

- June 1957 → ACK
- April 1960 — Annual Report study
- 1966 → Ferry Room
- 1972 → M M Concept
- 1976 → Deshler & Carlson
- 1976-82 → Patterns of Growth
- 1982 → Organic Design

Indian U.
School of Business



~~703~~



11 tobacco

1375

4
4
4
4

[REDACTED]

Jon Mueller

Jim Creech

[REDACTED]

(703)

Aug 78

Wen

New

- Deception, Puse, and Stratagem implies an intentional (or unintentional) act whereby one represents (or interprets) something other than what it is or some things other than what they are -- for example Cheng or Nebenpunkt (representing things as they are not)
- Surprise implies doing the unexpected or ^{sudden} surprising that hidden by the deception -- for example Ch'i or Schurpunkt
- Disorientation implies a mismatch between phenomena one (seemingly) observed ^(Cheng, Nebenpunkt, or deception) and phenomena he must adapt or react to: (Ch'i, Schurpunkt, or surprise)

- OODA inside adversary's H-T-S in order to disorient his mind and disrupt his operations so that he cannot ^{bring effort} function as an ~~organic~~ ^{cohesive} ~~whole~~ (adaptable organism).

- Fast Transient operations ^(imply the ability) permit one to quickly ~~change~~ ^{alter} pass or shift ~~from one~~ from one form or tempo into another —
In this sense speed, maneuverability and agility are components of this process

- Working together ^{as per sec.} deception and fast transient operations can be used to disorient and disrupt operations

Aug 78

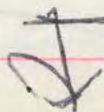
game

+ Generate a mismatch between the
+ action an adversary observes ^{subsequently} and
+ the action ^{as a main effort} he must react to
+ the basis to disorient his mind
+ and disrupt his operations
+ thereby deny ^{him} the opportunity
+ to function as an ^{adaptable} ~~organism~~ ^{hybrid} ~~mechanism~~

~~Reception and Fast transient operations~~

Generate a mismatch between the
action an adversary observes (they)
and the action as a main effort,
he must react to as bases to:

- disorient his mind and
disrupt his operations
- generate confusion disorder
game chaos o.o.o
- deny adversary the Pull
adversary apart and deny him the
opportunity to function ^{as a main effort} as an
adaptable organism



70 A post transient competitive operation
is primarily a spontaneous
synthetic/creative

• A post transient wave/counter-wave
operation is primarily a spontaneous
synthetic/creative (right hemisphere)
OODA rather than a step-by-step
logical/analytical OODA.

• With this in mind we have the
question: -- Does unit complexity
permit/enhance the spontaneous
synthetic/creative solution or
does it constrain/degrade? or
deny the opportunity for these
timely actions/counteractions

- Idea of multiple multi-references, (analysis)

ambiguity

Introduces multiple meaning meanings (at lower levels) to generate instability -- or to ~~destabilize~~ destabilize adversary

- Key in conflict

A more general concept or approach permits me to generate multiple meanings at more specific levels -- thereby destabilize an adversary who is dealing with many non-cooperative (competing) frames of reference

A key idea that Clausewitz did not address,

- H
- Hence by cutting connections
centers and ~~activities~~ activities
we generate many non-
cooperative centers of ~~gravity~~
gravity (or multi-references) that
can be absorbed by a more
connected, or more general,
~~pattern~~ activity and pattern
- H

✓ Deception

An impression of events as they are not

✓ Speed

Rate of movement -- from one event to another

✓ Surprise

An expression of bewilderment generated by ~~sensing~~ ^{perceiving} extreme change (of events) over a short period of time.

✓ Shock

Purpose

✓ Disorientation

Mismatch between events for phenomenon one (seemingly) observes and phenomenon he must react or adapt to.

✓ Shock

An extreme state of disorientation that is generated by being unable to adapt a quick changing (transient) environment.

• Fast Transient Maneuvers

Rapid flow or ~~passage~~ shift
of tempo / rhythm of maneuver
or sh.

of maneuver tempo / rhythm as
flow & shift between maneuvers

quick change or shift of
rhythm / tempo tempo / rhythm
or pattern of maneuver

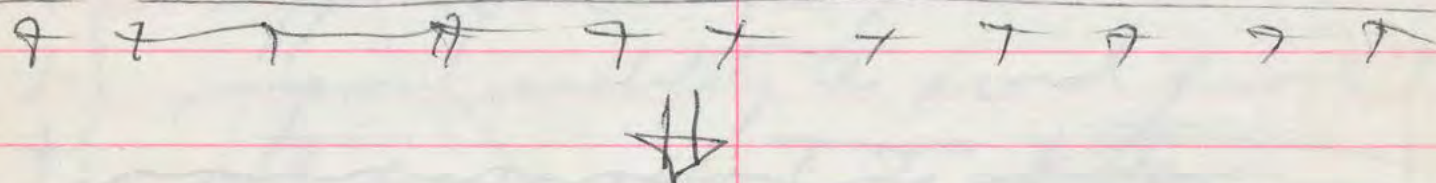
quick shift of pattern or
tempo / rhythm of maneuver

quick shift from one
maneuver mode / pattern & rhythm
to another from
a rapid ~~passage~~ shift of flow through
one maneuver state to another

so that he cannot (as an organic whole) he cannot cope with events as they unfold

• Fast Transient maneuvers

• Quick & rapid shift from one maneuver state to another



• Above notions suggest we need potential for (many) states of extreme distinctions or possibilities.

W

• Why? — Ability to shift from one extreme to another ~~unpredictable~~ extreme (among many) permits one to generate a mismatch between action — events of ~~one~~ observer and action — events he must respond to (to survive)

— Without an array of extreme possibilities adversary is given the opportunity to read as well as cope with events as they unfold.

OK



- OODA inside always H-T-S ~~the~~
disorient his mental images and
disrupt his (related) operations so
that he (as an organic whole) cannot
cope with events as they unfold

OK

or
~~OK~~

- Deception, speed and focused effort
applied to disorient adversary's
mental images and disrupt
his (related) operations so that
he (as an organic whole) cannot
cope with events as they unfold.

off See

Rm 257

Wash D

Russell Bly

20510

Infiltration

Idea (1 Key)

- + Suppress/distant signature and
- + improve mobility to avoid fire
- + yet focus effort to ~~scatter~~
- + penetrate, scatter and envelop
- + adversary system

Key Key Points

- Fire/smoke/gas/etc -- force heads down and obscure scene hence drastically reduce ability to see/observe
- Irregular swarms ^{is opposed to} ~~instead of~~ ^{stream formations of} ~~lines~~ ^{accurately} do not permit integration/extrapolation for mental pictures of what is taking place (see character of assault)
- Yet fields of fire are based upon

visibility and panoramic view
of how to deal with assault --
rather than an obscure and restricted
view at low grazing angles.
~~Clue~~ that permits semi-autonomous
swarms to ~~blend~~ blend against ~~and~~
irregular terrain features as
they proceed in their assault.
• Result: Infiltration teams
appear to loop-up suddenly
at the last instant.

