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@michielrook

EMPOWERING TEAMS USING MISSION COMMAND

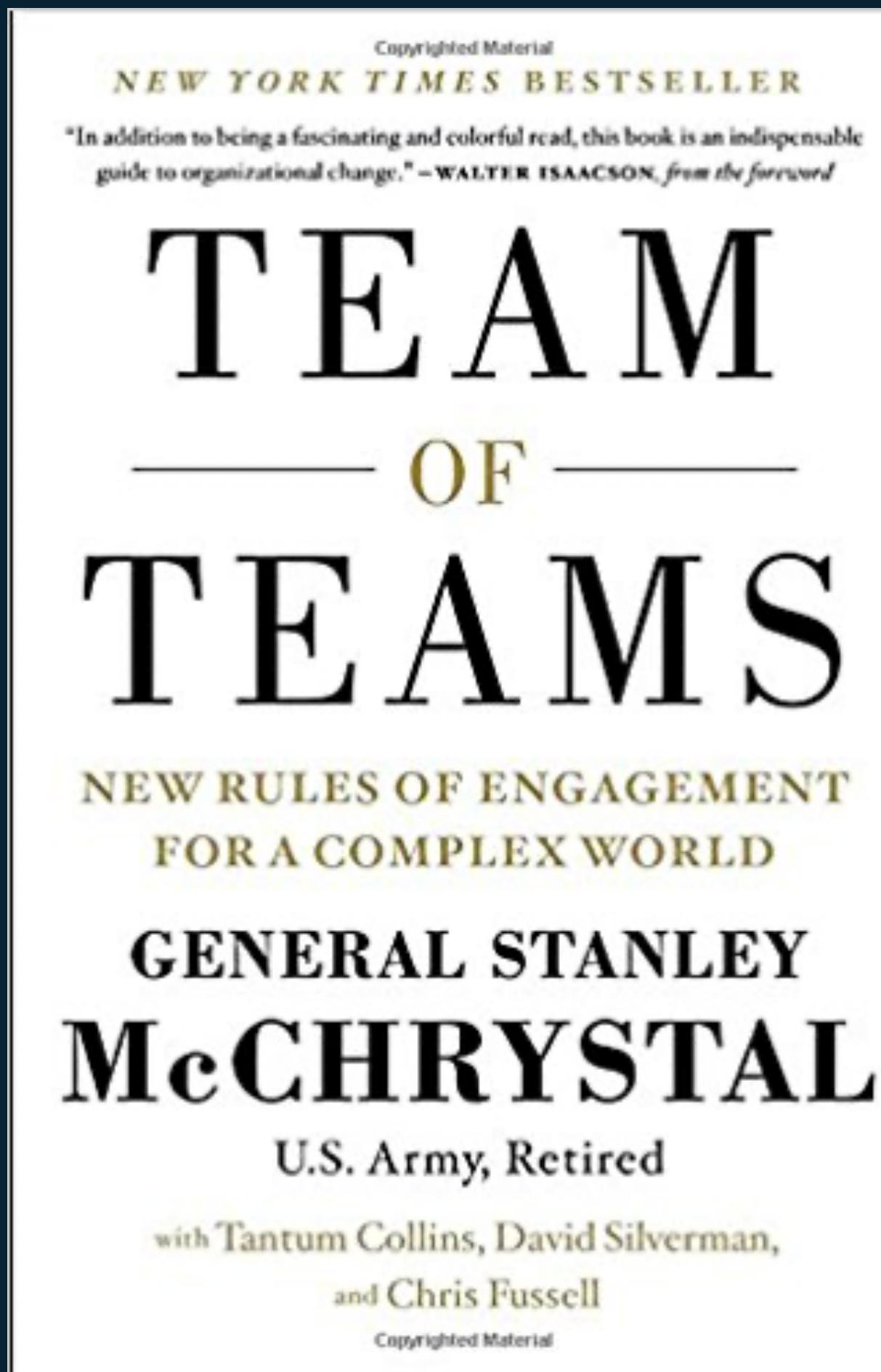


INTRODUCTION

THE WORLD IS
CHANGING

THE WORLD IS
VUCA

VOLATILE
UNCERTAIN
COMPLEX
AMBIGUOUS



"Today's rapidly changing world ... organizations everywhere are now facing dizzying challenges"

