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NCO Leadership Center of Excellence
Master Leader Course Distributed Learning (MLC DL)
ALA – Mission Command
Advance Sheet for Lesson M449DL: Mission Command –Visualize

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1. SCOPE

This two-hour lesson introduces the Visualize component of Mission Command. This lesson will focus on developing the commander's vision using mission variables to analyze the operational environment. This lesson will establish how commanders use mission variables to support decision making while working through the MDMP and war gaming. Command and staffs use mission variables to develop the common operational picture (COP) and to understand their environment. Mission variables derive information from running estimates and help a commander visualize their desired end state. This lesson addresses how commanders develop their visualization with the problem statement. You will develop your own problem statement at the end of this lesson.

2. LEARNING OBJECTIVES

This lesson supports MLCNR Course “TLO- 400-MLC DL-0440, Analyze U.S. Army and Joint Doctrine” as listed in the MLCNR M400DL advance sheet.

ELO: 400-MLC DL-0470.03

Action: Analyze the principles of mission command.

Condition: As a member of a collaborative discussion group in an educational environment, given references, practical exercises and (virtual) classroom discussions.

Standard: Analyze includes the following:

1. How the application and analysis of the mission variables assists in gaining an Understanding of the operational environment and the enemy.
2. How the mission command element of Visualize is used in framing a problem.
3. The relationship of the mission command element Understand and the Army core competencies.

Learning Domain: Cognitive

Level of Learning: Analyzing

Characteristics of the Future Operational Environment: None

Linking warfighting challenges to required capabilities

1. Develop and sustain a high degree of situational understanding while operating in complex environments against determined, adaptive enemy organizations.
2. Maintain an agile institutional Army that ensures combat effectiveness, supports other services, fulfills DOD and other government agencies' requirements, ensures quality of life for Soldiers and families, and possesses the capability to surge (mobilize) or expand (strategic reserve) the active.
3. Train Soldiers and leaders to ensure they are prepared to accomplish the mission across the range of military operations while operating in complex environments against determined, adaptive

enemy organizations.

4. Develop agile, adaptive, and innovative leaders who thrive in conditions of uncertainty and chaos, and are capable of visualizing, describing, directing, leading, and assessing operations in complex environments and against adaptive enemies.
5. Integrate joint, inter-organizational, and multinational partner capabilities and campaigns to ensure unity of effort and accomplish missions across the range of military operations.
6. Understand, visualize, describe, direct, lead, and assess operations consistent with the philosophy of mission command to seize the initiative over the enemy and accomplish the mission across the range of military operations.

3. ISSUE MATERIAL

- a. **Advance Issue:** M449DL Advance Sheet.
- b. **During Class:** N/A.

4. READINGS & ASSIGNMENTS

Readings:

ADRP 3-0, *Operations*, Oct 17, Para 1-8 thru 1-21 (4 pages). Read to understand the operational and mission variables and threats in the operational environment.

ADRP 3-0, *Operations*, Oct 17, Para 4-14 (1 page). Read to understand the army design methodology.

ADRP 3-0, *Operations*, Oct 17, Para 2-18 thru 2-63 (7 pages). Read to understand the elements of operational art.

ADRP 5-0, *The Operations Process*, May 2012, Para 1-7 thru 1-36 (8 pages). Read to understand the operations process, the principles of the operations process, and how to build and maintain situational understanding.

ADRP 5-0, *The Operations Process*, May 2012, Para 2-25 and 2-26 (1 page). Read to understand framing.

ADRP 5-0, *The Operations Process*, May 2012, Para 2-41 thru 2-43 (1 page). Read to understand framing the problem.

ADRP 5-0, *The Operations Process*, May 2012, Para 2-44 thru 2-46 (1 page). Read to understand development of an operational approach.

ADRP 6-0, *Mission Command*, May 2012, Para 1-4 thru 1-7 (2 pages). Read to understand the correlation between unified land operations and mission command.

ADRP 6-0, *Mission Command*, May 2012, Para 2-36 thru 2-44 (2 pages). Read to understand the process of achieving understanding.

ADRP 6-0, *Mission Command*, May 2012, Para 2-9 thru 2-11 (1 pages). Read to understand the process of creating shared understanding.

ADRP 6-22, *Army Leadership*, Aug 2012, Para 5-1 thru 5-29 (4 pages). Read to understand the conceptual components of leader intelligence and how the components influence Understanding by enabling creativity, analysis, and sound judgment.

FM 6-0, *Commander and Staff Organization and Operations Guide*, May 2014, Para 8-1 thru 8-11 (3 pages). Read to understand running estimates.

Assignments:

As you progress through the lesson, reflect on the following questions/statements, then be prepared to address them within any aspect of your coursework (Journal, Discussion Forums,

or Written Assessments, etc.).

1. What are the operational and mission variables, and how do they affect our military operations?
2. What are the threats in the operational environment?
3. How does a commander create shared understanding?
4. What are the components of mission command?
5. What is an operational problem?
6. How do commanders visualize?
7. What is an operational approach?
8. What is a running estimate?

Journal Entry

5. **ASSESSMENT PLAN:** Refer to the student ISAP found in the CMP, Appendix A.



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