

- ② • Command refers to the ability to direct, order, compel with or without authority or power
- ③ • Control means to have power or authority to direct, command, regulate, restrain, or verify (usually against some standard). Comes from medieval Latin *contrarotulus*, a "counter roll" or checklist (*contra*, against plus *rotulus*, list)
- ⑤ • Leadership implies the art of inspiring people to enthusiastically take action toward the achievement of uncommon goals.
- ① • Understanding means to comprehend or apprehend the import or meaning of something
- ④ • Mentorship refers to the process that permits one to keep track of ~~means~~ to oversee, listen, observe, as well as to advise, warn, or admonish.
- ⑥ • Appreciation refers to the recognition of worth or value, ~~to have a clear~~ perception, ~~to discern~~ understanding, comprehension, ~~to~~ discernment etc.

Comment

Up to this point we have shown orientation as being a critical element in C & C, -- implying that without orientation there is no C & C worthy of the name.

? — Raises Question — ?

What do we mean by command and control?

Background

Before attempting to respond to this question let's take a look at some historical snapshots (provided by Martin Van Creveld as well as myself) that may help us in this regard.

They are:

- - Napoleon's use of Intelligence/Recce and General Staff
- - Wolke's message "directives" of few words
- - British tight control at the Battle of the Somme (1916)
- - Patton's "household cavalry"
- - My use of "legal eagle" and comptroller at NKP.

? - Pairs Question - ?

Where does this lead us?

Illumination

the statements associated with

- Reflection upon the Epitome of "Command and Control" leave one unsettled as to the accuracy of ~~these~~ statements. Why? Command by definition means to direct, order, or ^{or compel} ~~the~~. while control means ^{to} regulate, restrain, or hold to a certain standard as well as to direct or command.
- against these standards it seems that the command and control we are speaking of is different than the kind that is being applied. In this sense, the command and control we are speaking of seems more closely aligned to leadership (rather than command) and to some kind of substantive monitoring ability (rather than control) that permits leadership to be effective.
- In other words, leadership ^{with} ~~and~~ substantive monitoring ability, rather than C & C, seems to be a better way to cope with ^{the} multi-faceted aspects of uncertainty and change. On the other hand, ~~substantive~~ monitoring, ^{or} ~~as~~ ^{it} ~~seems~~ ^{it} ~~does~~ ^{it} ~~not~~ ^{it} ~~appear~~ ^{it} ~~to~~ ^{it} ~~be~~ ^{it} ~~an~~ ^{it} ~~adequate~~ ^{it} ~~substitute~~ ^{it} ~~for~~ ^{it} ~~control~~, ^{it} ~~instead~~ ^{it} ~~after~~ ^{it} ~~some~~ ^{it} ~~sorting~~ ^{it} ~~and~~ ^{it} ~~reflection~~, the idea of appreciation seems better. Why? First of all, appreciation includes the idea of clear perception and ^{the} recognition of worth or value as well as the ability to ~~substantive~~ ^{substantive} monitor. Moreover, next, it is difficult to believe that leadership can even exist without appreciation.
- Pulling these threads together suggests that appreciation and leadership offer a more appropriate, ^{and much} ~~means~~ ^{than} C & C for shaping and adapting to circumstance.

APPRECIATION AND LEADERSHIP

Nature

- Appreciation and leadership must permit one to discern, direct and shape what is to be done as well as permit one to modify the direction and shaping by assessing what is being done *or about to be done (by friendlies as well as adversaries)*

What does this mean?

- Appreciation, as a part of leadership, must provide assessment of what is being done in a clear unambiguous way. In this sense, appreciation must not interact nor interfere with system but must discern (not shape) the character/nature of what is being done *or about to be done;*

whereas

- Leadership must give direction in terms of what is to be done also in a clear unambiguous way. In this sense, leadership must interact with system to shape character or nature of that system in order to realize what is to be done.

Implication

- Assessment and discernment should be invisible and should not interfere with operations while direction and shaping should be evident to system--otherwise appreciation and leadership do not exist as an effective means to improve our fitness to shape and cope with unfolding circumstances.

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