- GEN. STANLEY MCCHRYSSTAL

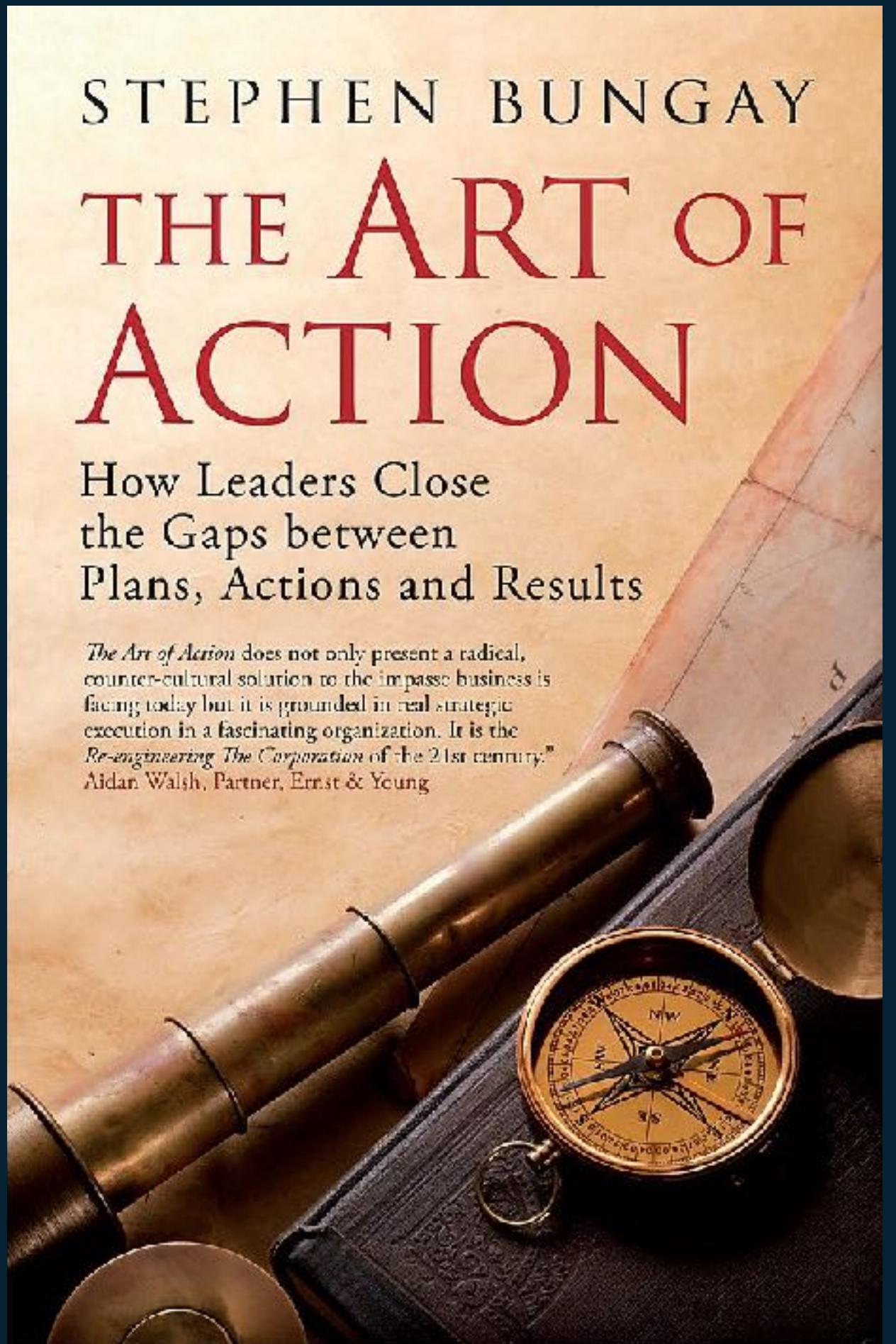
PLANNING IN COMPLEX ENVIRONMENTS

PLANNING IN NON-LINEAR ENVIRONMENTS



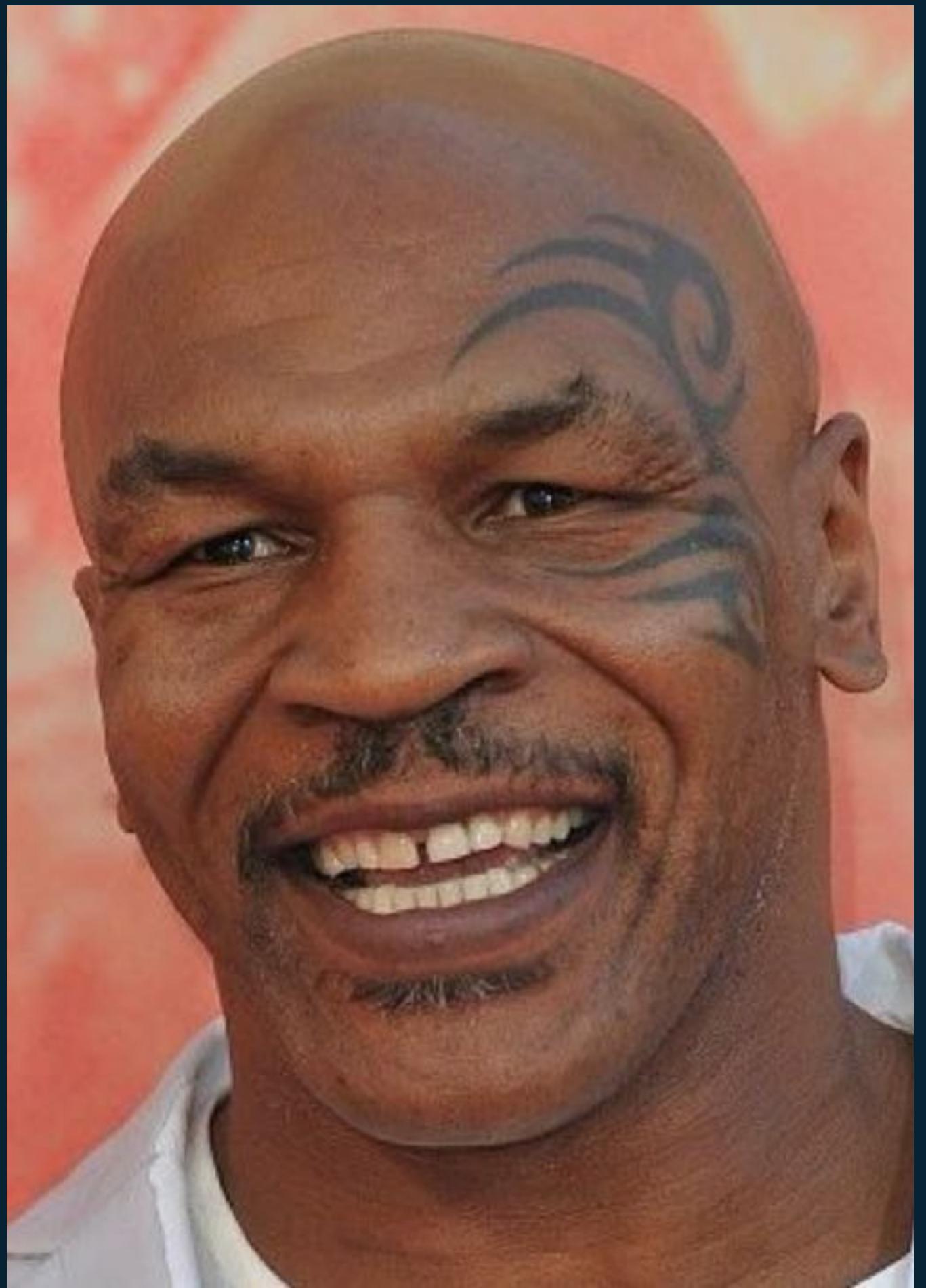
"No plan of operations
extends with certainty
beyond the first
encounter with the
enemy's main strength"

- HELMUTH VON MOLTKE



"There is only one way the plan can go right, but any number of ways in which it can go wrong."

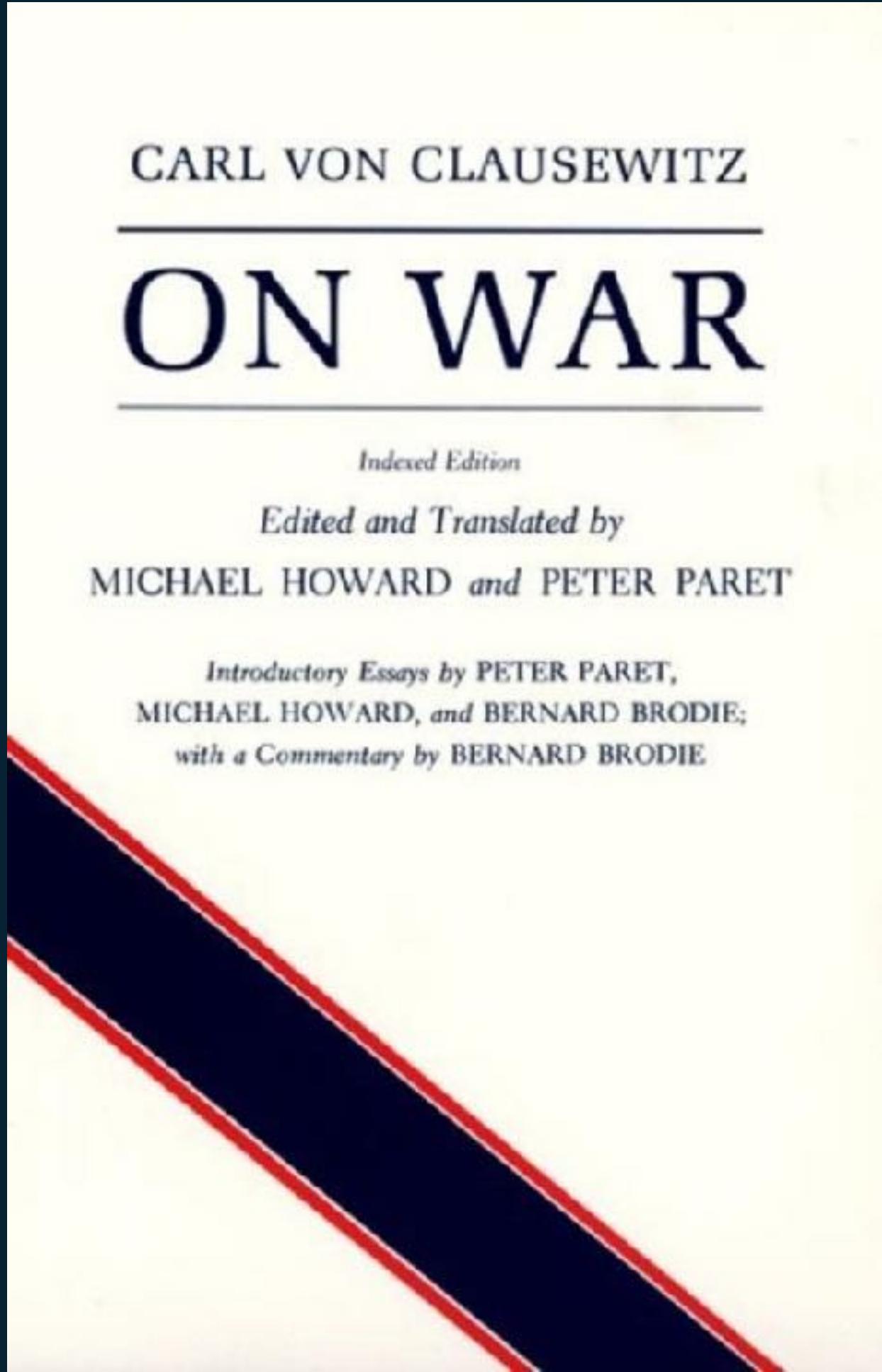
- STEPHEN BUNGAY



"Everyone has a plan 'till they get punched in the mouth."