Case I

~~Chart I~~

WWI

~~Chart I~~

- Left hand: Use line of dots to represent line abreast formation
- Right hand: Use irregular cluster of dots (some ahead, some behind, some close, some further apart) to represent irregular swarms.

- Overlay phase lines on left hand side to represent successive objectives (independent of present action) to bring out rigid, static character of approach
-

- Tie-in idea of phase lines and line abreast formation to show the two together form a rigid mind-set
-

Case II

- Bring in idea that Germans emphasize ~~and~~ arrows / globules / disconnected slashes rather than lines and Fibass (ref their sketch maps) -- while we still speak of lines, felas etc.
-

- Key Point: In this sense
German stress irregular
^(transient) dynamic character while
the stress ~~static~~ regular
static character of conflict
-

- Remember irregular/dynamic
character of WWI ~~also~~
~~simple~~ Dupittation Tactics
at low levels emphasized
at all levels in WWII
Blitz method
-

Blitz (Guderian contribution)

- ~~Use common network~~ create
~~and use common network~~ ~~the base~~
~~general~~ Create common network
as basis to generate rapid
~~movement~~ movement by permitting
commands to be at points

Blitz (bushwar contribution)

I. Generate rapid movement
by creating comm network
that permits CO to make
decisions at point of action
yet communicate with
rear Hdqrs/CoS who issue
instructions to component
elements

- Key Point: Communications
network set-up to permit
CO to command from
the front

II. Concentrating ^{Tanks} armor and
supporting elements ~~etc~~ in
PZ Divisions

Blitz (Balch) - small divisions

- 3 regiments (tanks/armored
infantry/anti-tank gun)

- Pak used offense/defense to hold enemy in the nose while while tanks hit flank and rear

-- Reason Pak's better at shooting-up tanks. Losses are less (combat experience)

- Air/Ground cooperation

-- Both must want to do it

-- No bureaucratic solutions

-- Ground CO tells Air CO generally what needs to be done Where and When - Air CO does rest.

- "I had too few Troops to defend with so I attached" - Balak

- German General Staff
emphasize cleverness above
all things - no feel for
tactics, command etc

Key Points

- Infiltration / Blitz emphasize
rapid / irregular ~~actions~~
indirect operations
- Comm network set-up to
permit C.O. to command
at front / a point of action
- Lem / Feba etc not emphasized
in discussion nor in
map symbology even these
cannot describe Infiltration
/ Blitz / Counterblitz operations
or put another way
- Lem / Feba mod-set does not permit me
to see the virtues of (or defend against) the
Blitz

No written orders

Brief

- Use Metro and BART to show ~~remains~~ impact of remaining technology
 - Use Clausewitz's friction argument with implications about to suppress nation for increased complexity
 - Use ~~Range~~ Range of Austrian muzzle loaders vs the Prussian needle gun to compare rigid long range capability v agile short range capability.
-

III

- Centralized system based upon mistrust of subordinates
 - Decentralized system based upon trust of subordinates
-

IV - Briefing Outline -

- Start out with rhythm and pattern (OODA time and scale/space increases as we move to upper organization levels)
- Then go down two paths -- catastrophic and non-catastrophic
- Show impact of anomalies on systems survival
- Show centralized vs decentralized C^2
- Then bring in trust and mistrust

} Why employ multiple thrusts }

- Multiply the number of opportunities to ~~penetrate~~, envelop and dismember adversary (at all levels)

- Exploit ambiguity, ~~deception~~ and mobility to multiply the number of opportunities to envelop and dismember adversary.

C³

- Centralized C³ more predictable and takes longer hence easier to counter

- Centralized C³ provides more detail of correct and incorrect information thereby generating opportunity to spoof

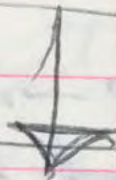
Billybarnes

(In other words) (more precisely)

Carry 1/L down to lower
and lower levels of distinction.
Wly? Use fire and movement
to carry concentric fire schemes
as an ominous threat, to lower
and lower levels of distinction.

Therefore

• A dynamic expanding torrent
is achieved by —



Dynamics / Counter Dynamics

• Overload (20 April 79)

Overwhelming welter of events or efforts that are beyond one's ~~capacity~~ mental or physical capacity to adapt or endure

- Present ambiguity, in the form of many simultaneous happenings, to overload adversary system level generate confusion and disorder

Conflict

Strategy (or games)

- Preserve those components, of an organism, that are unwilling (or unable) to adapt to (create) change [a la Bill Lind]
- Disrupt those components, of an organism, that are willing (and able) to adapt to (or create) change

Amir

* Pull adversary apart and bring about his collapse by — —

- Repeatedly generating mismatches between events/efforts he observes or anticipates and efforts he must react or adapt to (to survive)
 - Overloading him with ~~an~~ a ~~constantly~~ welter of events/efforts beyond his mental or physical capacity to adapt to or endure
-

System Response

(complicated → slow
simple → fast)

↓
supports combined arms
of simple ~~events~~ units

+ + + + +

Infiltration Tactics

Intent

Gain Tactical Success then
expand it into Strategic Success

Blitzkrieg

Intent

Create Grand Tactical Success
Then exploit and expand it into
Strategic Success for a decisive
victory.

+ + + + +

There has so much ~~been~~
about so little been
said so often.

Issues What context

~~3~~

LU

- ~~the~~ variable sweep - V - Fixed sweep
- IFA (Lockheed 900)
- F-9 (Fixed v 2 position slot)
- Has not produced Tactics
- Armval/Act Val =
- Canadian buy - seems as tho they are interested in budget (F-16 or 18)
- F-90 (Israeli) prepared
- F-85 = fixed sweep
- How come no trades yet
- Check FHM-7F

RUWALS

- Austrian muzzle loader v
Prussian needle gun

+t. Talks in terms of numbers and details -- not in terms of their strengths or total quality

- Interested in the argument to defend a priori whales --
Little emphasis on uncovering
 connections, linkages common
 qualities, ... that lead to
 new ideas, concepts or
 whales. /

• Inflow

• B

• T

• P

• Schedule (EFC)

•

• If we hammer guys like Spinning
then why not hammer Slay?
(Zubent Award)

• If we want ~~\$100 or more~~
\$100 or more million for ETS
why not let other candidates
compete for that money on a
side-by-side basis.

