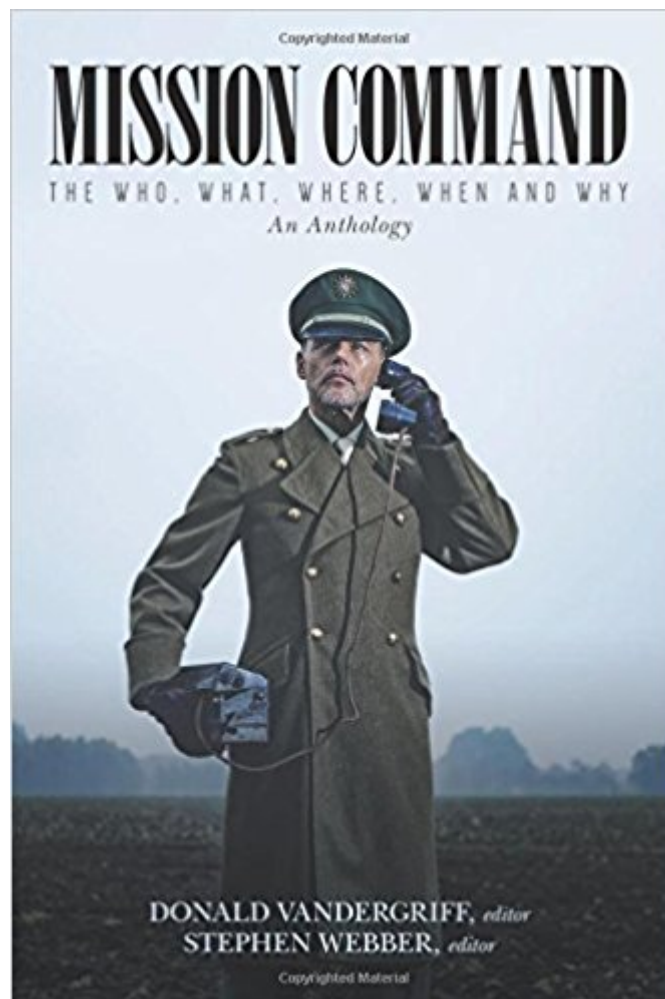




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# Mission Command: The Who, What, Where, When And Why An Anthology



## Synopsis

In the chaos and uncertainty of modern war, our troops must be empowered to make decisions, take the initiative, and lead boldly. This is Mission Command: a command culture, leadership style, and operating concept that has been embraced by armed forces the world over. While the U.S. Military and many of our allies have formally adopted Mission Command, much work remains to truly understand and implement this style of leadership. In this anthology, 12 authors from 3 nations (United States, United Kingdom, and Norway) offer diverse perspectives on the topic of Mission Command as it relates to their service in the military, law enforcement, government, and private sector. Real-world examples supported by in-depth research provide the who, what, when, where, and why of Mission Command, identifying opportunities to improve how we lead our teams. Topics and authors include: - Unit Cohesion (Joe Labarbera) -Mission Command at Sea (Tommy KrabberÃfÂ\_d) -The Historical Evolution of Mission Command (Donald Vandergriff) - Improving Army Doctrine (Regina Parker) - Military Campaign Analysis (Gerry Long) - Organizational Culture (Thomas Rebuck) -Mission Command in Garrison (Darrell Fawley) - Training and Leadership for Mission Command (Chad Foster) -Mission Command and Complex Operations (Grant Martin) -Fitness and Mission Command (Daniel Markert & Scott Sonnon) -Civil Policing and Mission Command (Fred Leland) ...and more!