- MIKE TYSON

FRIC^TION



"Everything is very simple in war, but the simplest thing is difficult. These difficulties accumulate and produce a friction."

- CARL VON CLAUSEWITZ

DIFFICULTIES

OPPORTUNITIES

CONTEXT?

DECISION-MAKING
AUTHORITY?

Operations: The Last Mile

Damon Edwards
@damonedwards

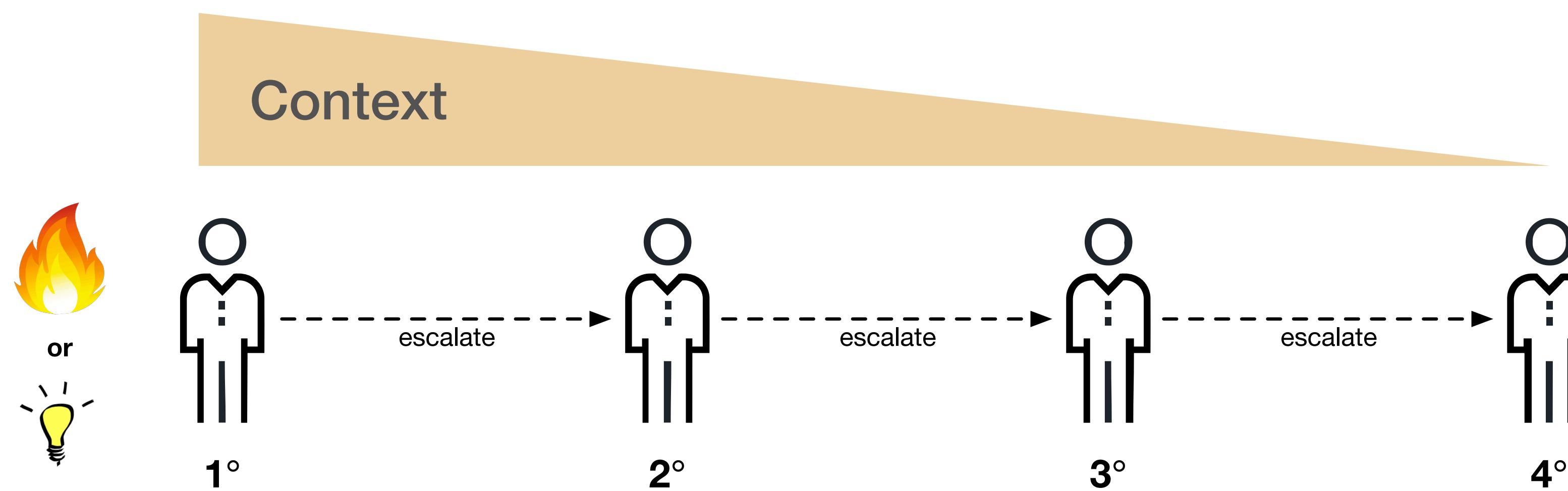
RUNDECK

0:03 / 30:33

CC HD

@michieltcs

Where are decisions made? Who can take action?



 RUNDECK

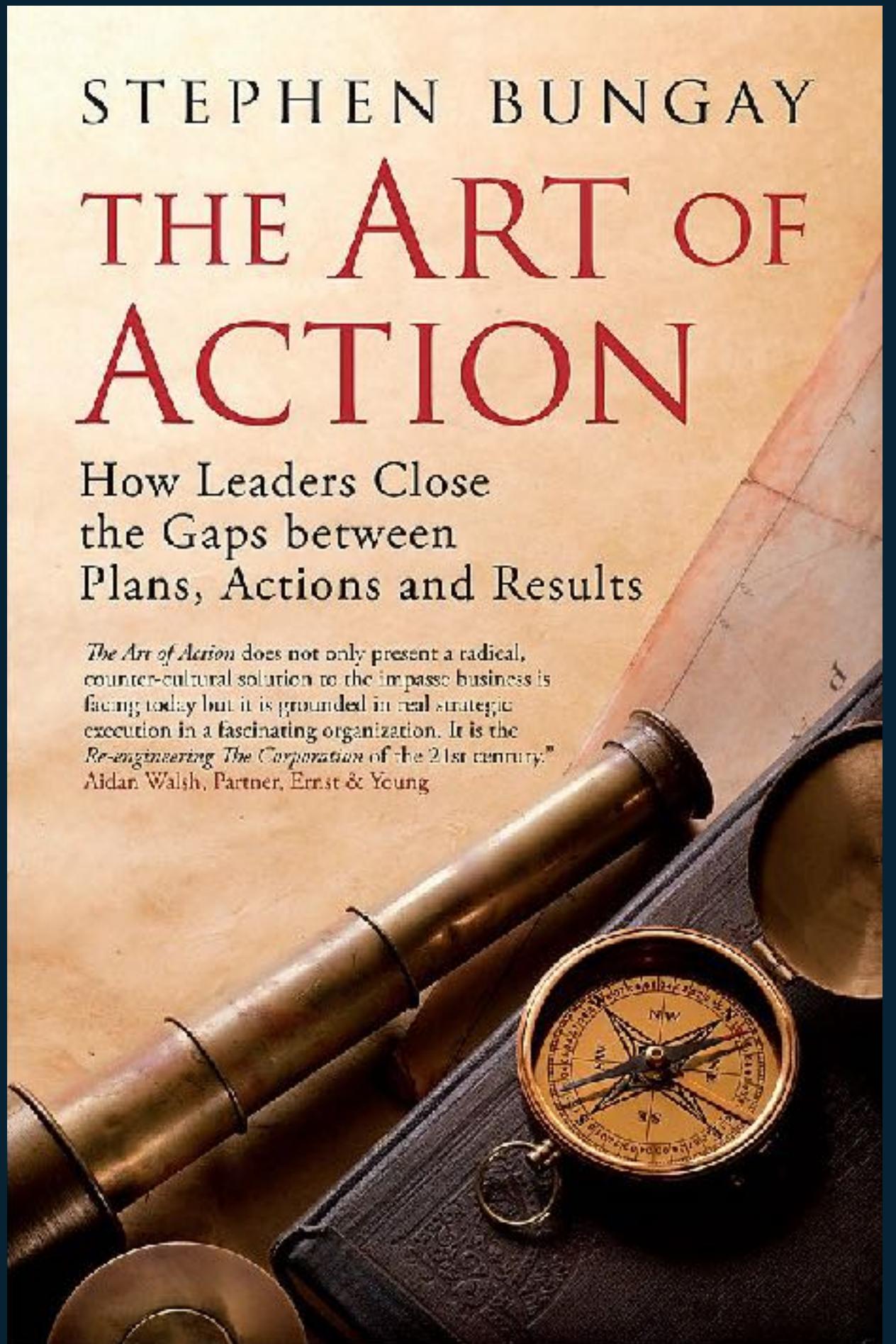
SHIFT-LEFT
DECISION MAKING!