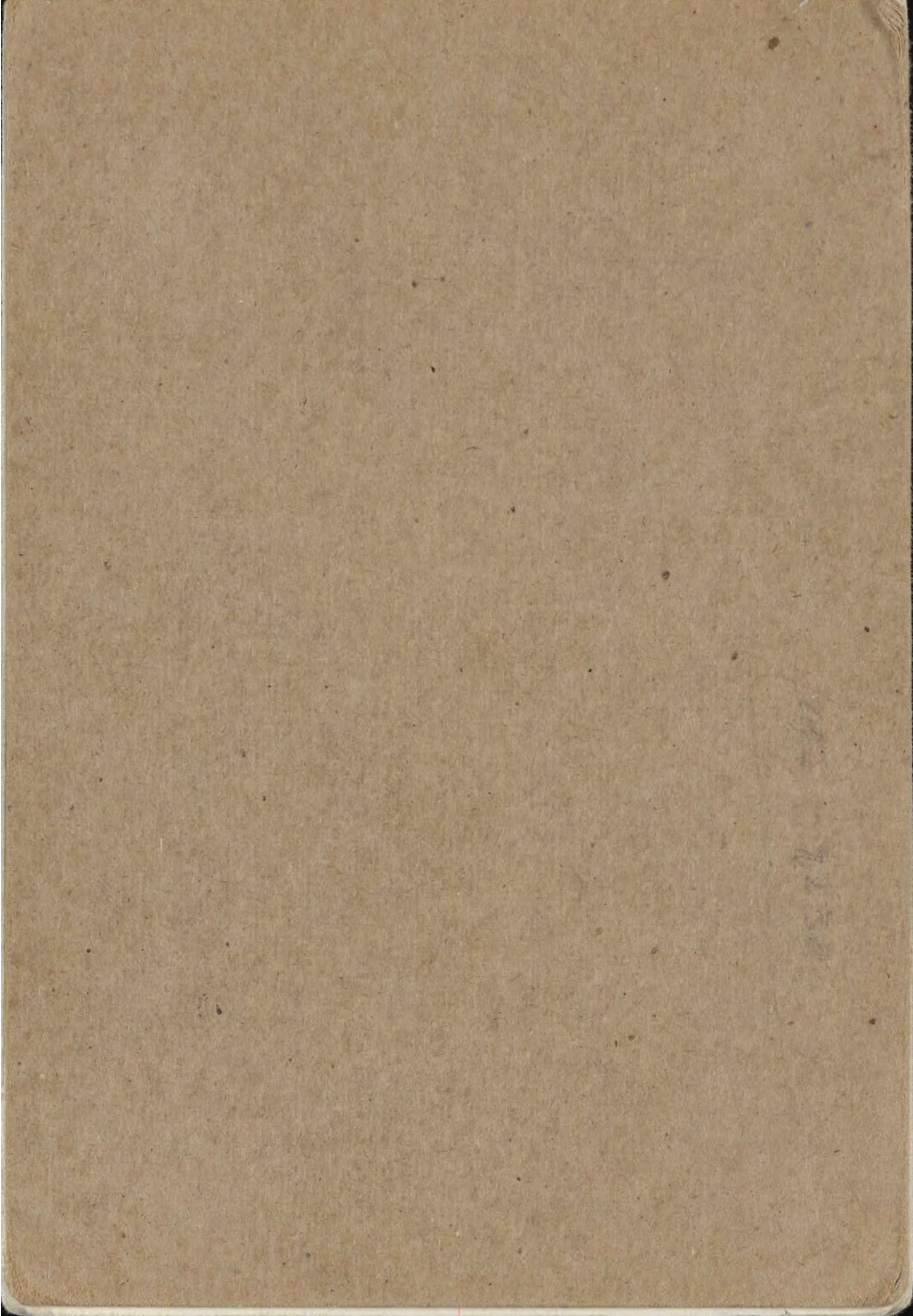
• 2000000 (EER)

• B

• L

• B

• 2000000



54483 } Loh - WP
55670 }

4D - 961

Dr. Beam



4 Nov	Handy	—	1330	LV	ADW
9 Nov	Handy	—	1530	ARR	W-P
8 Nov	Friday	—	0630	LV	W-P
8 Nov	Friday	—	0830	ARR	ADW
12 Nov	Tuesday	—	0930	LV	ADW
12 Nov	"	—	1130	ARR	W-P
21 Nov	Thur	—	0630	LV	W-P
21 Nov	"	—	0830	ARR	ADW
21 Nov	"	—	1030	ARR	Pentagon
3 Dec	Tues	—	0800	LV	Home
3 Dec	Tues		0830	ARR	ADW
3 Dec	"		0930	LV	ADW
3 Dec	"		1130	ARR	W-P
22 Dec	Sun		2240	LV	Dayton
22 Dec	Sun		2355	ARR	Dulle
23 Dec	Mon		0005	LV	Dulle
23 Dec	Mon		0045	ARR	Home
29 Dec	Sun		1050	LV	Home
29 Dec	"		1205	ARR	W-Nat
29 Dec	"		1250	LV	W-Nat
29 Dec	"		1400	ARR	Dayton
5 Jan	Sun		1955	LV	Dayton

Spain Sun

2008 MEK W-Kit

Date	Dep MKR	Time	Place	note of T	Foot g
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Simulation comments

