. For example, Fires might involve:

- › Joint Targeting.
- › Joint Fire Support.
- › Missile and Aerial Defence.
- › Interdiction Fires.
- › Strategic Attacks Leadership.
- › Engage capacities of Information Operation (non-lethal fire support).

- › Cyber Defence Operations.
- › Damages Evaluation.

Movement and Manoeuvre

This tactic is based on the arrangement of joint forces to lead operations from a relatively favourable position before or during the combat operations, also taking advantage of the tactic successful to assess operational and strategic aims. Unfolding and movement of troops into operational area execute deep manoeuvres needed to offensive, defensive or retrograde purposes, besides the securing of own forces' mobilization.

The following procedures might be involved in this stage:

- › Movements to gain a better operational scope in comparison to opponent's gravity centre or decisive locations.
- › Unfold, rearrange or move joint forces in an operational area (operational efforts) by means of land, naval or aerial.
- › Manoeuvre joint forces combined with fires kept in specific locations, besides to achieve favourable positions above the opponent.
- › Provide mobility towards joint forces to facilitate the movement, manoeuvre and prevent the delay overcoming every kind of obstacles and geographic features.
- › Delay, canalize or seize the movement or manoeuvre from outer state enemy or threat. This scenario might include counter to mobility, support firmly the execution of penalties, seizures or blockages.
- › Ensuring the control over operational areas because its possession or control provides to one side of the participants an operational advantage.

Movement and manoeuvre superiority in comparison to enemy's will be considered as an advantage that will be not only the result of the manoeuvre and joint fires but also the handling by every leading principled commander who would take into account group and forces saving.

Protection

Joint function Protection pretends to incorporate Civil Protection; due to the rising of complex scenarios and new technologies of digital command and control, this demands in current days the necessity of take into account joint function of Protection for every military operation.

Protection function is focused on preservation of joint force power of combat by means of:

- › Active defence measures that protect joint force, information, operation basis, required infrastructure,



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and communication lines that warn opponents possible attacks.

- › Passive defence measures designated to make it difficult to locate and to destroy joint forces systems.
- › Application of technology and suitable procedures to reduce the fratricide's risk.
- › Supporting actions to community and preventing emergency situations result of accidents, health conditions or natural disasters.

It might be included in the stage the followings tasks:

- › Civil Protection.
- › Missile and Aerospace Defence
- › Cyber Defence.
- › Electronic War.
- › Evacuation Operations/Recover od non-combatants.



- › Physical Safety for Forces and means.
- › Chemical, biological and nuclear Protection Operations (CBNP).
- › Counter terrorists Support Actions.
- › Community's support, humanitarian aid humanitarian assistance in emergencies and natural disasters.

- › Calculation of movement, evacuation and hospitalization of personnel.
- › Acquisition, building, keeping, operation, facilities and installations' provisions.
- › Acquisition and financing of services.
- › Financial management.
- › Legal issues support.

Sustainment

This function set the physical limits of every military operation. Sustainments involves the capacity of supplying and keep forces and needed resources to assess operational scope, maintain military operations in accordance with the mission, logistic autonomy and operational self-reliance.

Logistic planning assesses to provide logistic support to joint forces operations' feasibility and acceptance. The following tasks might be included:

- › Set a proper logistic design for the development of joint operations.
- › Provide personnel logistic support to joint forces.
- › Provide finance logistic support to joint forces.
- › Design, estimations and unfold purchase, storage, movement, distribution, keeping, evacuation and allocation of material.

CONCLUSIONS

Argentinean Armed Forces leadership should adapt and transform its leadership areas and fields with Combat functions computer-based systems to achieve an efficient operability. Thus, the Argentinean Armed Forces should do a technological transformation according to actual digital information as well as the interoperability performance required by the Latin-American regional allies. Among other things, this transformation demands a great technological infrastructure, networks, data basis, fibre optic, satellites, communication bands management, network encryption.

Regards Command and Control, the first refers to authority exercise and make decisions since the leadership is art more than science. In Argentinean Military Doctrine is known as Leadership. The

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latter portrays “how the commander assesses the leadership” and it is more science than art.

In the military operations carried out by the NATO countries in Middle East it is noticeable a space technology dependence.

There is a remarkable unbalance among technological advance, doctrinaire evolution and knowledge management. In order to solve this situation, it is estimated that an Information Management Plan should be necessary.

Modern Technology has enhanced not only the capacity of collecting and spreading information but also it boosts data’ superiority is important, likewise the knowledge and situation awareness ‘dominance. It will necessary to seize the predominance of accurate decisions in Command and Control centres and nodes.

For example, the e-mail might be used in military operations although it is considered a double-edge sword. In Leading General Staff equipped with digital command and control systems has implemented the existence of *Knowledge Management Officer (KMO)* in order to assist in designing *Common Operational Picture (COP)* to adapt to Operational Commanders’ demands.

Argentine Republic Armed Forces are transforming its organization by shaping it according to the current digital age. Proof of this can be seen in the digital control and command projects executed now by the three Forces; recent creation of Cyber defence Joint Command as well as the Nation’s achievements due to communications satellite ARSAT-I launching on October 2014. The ARSAT- II and the following launchings, all of them are in pursuit of the region peace’s assurance, that peace time that finally will obtain the double reward in the posterity.