MISSION COMMAND

TASK BASED LEADERSHIP

TASK BASED LEADERSHIP

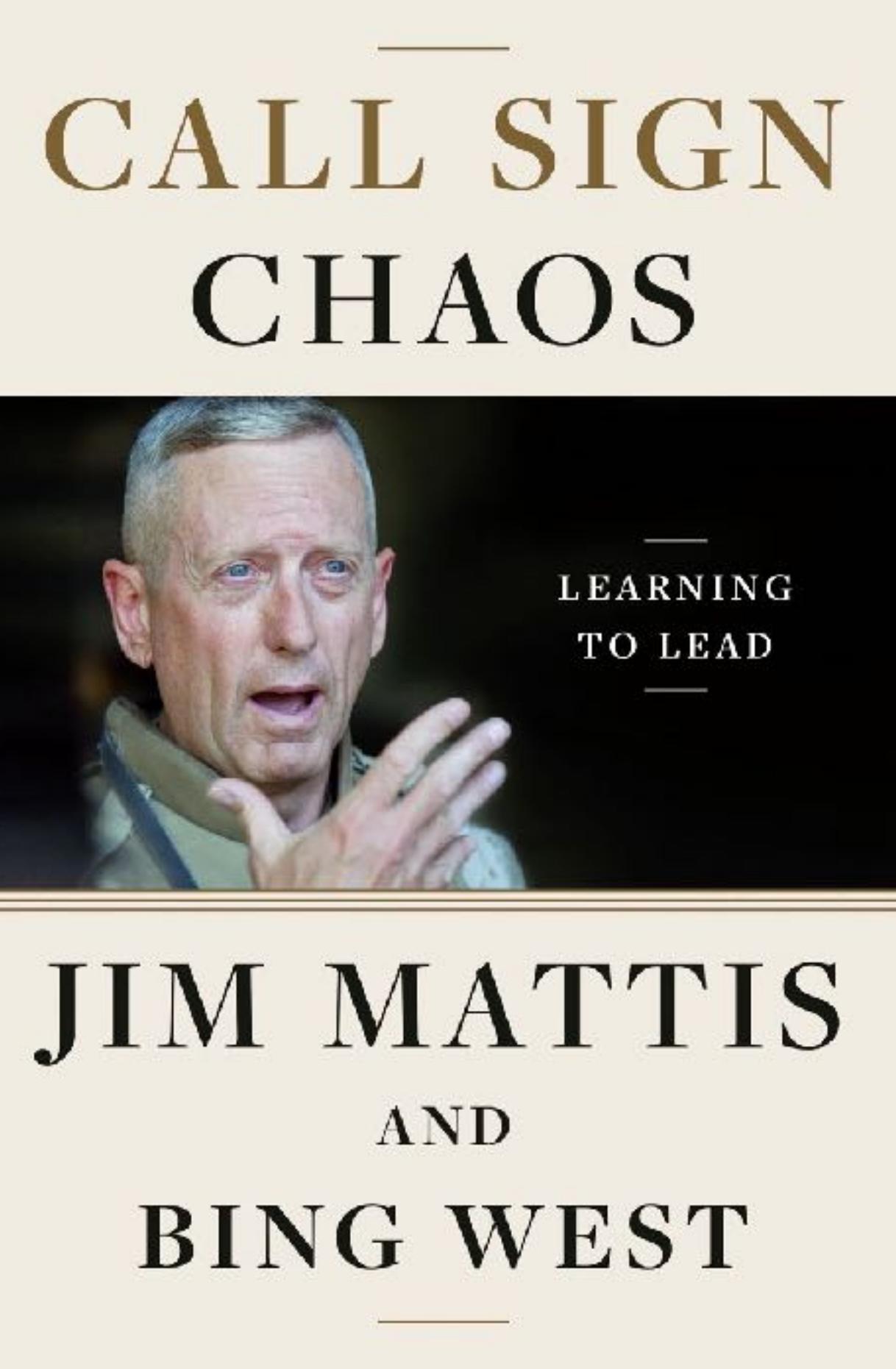
GOAL BASED LEADERSHIP



"Say what you want people to achieve and, above all, tell them why. Then ask them to tell you what they are going to do as a result."

- STEPHEN BUNGAY

DECENTRALIZED COMMAND



"I believe in a centralized vision, coupled with decentralized planning and execution."

- GEN. JIM MATTIS

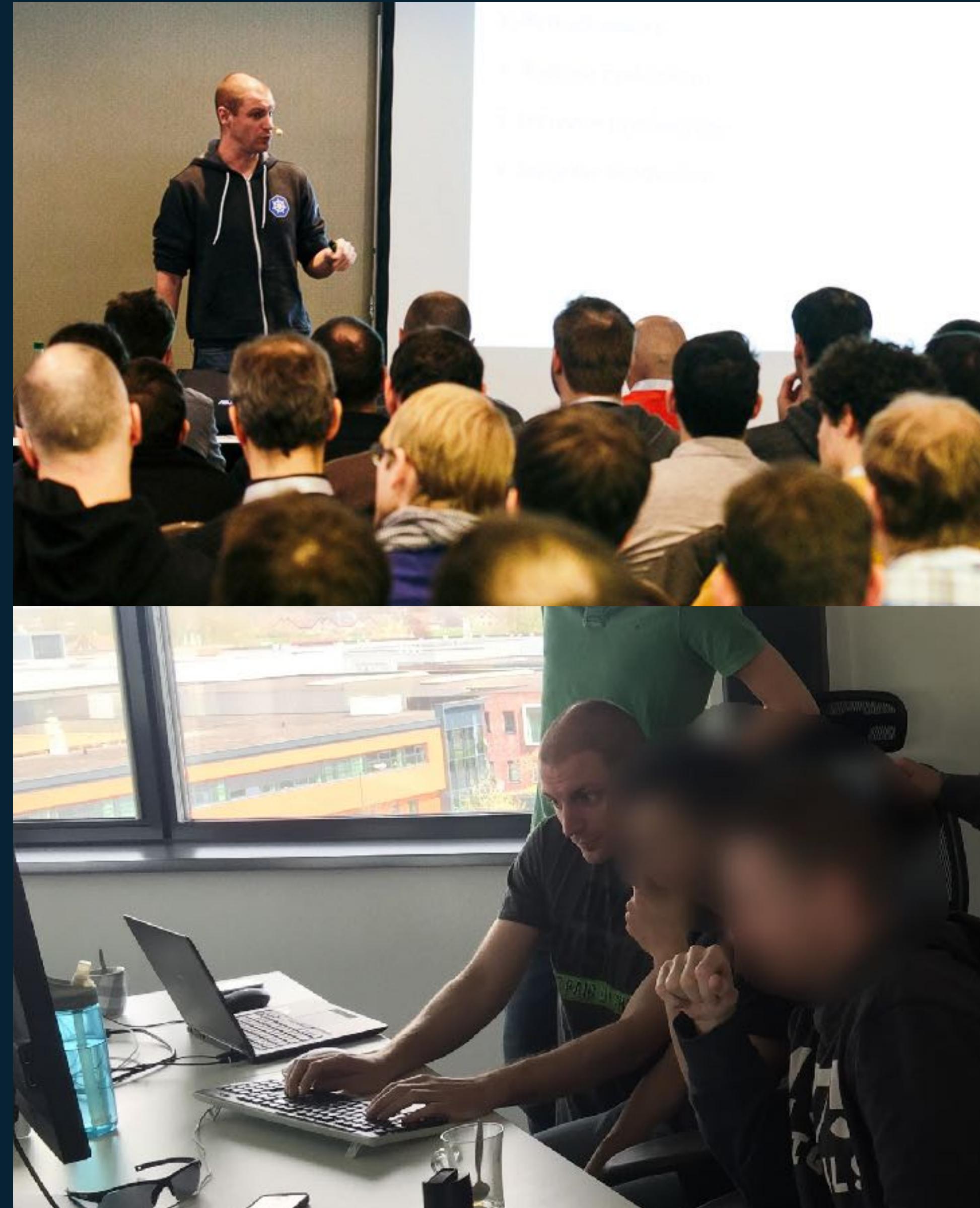
EMPOWERING



INITIATIVE &
INDEPENDENT
THINKING

EXPLOIT
OPPORTUNITIES!

MY STORY





MY STORY



YOU?

A BRIEF HISTORY



"But in case signals can neither be seen or perfectly understood, no captain can do very wrong if he places his ship alongside that of the enemy."