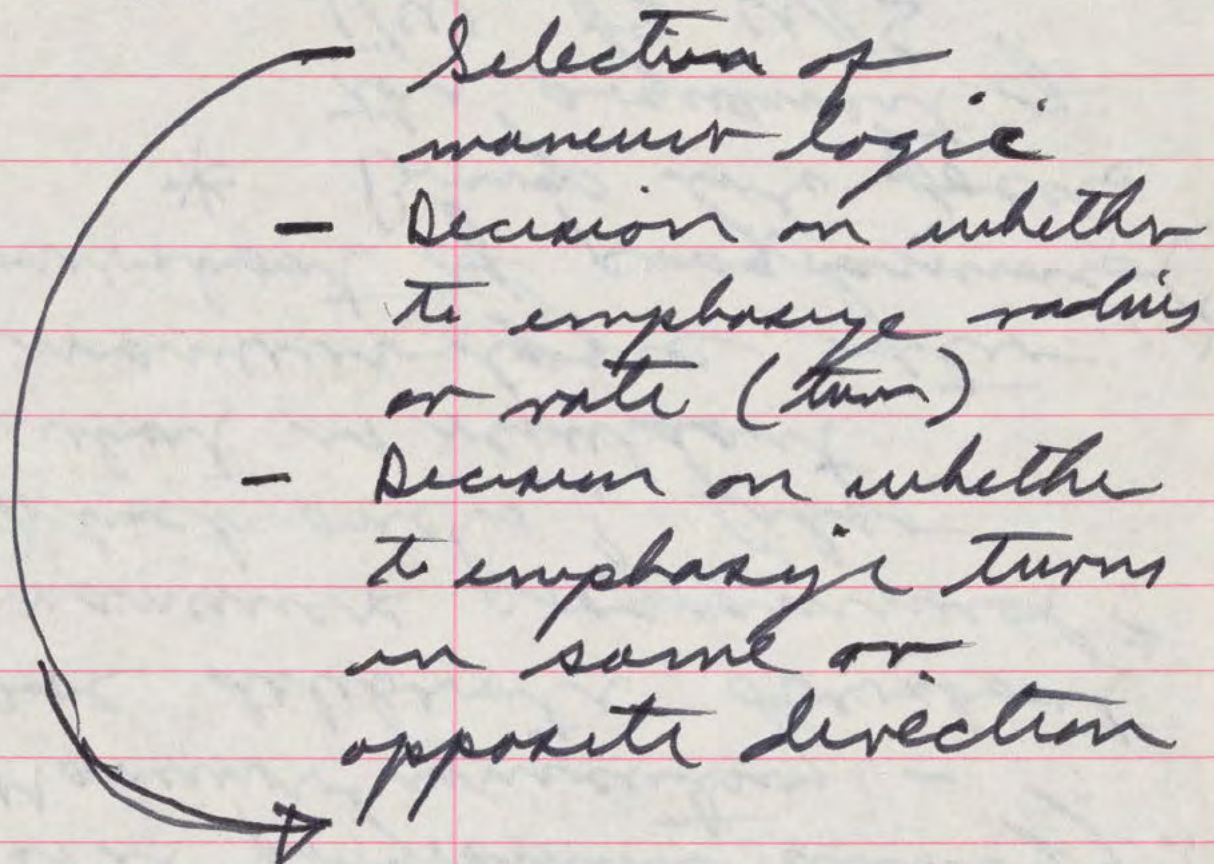
- No lag time, ^{accountability} for decision and observation → decision → action?

- ~~For~~ Impact of using read as well as log pursuit? When used? Is it programmed accordingly?
- Maneuver inventory - are deliberate overshoot maneuvers programmed? Which one's? Also what is resultant maneuver logic after overshoot if programmed?

* Brings into focus the argument of I/W vs U/S.

* Example F-86H vs F-86F or F-100A vs F-86H.

- Impact of turning in same or opposite directions on:



- Basis for using Vertical or horizontal maneuver logic?

I *

T-T-O

*

- Get Duke, Rider and other CWF pilots together with Type I and II pilots (also F-9E)
- Find out realm of combat arena used for each CWF?
- which is better in Vertical fight? Horizontal fight?
- Which can roll or shift from one maneuver sequence to another more easily?
 - Vert vs horizontal
 - Maneuver after deliberate overshoot
 - Opposite vs turn in same direction

I-T-D

S/V

- A-4 → How is fuel related to engines?
 - ~~the~~ fuel wrapped around engines
 - ~~What about stand off weapons~~
- What about standoff weapons
- A-4 ~~only~~ 5 min. to get out of area
- Experience of A-7
- in SEF
- What experience do we have of engines outside of fuel vs fuel outside of engines (2B min or otherwise)
- Also hardness of F-100 vs F-101 to damage

- In other words fan vs turbojet or really turbojet
- Will 23 mm penetrate fuel and go into fan engine F-100?
- What about F-15?
It will also be used A-to-B
• Where ~~is~~ its fuel in relation to engine

- Set-up S/V meeting
lets go over these
or other issues. Also
invite operational
members

Dave McE Conley

(Navy Issue)

~~May Issue~~

~~Navy I~~

- If we take 901 bird we manage 401 ~~otherwise~~

- If we are refused by Navy then we assume they are not interested as a result of their previous activities.

- What about Tanks (370 etc)
Can we go, or will we go super-some?

ECM

- Is F-16 perturbed by EM Radiation
-

• Flight test data used
for correcting disparity with
wind tunnel data
projected for 17

• Wind tunnel data
projected for 16 not
corrected by flight test
despite disturbing subsonic
variance

• EHP $\rightarrow$ Bill Judd

TTD

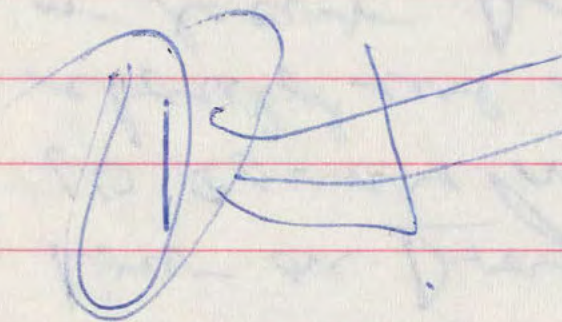
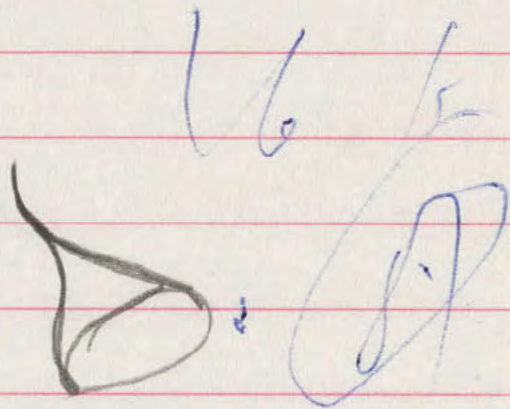
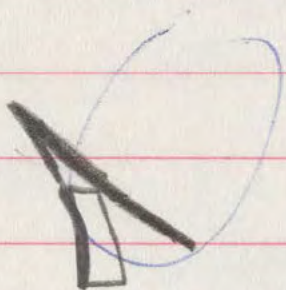
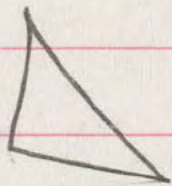
- 16 dashed on T twice
(2 x 2%)
- 16 thrust profile ~~not~~
set like 15 profile even
tho supervisory element
of controller could be
different
- 16 weights set higher
initially -
- ~~The~~ flight test results
not used to correct
subservo projected
performance on 16

- Agreed on the protocol
that goes to
THE Reviewer

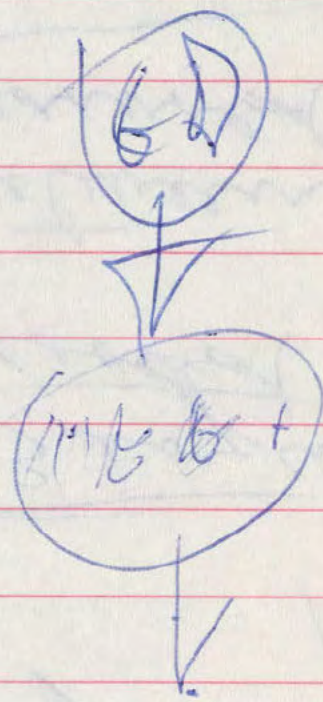
- Agreed on the A-3 input
data (unless we could
account for A-2
inconsistency between
predicted and measured)