## Book Information

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## Customer Reviews

Major Darrell Fawley (US Army) is an Infantry officer with experience in Stryker and light organizations and deployments to Iraq and Afghanistan. Lieutenant Colonel Chad Foster (US Army) is a graduate of the United States Military Academy and currently commanding 4th Squadron, 10th

Cavalry in the 4th Infantry Division (Mechanized) at Fort Carson. Commander Tommy Krabber (Norwegian Navy) (PhD) graduated from the Royal Norwegian Naval Academy in 1995. He has served on-board Oslo class frigates as navigator and head of the deck department and since 2003 as a leadership lecturer at the Norwegian naval academy. Major Joe Labarbera (US Army retired) 20 years of leading military and civilians, while serving in the US Army and Marine Corps. Lieutenant Fred Leland (Walpole, MA Police retired) is the Founder and Principal Trainer of LESC: Law Enforcement & Security Consulting ([www.lesc.net](http://www.lesc.net)). Major Gerry Long (UK Army) was commissioned into 3rd Battalion, The Princess of Wales's Royal Regiment (3 PWR) in June 2006. This followed twenty-four years service in the Parachute Regiment having held a variety of posts in the 1st Battalion. Lieutenant Colonel Daniel Markert (US Army) is an infantry officer in the California Army National Guard. LTC Markert has a BA in International Relations and an MS in Emergency and Disaster Response. Lieutenant Colonel Grant Martin (US Army) was commissioned from The Citadel and has over 20 years in Army Special Operations, and is a PhD student in NC State University's Public Administration Program. Second Lieutenant Regina Parker (US Army) graduated from the United States Military Academy at West Point with a double-major in Mechanical Engineering and American Politics. She will enroll at Harvard Medical School in the fall of 2017. Major Thomas Rebuck (US Army) currently serves as the Executive Officer of the 3rd Squadron, 278th Armoured Cavalry Regiment. Mr. Scott Sonnon is a Human Performance Optimization senior staff scientist for US military, federal law enforcement, and intelligence agencies. Mr. Donald E. Vandergriff (US Army retired) is currently a Ministry of the Interior advisor with Resolute Support Mission in Kabul, Afghanistan. He served 24 years as a Marine and ARNG enlisted and U.S. Army Armor officer. Stephen Webber is a reserve officer in the U.S. Navy. He holds an MA in Security Studies from Georgetown University and a BA in Studies in War and Peace from Norwich University.

This anthology accomplishes what dozens of books and official manuals have tried and failed to define; the true meaning of "Mission Command" by revealing in fourteen concise essays the term, originally stated in its German format as *Auftragstaktik* is a military culture of leadership where "knowledge, independence, and the joy of taking responsibility" reign supreme. The message contained in the pages has utility for not only the military, but in reality all aspects of life by infusing the idea that taking responsibility leads to joy regardless of the circumstances. I would heartily recommend this book to everyone in all branches of the military, as well as the public at large.

I have never served in the military, but I have led personnel in the private sector. This book is based on adaptive leadership and empowerment principles that have worked well in the private sector and provides a case for using it AGAIN in the military. The German Auftragstaktik term is a leadership style that can be applied to any form of management. With statements like "Today's armies are often shackled by the fear of risk, and the inability of command to defer that risk down to the tactical operator" it's not so different when you peer into the private sector. While this book is geared to military minds, leaders reading this from the private sector will walk away with lessons that they can apply.

This book first and foremost addresses military leaders but it is also useful for law enforcement, fire fighters and anyone else who wants to understand and practice rapid decision making and the philosophy of Mission Command. As this is an anthology not all articles are of the same high standard. The book nevertheless deserves five stars because it is a pioneer work that features an excellent introduction into the problems of the US military today, an historical discussion about when and how Mission Command was used and several articles by professionals on how to train for it today. In the footnotes the book also offers a wealth of additional reading on the subject. Thus, anyone who is in a leadership position, or trains leaders, should buy this book.

I won't say this is a light and easy read - although some chapters, like Regina Parker's, are clear, concise and tight as a drum - nor will I say it's a joyous read - some chapters will have you grinding your teeth with frustration over how the military is run - but it is inspirational and highly important for the future of our nation and for the future of your career as a leader. I will even step out on a limb to say that this is the most important book published so far this year. It is a must read for any military officer and NCO and a force multiplier for any business leader navigating a complex or competitive market. -Captain John Konrad, Author of Fire On the Horizon

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