- ADM. HORATIO NELSON

CARL VON CLAUSEWITZ

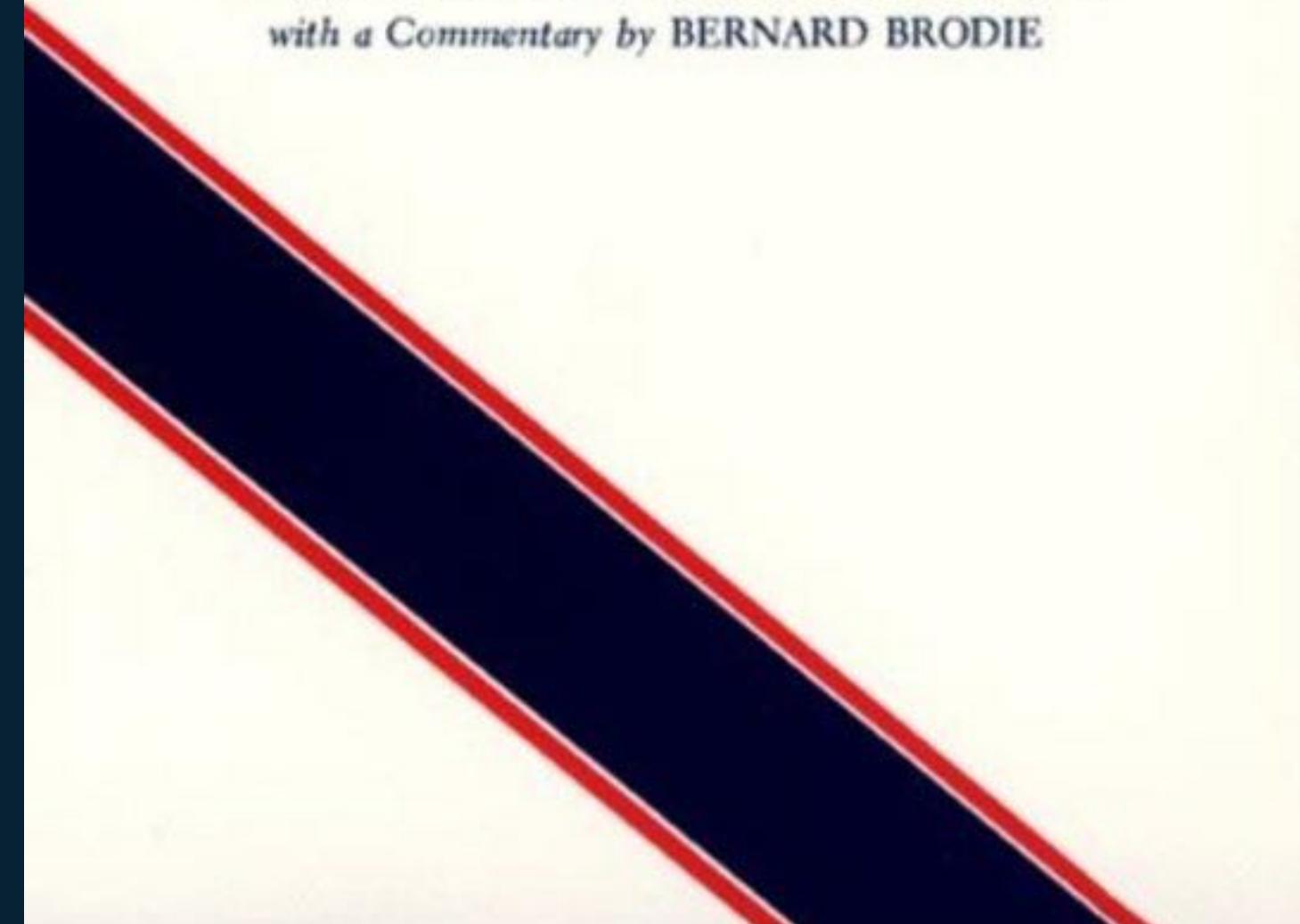
ON WAR

Indexed Edition

Edited and Translated by

MICHAEL HOWARD *and* PETER PARET

*Introductory Essays by PETER PARET,
MICHAEL HOWARD, and BERNARD BRODIE;
with a Commentary by BERNARD BRODIE*





"I do not propose to lay down for you a plan of campaign, but simply to lay down the work it is desirable to have done and leave you free to execute it in your own way."

- GEN. ULYSSES S. GRANT

Aus den Verordnungen für die höheren Truppenführer vom 24. Juni 1869.



HELMUTH VON MOLTKE

I. Allgemeines.

1. Das Feld der realen Thätigkeit für die Armee ist der Krieg; ihre Entwicklung aber, ihre Gewöhnung und ihr längstes Leben fallen in die Zeiten des Friedens.

Dieser Gegensatz birgt eine Schwierigkeit für die zweckmäßige Ausbildung und die Gefahr eines plötzlichen Übergangs.

Das moralische Element kommt im Frieden seltener zur Geltung, im Kriege bildet es die Bedingung jeglichen Erfolges, den wahren Werth einer Truppe. Im Kriege wiegen die Eigenarten des Charakters schwerer als die des Verstandes und Mancher tritt auf dem Schlachtfelde glänzend hervor, der im Garnisonleben übersehen wurde. Beim kriegerischen Handeln kommt es oft weniger darauf an, was man thut, als darauf, wie man es thut. Fester Entschluß und beharrliche Durchführung eines einfachen Gedankens führen am sichersten zum Ziel.

2. Geesteigerte Anforderungen stellt der Krieg an den Offizier, welcher das Vertrauen des Soldaten durch sein persönliches Verhalten zu erwerben hat. Von ihm wird erwartet, daß er Ruhe und Sicherheit auch in den schwierigsten Lagen bewahrt; ihn will man an der Spitze sehen, wo die Gefahr am größten; ihm schließen die Bravsten sich an und reißen die Lebriegen mit fort. In dem Zugführer vor der Front, in dem Hauptmann und dem Rittmeister, auf den alle Blicke gerichtet sind, liegt die Kraft der Armee.

3. Aber diese Kraft muß durch die Intelligenz der Führer geleitet werden, auf welchen, je höher sie stehen, eine um so schwerere Verantwortlichkeit ruht. Bei körperlichen Anstrengungen und geistiger Erregung unter Entbehrungen und Leiden sollen die folgenschwersten Entschlüsse gefaßt, klar und erschöpfend mitgetheilt werden. Bei den obersten Behörden fehlt es meist nicht an Zeit zu ruhiger Überlegung, um so öfter aber an dem sicheren Anhalt, welchen nur eine volle Einsicht in die obwaltenden Verhältnisse ge-

On the
German
Art of War

TRUPPENFÜHRUNG

EDITED BY
BRUCE CONDELL AND DAVID T. ZABECKI

AUFTRAGSTAKTIK

MISSION-TYPE TACTICS

MISSION COMMAND

MISSION
COMMAND IN
MILITARY
ORGANIZATIONS

"...the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders."

- US ARMY



ADP 6-0

MISSION COMMAND

COMMAND AND CONTROL OF ARMY FORCES



JULY 2019

DISTRIBUTION RESTRICTION:

Approved for public release; distribution is unlimited.

This publication supersedes ADP 6-0, dated 17 May 2012, and
ADRP 6-0, dated 17 May 2012.

HEADQUARTERS, DEPARTMENT OF THE ARMY

CLEARLY
DEFINED
INTENT

= EFFECT TO
ACHIEVE

= RESULT TO
ACHIEVE

= END STATE
TO ACHIEVE

= WHAT
SUCCESS
LOOKS LIKE

"IF WE DO NOTHING
ELSE DURING THIS
MISSION, WE
MUST..."

"THE SINGLE, MOST-
IMPORTANT THING
THAT WE MUST DO
IS..."

*1st plt attacks to neutralize
enemy observation post
YANKEE in order to allow
supply column to safely reach
forward line of troops*

PURPOSE
METHOD
END STATE

PURPOSE (WHY ARE WE HERE)

METHOD
(KEY TASKS TO
EXECUTE)

END STATE (DEFINITION OF SUCCESS)