- Now on Drag we talking of
about 10 counts on 16 • Question
should we use the higher
or lower Drag

8



270



Staff Meeting 6 Jan 75

• Mention to Gen Slay about briefing to Dr C. Borge on Bandwagon Plan

• Prototype II

I + List of Candidates

+ Select those that appear promising -

AF anticipated need consistent with budget implications

II List of candidates done in front Hq. Com, AFSC, USAF 28 Jan 75

III

Need mechanism to select from provided candidates (ref USAF Prototype Study Sept 71)

Staff Meeting 8 Jan 75

• TDY funds - only absolutely necessary

* • Mod program briefing.

• AEF communitiy rack up

• AF Weapons Systems
to Marty Hoffman
• (Have been ready)

• Direct to Army (Gary
LD Berge

• go to A N joint
Exercise.

• Visit Army R&D
establishment
(particularly C3)

• Ben Soly go to Europe
- ref AUSA
deployment

• HQ work for SAMSO

~~✱~~

- Let's not talk to spec about what is required

- It makes Gen Slay look bad

(Slay)

- Give me ideas on how we visit

Slay

- Who can pull together something on AF Systems

Tracy

- Provided Personnel System when he went to NASA.

8 Burton - PRC
- Army/Way for
LBBG/BBG

6 Leopold/Spiring
- D Plan negotiated
with ~~XXX~~
- Weapon system
characteristics

Do you want to go to
Pphen pitch to Dr. Beam
BSNT/RR

Do you want current
as well as systems in
development and procurement

LBBG briefed on Mod
program by LG -
What are we supposed to do

Staff Meeting 9 Jan 25

- Ben Evans - ATF is too early.
- Travel - cannot travel
Transfer money into travel fund from R&D
- Ben Evans - get ahead of the rush for Presidential budget
- R&D fact sheets beaped up for Ben Slay as
 - Put comments in pencil on fact sheets
 - Do not necessarily incorporate such comments as permanent part of fact sheets
 - PEMs start getting ready now for

Spring attack / skull
session

• Wants everything scrubbed
before Chief's skull session
before he gets such info

• John Colwell gett
gang on this impeded
your status to Dep F&S

• Provide Photograph
or Schematics

• 1 sheet - pertinent
facts and just
major systems

• Reprogramming (coat)
Schedule (fish)

• Brochure for
raty Vopman

* Can do not send
note on manhours
expended on Road
programs *

Staff Meeting 13 Jan 75

T-T 11

- Saturated with system
- Until the major
accusation we do
not understand the
problem

Requirements Process

- Ask ~~Person~~ about
study and impact on
veg. (10, 20, 30 cut)

T-T-D

o Gett. Haryans II
recommendation. See
John Colwell about this

Staff Meeting 14 Jan 75

- Price Subcommittee hearings may be as early as 17 Feb 75
- Vice Chief - Al must screen all cost figures going to Howard floor

Staff Meeting 15 Jan 75

- ALCOM and how it fits into SALT - should not be commented on!
- May be a change in skull shown to Chief

- Tank company capability for AUKS? - What is USAF position?

- YF-16 to Europe (ben Vogt)
 - Evans Ellis in favor of!

- AUKS deployment has to be fully coordinated

Evans committed to Haver that nothing sent to Hill without coordination with Haver

- Do not talk down YF-17 in case May wants it go that way

* • Chapman unhappy with
fact sheets - Do not
beg questions

* / See Conn

• Radar $\rightarrow$ X section and
— ~~and~~ impact upon
range

— samples and
how to use
them

• SR-71 or part of
project for part of
Wofford

Mission

I

• People - know

• Communication -

• Coordination

• Deficiencies

II

Check background of people
VP, Bad checks, That is,
before sending OER's
RPR's, Rubens forward

III

Be sure all functional
supervisors look at
deficiencies
Goal - no repeats

III Need periodic until
brief to CC/ CV - so
can keep up to speed

*IV Maybe lets get rally
on dog patches —?

V If C-130's do not
have need some
alternatives

VI Have a 3 way inspection
system working

VII Is more all ready
for Gen Peters?

• Deficiencies ~~for~~ noted
by General Officers

John R. R.

T-T-D

- ~~Adler~~ - (Ben Hudson)
 - = Not in condition - not a regular room
 - = Pick up near your area
 - Sgt Raby

T-T-O

1K0 dub

- Server is poor
- quality is poor
-

$$\frac{g N_A'}{V_A} = \frac{A' \sin \epsilon + \left(\frac{V_D}{V_A} \right) \frac{N_D'}{V_D} \cos \epsilon}{1}$$

$$N_A' = \frac{A' \sin \epsilon V_A}{g} + \left(\frac{V_D}{g} \right) \left(\frac{g}{V_A} \right) N_D' \cos \epsilon$$

$$\frac{N_A'}{N_D'} = \left(\frac{A' V_D}{g} \right) \sin \epsilon + N_D' \cos \epsilon$$



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MEAD

A Division of THE MEAD CORPORATION

A LIST OF 500 WORDS THAT ARE OFTEN MISSPELLED

A

ab-rupt
ab-sorb-ent
ab-sorp-tion
abun-dance
ac-cede
ac-cel-er-ate
ac-ces-si-ble
ac-ces-sory
ac-ci-den-tally
ac-com-mo-date
ac-com-mo-da-tion

ac-cu-mu-late
achieve-ment
ac-knowl-edg-ment
acous-tics
ac-quaint-ance
ac-qui-esce
ac-quit-tal
ad-journ-ment
ad-mis-si-ble
ad-mit-tance
ad-van-ta-geous
ad-ver-tise-ment
aero-nau-tics

af-fect (verb—to
influence)
af-fili-ate
air-plane
align-ment
all right
al-lege
al-lot-ment

B

bach-e-lor
bal-lot
ba-nana

bank-ruptcy
ban-quet
bar-ba-rous
bat-tal-ion
bat-tery
be-hav-ior
be-liev-able
bene-fi-cial
bene-fited
ber-serk
bi-cy-cle
bril-liant
bro-chure

6 IN. x 9 IN.

80 SHEETS

A

ab-rupt
 ab-sorb-ent
 ab-sorp-tion
 abun-dance
 ac-cede
 ac-cel-er-ate
 ac-ces-si-ble
 ac-ces-sory
 ac-ci-den-tally
 ac-com-mo-date
 ac-com-mo-da-tion
 ac-cu-mu-late
 achieve-ment
 ac-knowl-edg-ment
 acous-tics
 ac-quaint-ance
 ac-qui-esce
 ac-quit-tal
 ad-journ-ment
 ad-mis-si-ble
 ad-mit-tance
 ad-van-ta-geous
 ad-ver-tise-ment
 aero-nau-tics
 af-fect (verb—to
 influence)
 af-fili-ate
 air-plane
 align-ment
 all right
 al-lege
 al-lot-ment
 al-lot-ted
 al-ready
 alu-mi-num
 amend-ment
 am-phib-ian
 ana-lyze
 an-ec-dote
 ant-arc-tic
 apos-tro-phe
 ap-pa-ra-tus
 ap-par-ent
 ap-pear-ance
 ap-point-ment
 ap-pro-pri-ate
 ar-chi-tect
 ar-raign

ar-range-ment
 asi-nine
 as-phalt
 as-sign-ment
 as-sist-ance
 as-ter-isk
 ath-let-ics
 at-tend-ance
 at-tor-neys
 auc-tion-eer
 au-di-ble
 aux-il-iary
 avi-ator

B

batch-lor
 bal-lot
 ba-nana
 bank-ruptcy
 ban-quet
 bar-ba-rous
 bat-tal-ion
 bat-tery
 be-hav-ior
 be-liev-able
 bene-fi-cial
 bene-fited
 ber-serk
 bi-cy-cle
 bril-liant
 bro-chure
 bud-get
 bul-le-tin
 buoy-ance
 bu-reaus
 busi-ness

C

cal-en-dar
 cam-paign
 can-celed
 can-cel-la-tion
 can-di-date
 can-vas (noun)
 can-vass (verb)
 car-bu-retor
 ca-reer
 cash-ier

ca-tas-tro-phe
 ceil-ing
 ceme-tery
 cen-sus
 change-able
 chauff-feur
 clien-tele
 col-lat-eral
 col-lege
 co-los-sal
 com-mit-ment
 com-mit-tee
 com-peti-tor
 con-cede
 con-demn
 con-fi-dent
 con-science
 con-sci-en-tious
 con-secu-tively
 con-sen-sus
 con-spicu-ous
 con-trib-ute
 con-trol-ling
 con-tro-versy
 con-ven-ience
 corps
 cor-re-spond-ent
 cor-ru-gated
 coun-cil (an assembly)
 counsel (noun—advice;
 verb—to give advice)
 criti-cism
 criti-cize
 cyl-in-der
 cyni-cal

D

de-ceive
 de-fend-ant
 de-ferred
 de-fi-cient
 defi-cit
 defi-nite
 dele-gate
 de-lin-quent
 de-scrip-tion
 deuce
 de-velop
 de-vel-op-ment

di-ag-no-sis
 diph-the-ria
 dis-ap-pear
 dis-ap-point
 dis-burse-ment
 dis-crep-ancy
 dis-sat-is-fied
 dis-tinct
 di-vine
 domi-nance

E

ec-stasy
 ef-fect (to bring to
 pass; noun—result)
 eli-gi-ble
 elimi-nate
 em-bar-rass
 emi-nent
 en-cy-clo-pe-dia
 en-dorse-ment
 en-ter-prise
 en-velop (verb)
 en-vel-op-ment

er-ro-ne-ous
 evi-dently
 ex-ag-ger-ate
 ex-ceed
 ex-haust
 ex-hi-bi-tion
 ex-ist-ence
 ex-or-bi-tant
 ex-tem-po-ra-ne-ous
 ex-ten-sion
 ex-traor-di-nary

F

fac-sim-ile
 fa-mil-iar
 fea-si-ble
 Feb-ru-ary
 fiend
 fiery
 Fili-pi-no
 flexi-ble
 flu-ores-cent
 for-ci-ble
 for-eign

- Tom Bet ~~and~~ independent contractor to evaluate data

• ~~PERMANENT~~ (Milestones)

- 1 Nov 76 - Commence Training
- 31 Dec 76 - Complete Training
- 3 Jan 77 - Commence Testing
- 22 May 77 - Complete "✓"

• ACETAL

- 1 Nov 76 - Begin Training
- 31 Dec 76 - Complete "✓"
- 30 May 77 - Begin Testing
- 28 Oct 77 - Complete "✓"

• Dr. Oberle (ACMR)

- Model to evaluate circumstances that take place in A-to-A on ACMR

• Method Sumi Narbo - (states
oppressive, oppressive, neutral,
depressive, depressive fatal.)

Dr Oberle

~~①~~

• ① Harris / F-86H

② $A = F-9$, $B = F-86$, $C = F-38$

• Frank Harvey (201) [852-4086]

Bout. Band

7 7/8 % Greeny Notes Series A

1986 dated 17 May 76

Cusup ~~91827~~ 912827FP2

912827FP2

No⁺ 17056789 / \$1000 each

7 ATF - Stealth

- Deep Strike
- Battlefield Indicators

- Commms
- MC Ops
- Breach

0 weapons - targets
1 survival }

Stealth

1

Masses
Regiment

0 of supervisor and (strong)
engines in front

Weapons
Stealth
Survival

Sister Role

Ab

Get high attention
gets in trouble

* Top Gun - formed as a result
of F-4 deficiencies

• ~~Course~~ sweeps - 7 days
a year

• (1 vs many / 2 vs many)

• Simulation - crew (training)
- skill transfer

* Original intent for ACR -
related to flying A-TA missiles

+ ACR - gone beyond and included
whole domain of A-TA
Tactics

• Accuracy - 75 ft³ / 3rd turn
20 30 / 5th turn
- 50

• 30 mile circle

- Security on microwave is non-existent

- Data from ACOR

- ~~AC~~ • ACOR missile simulations —
[Renewables]

- Recognize need for better missile envelop simulations

- RAO — F-18 / F-4 — People putting in papers — 17 people

[F-18]

- Biggest discrepancy for A-B-A
 - How
 - size

- I invited a guest to WF-129
 - were not ready, ~~more~~ could
 - didn't seem to know
 - supposed be hosted throughly
 - about the meeting this
 - F-18
 - In other words, were not
 - ready for us and seemed
 - confused as to why we
 - were even there. (F-18)
 - I hear the bell is this
 - Thayer, Jones etc

& Hummel / RF Vel

- Simulation - Source (real time)

—
—
—
—
—

- Pilots make decision on whether to go after bogies

- F-14 / RF-90
F-15 new ones } *

- Real Simulation (Rack) - ~~over~~ other data while some taking place

- HUMMAL / RF vel based upon 80% confidence.