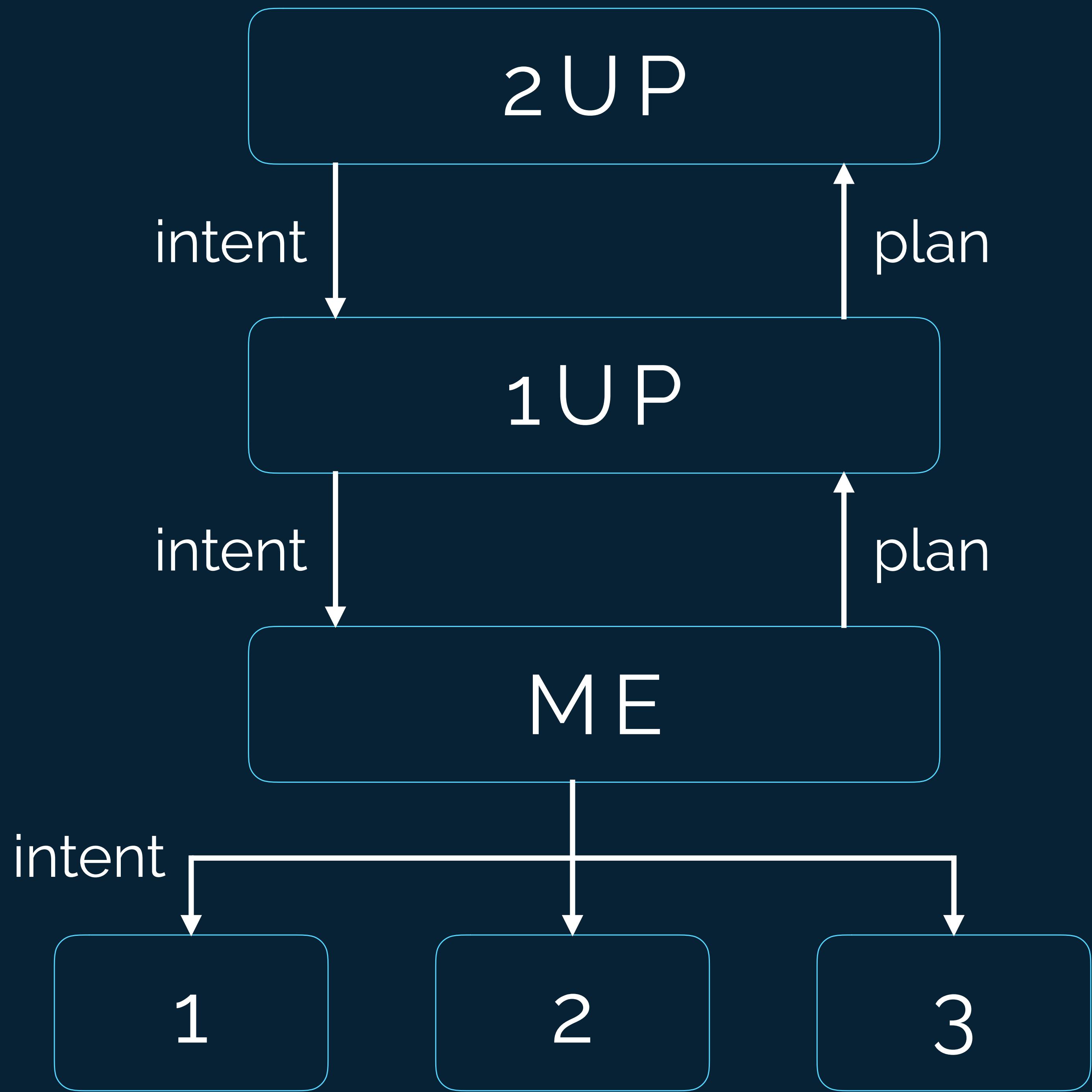
P: neutralize enemy observation post YANKEE

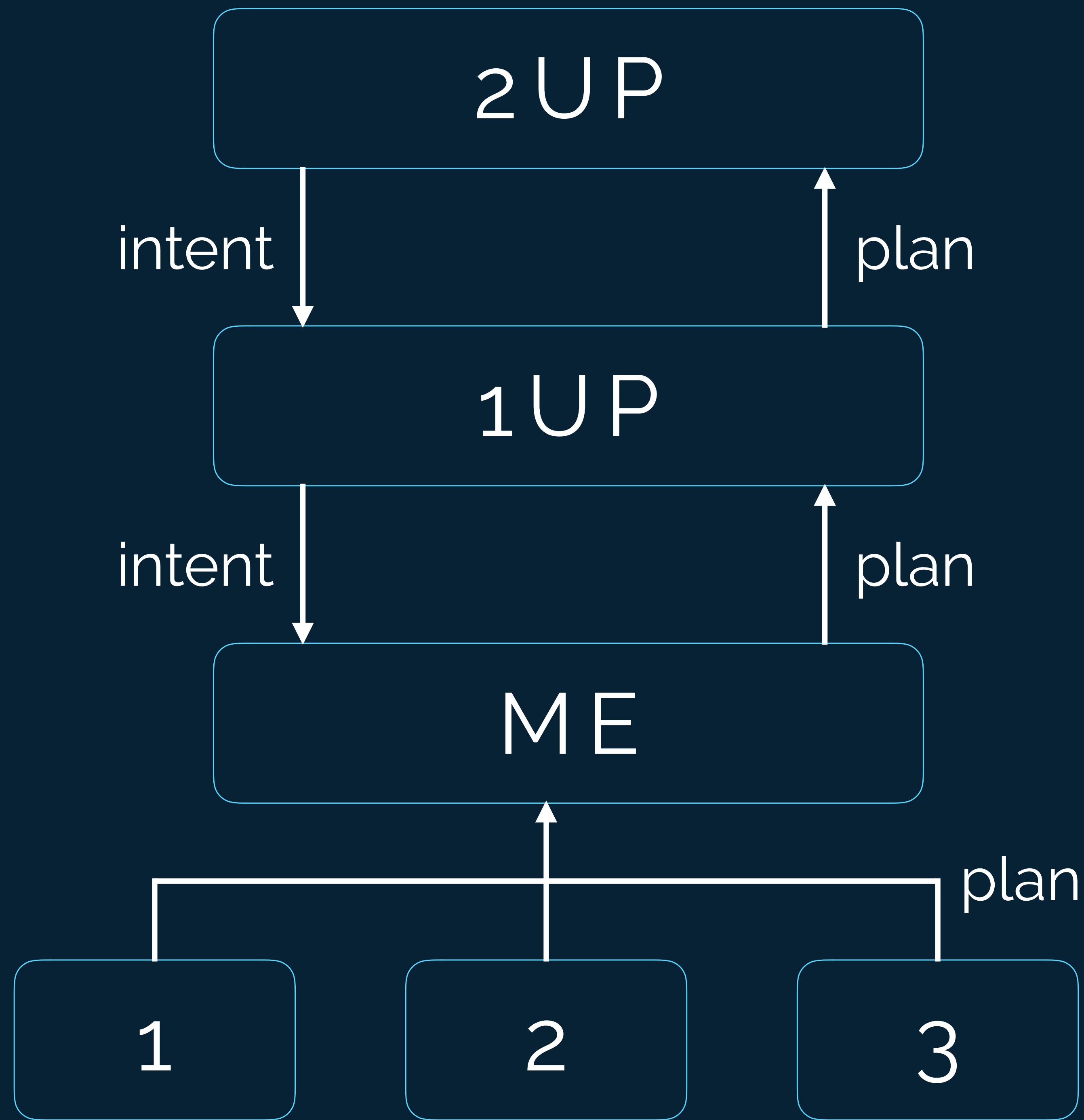
M: 1st plt attacks to neutralize

E: supply column safely reached forward line of troops

CLEARLY
DEFINED
CONSTRAINTS

SHARED
UNDERSTANDING





MISSION

CRUCIAL INGREDIENTS

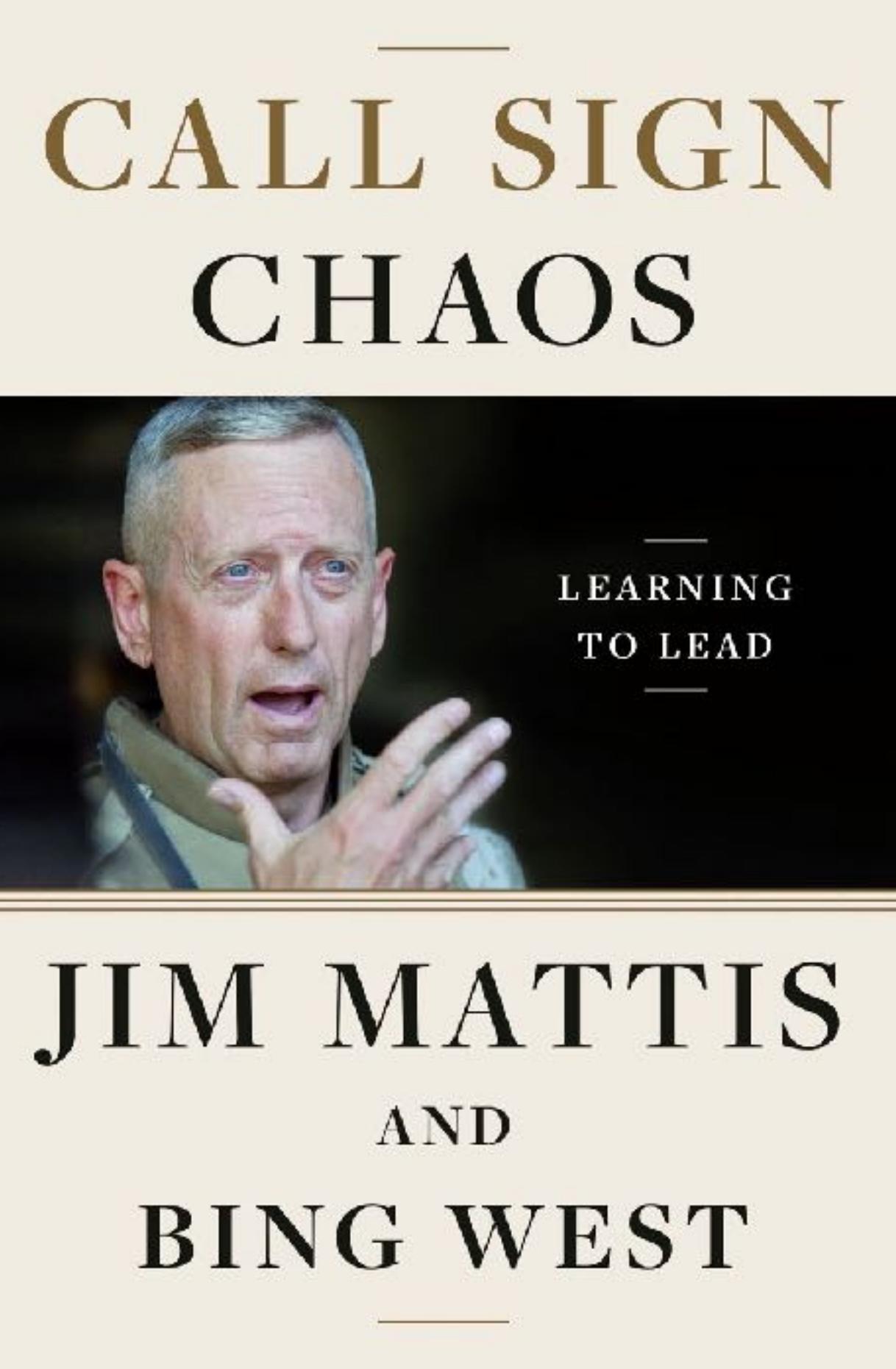
EDUCATION

TRAINING

DISCIPLINE

KNOWING YOUR PEOPLE

TRUST



"If senior commanders don't sufficiently train their subordinates so they can trust their initiative, then those commanders have failed."

- GEN. JIM MATTIS

MISSION COMMAND IN BUSINESS



"There is no point in recruiting a specialist and then trying to tell them how to do the job. So, hire the right people, for each role. Give them clear objectives."

- CHRISTIAN HORNER



"Then empower them,
put them in an
environment where they
can do best whatever
they do best really well."