-
- N(Supr) - 156 is a super idea based upon comments from
* [Torgue and Nellis]

* • George Herring → • Trabes
can't go any
way

* • Suggests no synthesis
just comparison

• Stressed new seater

• He does not address
new facing new seater

• Does not talk about
Ready Edge Services

* { • NEVER has not really
contributed to developing
new teachers

• Herring & Jan R

- a
- $\overline{a}$
- ab
- $\overline{a} \overline{b}$

- $\overline{a \overline{b}}$

- $\overline{a} b$

- $\overline{a \overline{b}}$

a

not a

a or b

not a or not b

$\overline{a \text{ or } b}$

a and b

$\overline{a \text{ and } b}$

a implies b

$\overline{a \text{ implies } b}$

denies a implies b

" a contains b

a and not b

RM Manual

- 3-9 (bottom right side) Why not design your aircraft and employment options with this in mind?

- 3-11 Why not Gun snap shooting?

- 3-12 Vortical rolling scissors - Why not highest negative energy rate here coupled with high roll rate and high $\frac{E_{max}}{W/S}$

- 4-3 Loose Piece - Why only 15% classic Loose Piece in Vietnam?

- 4-3 - Comm Jamming - Rear facing rear seats help here. Also consistent with my ^{new} conception of A-to-A Combat

- 6-45 ~~4-4~~ How well did the single seat George a/c perform.

- 8-1 Reinforces the new conception about Air-to-Air Combat

★

- 8-6 } Gene makes a good case for
 - 6-3 } my new conception of A-to-A Combat and influence upon operational and technical variables
-

• Did superiority of Navy after 1971-1972 come as a result of longer period or more intense training?

- Page 7-1 $\Rightarrow [C_{miss}/w/S] \times 100$
- 2.0
- 2.08
- 1.69
- 1.077
- 1.81

• Why don't Reccom new explore
the opportunities of the DDT
against a DDT or a Defense
Split - Possibilities are
interesting?

• See Moody about new
ACM Manual and Third Two

57 "Confront your soldiers with the
deed itself; never let them know the design. When the
outlook is bright, bring it before
their eyes; but tell them
nothing when the situation is
gloomy."

Sun 7/3/41

~~P23~~

P23 - ~~Fern disorder~~

P23 - Fern disorder (implies cohesion of small units)

P28 → Avoid war of attrition

P32 → "Hidden order beneath disorder"

P36 → Fluidity of action

P49 → "The general who advances without coveting fame and retreats without fearing disgrace" ... as the jewel of the kingdom

P82 - "Rapidity in the execution of war"

P55 - When invading hostile territory the general principle is, that penetrating deeply brings cohesion; penetrating & short way means dispersion

• Field Commanders use
initiative to meet NATO
mobile reserve units ~~in order~~
before they can get into
position to launch counter-
attacks

• Correctly allocate his
forces (combat / logistic) in
various zones to overcome
Nato Defences

- Soviet operation similar to Israel's

- Make initial Plans only
- Make new decisions during course of combat

Note: New decisions are based on the success of breakthrough and Intell received by field Commanders

- Main Goals in Training

- Improve coordination between multi-national forces
- Constant development of C³ to carry out successful attack
- Increased training of unit commanders to anticipate presence of Nato centers of resistance - must be able to detach units from main body to neutralize resistance

DCI A Sov Planning for Ground Forces Operations

Frucht's Late Attack

- Pact Divisions move toward assembly areas.
- Screening forces move toward the border to determine the strength of adversary and their axes of advance.
- Subsequently, main bodies advance to counter NATO in a series of meeting engagements.



• Breaththrough Opns.

{
Infiltration • Motorized Rifle Regiment
Corruption • Tank Regiment
Reinforcement • 2nd Echelon motorized rifle
Exploitation Regiment

175) Do not use lines otherwise
think in terms of Linear
Defense

176) • First aim of Defense - split
Tanks/armor from follow-up
effort.

• 2nd offer resistance extended
in time

+ (206) (207) (218)

Extending Resistance
18

162] Artillery must be decentralized
- become part of combat teams;
act within framework of infantry

163] Artillery supports a need of combat
teams - consists of very mobile
batteries

167] Multi-Purpose artillery

175] Defense ~~Questions~~ } Problems
• Defense against armor penetration
• Defense against combat team
infiltration.

175] Defense Questions (should include defense)
• How can an army counter
(defend?) against armor
assault of tanks/infantry/artillery
combat engineers?
• How can an army fight
against schwerpunkt / aufrollen
Flächen und Lückentaktik

Key Questions

[144] — [149] • Importance of
small units and their semi-
~~autonomous~~ independence for
overall success

• Importance of communication
to weld them together

All described by Flachen und
Lüchentaktik methods —
Envelopments using little Cannae
and ~~the~~ Mongolian Flying
Columns.

[150] Combat teams ~~do not~~ operate almost
independently — do not follow fixed
direction but go where resistance
is weakest

[157] Artillery — • preparatory fire
• support fire

[162] Combats no longer fought on
lines or fronts

132] Troops must be so organized that they can be rapidly split into much smaller combat teams & combined to make larger ones.

144] • Small units frontal attacks directed between adversary units until they gain enemy's flank
+ • Then there is a fanning out of men and weapons until they roll up the flank of the enemy unit

• A continual alternation of these two methods ~~works~~ works the movement of an infantry platoon as well as an armored ~~division~~ division { From smallest to largest unit the tactic is used

to + + + + +
+ In other words envelopments (or
+ Canals) are accomplished by break in
+ of exposed flanks and their roll-up
by flank attack

down

* 115] Exploitation by motor/armor teams
into breach for breakthrough
when width 5 or 6 Km wide

117] Blitz attacks (2 Tanks, ³ ~~three~~
mortarized, & 4 shock Divisions)
divided into four (4) echelons

- Recon
- Combat
- Infiltration
- Trapping Up.

122] Part of mortarized/armor become
advanced echelons - armed
Recon - to probe for weak
spots, ~~take over~~ ^{take up} secure
take and secure important
xroads, common intersections

+ 130] Infantry teams should avoid
armor and attack follow-on
infantry - in other words they
should ~~not~~ follow their
armor

100) • Attacks on narrow front overwhelmed
few anti-tank weapons.

• Attacks on broad front make it
easier for anti-tank weapons

110) Panzer Division Tasks

- Recon
- Disruption
- Infiltration
- Close support
- Supply

113) Military organization has two
roots = • correct tactical
• tradition

Better pay attention to former

114) Motorized Infantry backed by ~~tanks~~
armor (tanks) push through the
breakthrough

114) 20 Kilometers / three thrust points
about 2000 meters wide (can
1000 to 1500 meters ridge of breach security per

55] Schnurpunkt - Taktik - flexible

56]

- Defenses rethrewed
- initiative, surprise
- surprise reserve intention

* 60]

Blitz Arm

also
Counter-
Blitz

- Force, strike plan
then separate a large part of
his army from the main
body.