- CHRISTIAN HORNER

SPECIALISTS

KNOWLEDGE WORKERS

INDIVIDUAL EXPERTISE

CONTRAST: TAYLORISM

OUTCOMES
OVER
OUTPUT

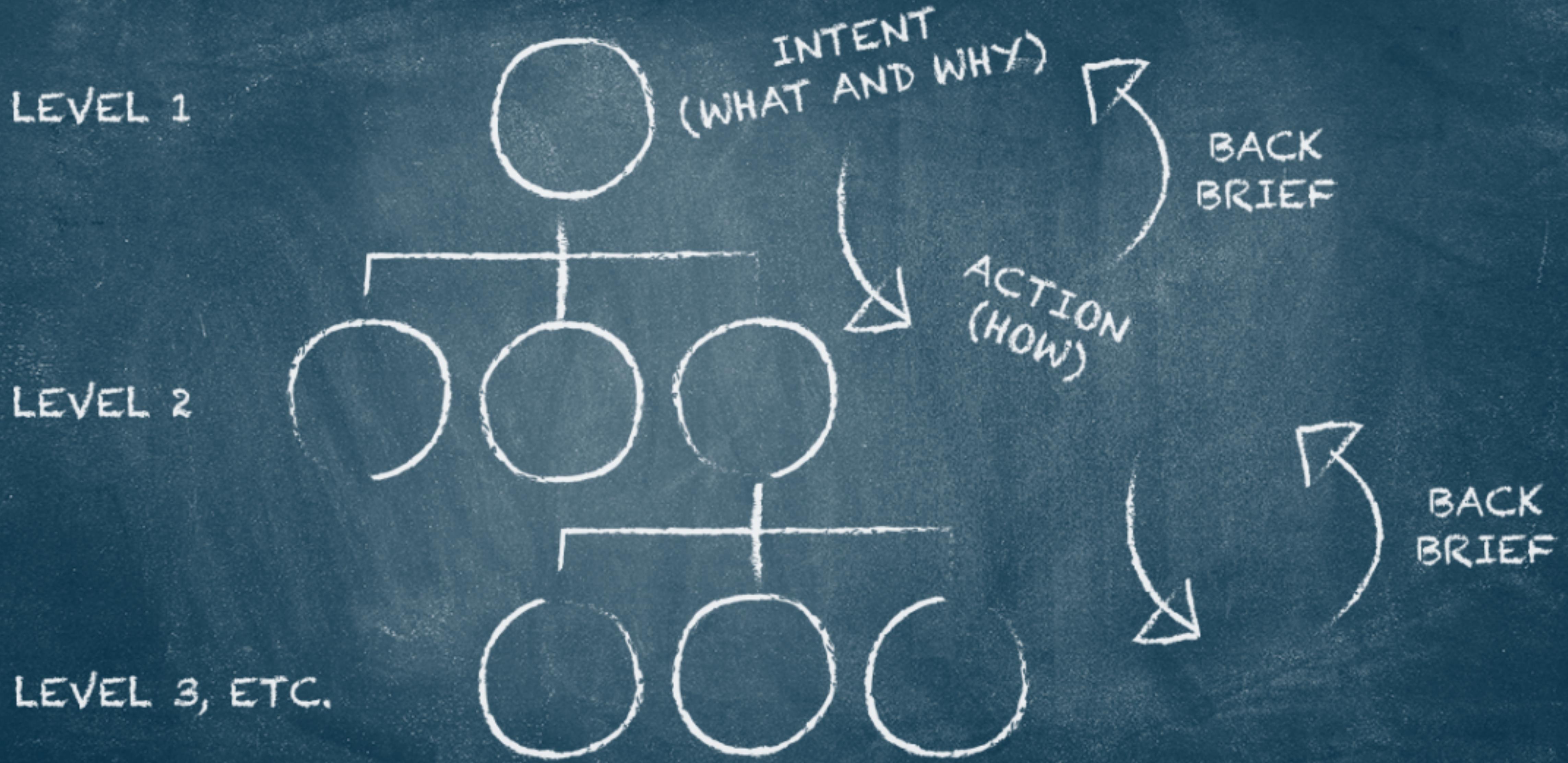
CLEAR
OBJECTIVES

VISION

STRATEGY

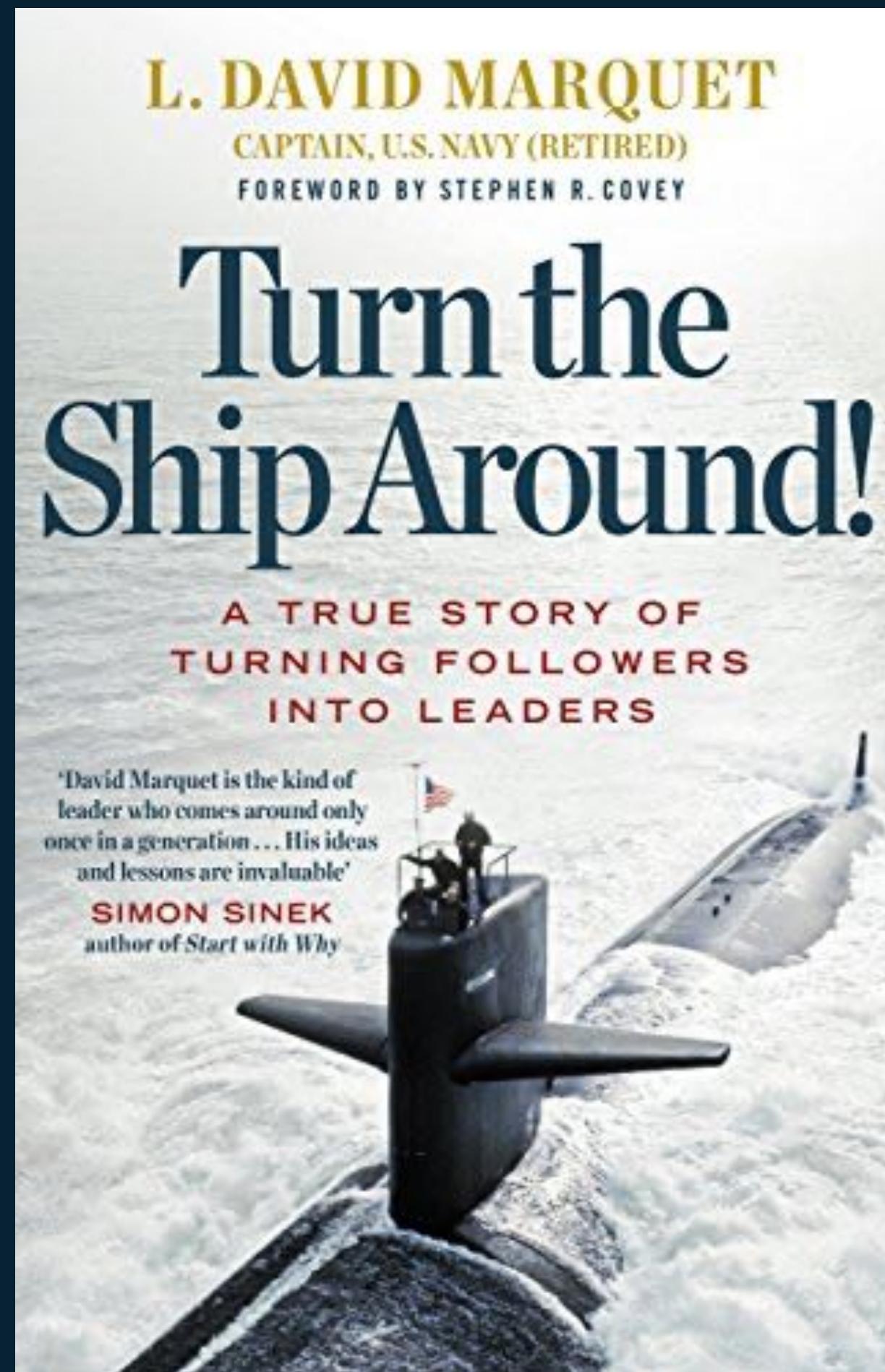
INTENT

CLEAR
CONSTRAINTS



SHARED
UNDERSTANDING

EMPOWERING SUBORDINATES



"Don't move information to authority, move authority to the information."

- L. DAVID MARQUET

KEEP THIS IN
MIND

MISSION
COMMAND IS NOT
EASY!

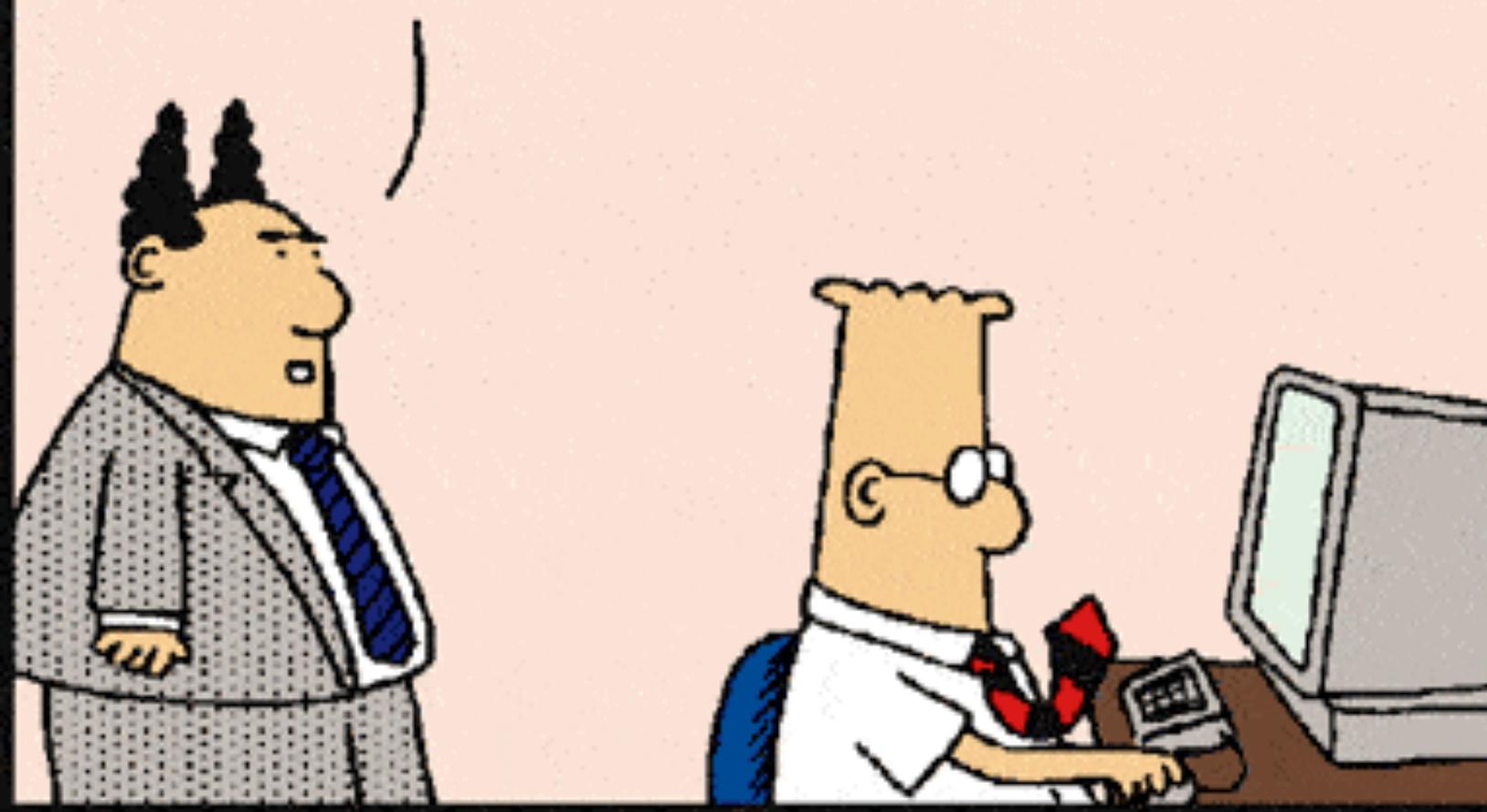
MINDSET

MUTUAL
TRUST

CONTROL

MICRO- MANAGEMENT

I'VE DECIDED TO
BE MORE OF A
HANDS-ON
MANAGER.



S. Adams E-mail: SCOTTADAMS@AOL.COM

MOVE THE MOUSE... UP...
UP... OVER... MORE...
NOW CLICK IT!!
CLICK IT!!



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NO!!!
YOU
FOOL!!!



THIS HAS
“LONG DAY”
WRITTEN ALL
OVER IT.

ALLOW ROOM
FOR MISTAKES

BUREAUCRACY

SUMMARY

GOAL BASED LEADERSHIP

SHIFT-LEFT DECISION MAKING

CLEARLY
DEFINED
INTENT

SUPPORT
(DISCIPLINED)
INITIATIVE

A photograph of a group of people walking through a forest at sunset. The scene is bathed in warm, golden light from the setting sun on the right. The people are silhouetted against the light, moving away from the viewer. The forest floor is covered in tall grass and low shrubs. In the background, there are more trees and a line of power or telephone poles. The sky is filled with large, wispy clouds.

THANK YOU
FOR LISTENING

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