4 4 4 4 4

* 65]

For security of Blitz prepare many
alternative plans or branches

78]

Lightning Concentration for
superiority

- galactic engines
- meticulous organization
- good work discipline

83]

Isolated groups fight over
large areas

84]

Coherence of isolated units

- Than a wide front like Ludendorff's 1918 tactics

Hence Basic difference between Blitz & infiltration ala Ludendorff = narrow vs wide front speed vs slow

Key

P
S2 * Schwerpunkt / Aufrollen -

- generate little canals, intermediate canals and huge canals
- Together these two notions lead to "Flächen und Lückentaktik"

P58 • To carry out "Flächen und Lückentaktik" calls for a large measure of decentralization

P20] Correlation of Blitz - Counter
Blitz with Guerrilla Tactics

P23-24] Tactics are dynamic - always
changing

P30] Supremacy - local at large units and
within large units for smaller
units that make them up - on
a narrow front

P38] Attack ~~ago~~ Counter-attack against
shoulder of salient ~~didn't take~~
- but attack against ~~side~~
midway up did take.

P41] ~~Counter~~ Counter-offensive = Blitz
on a narrow front

P50] Essence of Blitz = infiltration
we call it ~~irruption~~ because
of its speed = accomplished
on a narrow front rather

Blitzkrieg

• P44] - Public word ^{term} ~~used~~ in reference to military position

P15] - Combat teams

* P16] corruption vs infiltration
(fast) (slow)

* P17] • Schwerpunkt and aufrollen - -
Accomplished at macroscopic as well as microscopic level -
• In other words, apply the idea of channels at all levels (envelopment at microscopic to macroscopic levels)

P18] Torrent thru Breaches / gaps swell or contract as resistance decreases or increases

P18] attacking group / battle group - combined arms group

Pange Lead

306]

{ Russians withdrew mobile formations
in anticipation of pinch attack
at Kurok }

399 | Allied offensive like WWI

Panzer Leader

- * Page 299-300) • Dr Muller and Gustav
• Professor Porsche and
• Professor Porsche and Ferdinand
Piper (without machine guns)
• Dr Muller and Gustav (800 mm
gun) for anti-tank

✱ Ferdinand useless for fighting
at close range

✱ Gustav useless for anti-tank

{ Good case where technical
goodies overwhelm military
real needs!

*322] Elastic Defense
mentioned again

- Only patrols remain in forward area when attack imminent.

332] Elastic Defense

*

- Thin screen of troops
- teams of PZG (anti tank)
- teams of tanks or armor

347] Montgomery Set Piece

++
++
++

- Not necessary of officers and men have a complete understanding of Mobile tactics

+ Allied leaders would not permit subordinates to have their head.

- L + + + + + + +

7 π Guerrilla Tactics 7

289-290 | Fantastic firepower to
eliminate bridgehead

- 6 Battalions vs 2-3 Divisions
- plus • Assault guns
- artillery Corps
- artillery of 3 Pz Divs.

300 |

~~295~~ Fixed defense and Cornerstone
tactics unexpected against
Massed Russian assaults

300 |

Heavy bombardment by Russian
artillery with no fire along
narrow corridors

+++++

301 |

~~German~~ Russian Tank suspension
superior to Western powers
during WWII (Christie
suspension)

#

319 |

Recog to find weak spots for
attack - hit junctions

283] ~~Outposts~~ Defensives —

• Outposts

• Infantry to rear

• Artillery in groups

• Assault of anti-tank guns
as mobile reserve

Make FEBF look
ridiculous

*289] Supply/Adm. service organized
tank destroyer commands
teams

Wg not in the defense but
mobile anti-armor teams

289] Attacking Defense — 24PZ Div
• Hq/Line Attache with
small battle groups
in Middle Front (Similar

~~offensive in late 1993~~

~~offensive in late 1993~~

* P270) ~~see~~ Defence against ~~offence~~
• Screen / Mobile Policy.
• Anti-tank teams } reserve
• Armour

* P271) ~~Rear Area proposed~~
• Rear services dispersed to
inhibit congestion.

272) Elastic strategy - tactical
offence

274) Hqdr must be back far enough
so as to not be overrun and
lose C².

277) German
~~German~~ in 1999 still felt
tactically superior to their
adversaries.

P244

* P281 - 248 Withdrawal
very good

P287

Defense

- artillery and armor
were main burden

254

1918 Plz safe school of
generals

* 265

~~Manstein~~ instead of Hitler
of Manstein instead of Hitler,
controlled Eastern Front

* 266

Strategic Withdrawals
combined with Tactical
Offensives

• Draw seriously on Russian
manpower barrel

• Draw seriously on Russian
manpower barrel

269

• Russian manpower not unlimited -
young kids being used in them

- Stalingrad and Kursk spelled the disaster of German arms.

VI P

P237-239 | Mobile Defense

- + • Recy unit
- + • Panzer (Tanks)
- + • armored (motogged) infantry
- + • Self propelled ~~artillery~~ guns

7777 7777 7777 7777

* Correlate with Guderian's
Mobile Defense | 177-228
in book

7777 7777 7777 7777

P243 | withdrawal →

- small units at night
- must be organized ahead of time

* P230] Infantry - Antis Tanks
• Unit to "lure and trap"

* P231] • ~~Wedge formation~~
• Panzerkeil - spearhead
of wedge formed by
heaviest tanks

• Panzer glocke (tank bell)
• heavy tanks in center
• medium tanks on sides
on left and right ^{in a}
widening arc to the
rear

• light tanks in center
ready for blow - then

+ Panzer glocke bent against a
wide pure front

P230 - 232

Very important

183] Mobile tactics - 2 Infantry
battalions supported by one
Cavalry

185] Russian infiltration working
through by small units

186] Small unit commanders
Few lower formation commanders
showed independent judgement

209] Russian operations

+	• flexible formations	+
+	• surprise	+
+	• strength by training	
+	of junior commanders	

Feb 22 started

3 months of comparative calm after
Russian action

Pauses Battles

• P116 } Kampfgruppen - Battle Groups
after Sedan no distinction between
armor and rifle units.

• P20 } Unable to throw armor against
well prepared positions

P21 } Combination with infiltration

P23-24 } • Command at front of
Column

• French tactics rigid

P24 } Balanced teams of tanks, infantry
artillery =

36 } all self-sufficient

P58 } Lesson for success

• Anti-tank guns

* • Combined arms

* • Tactical methods +

P77 } German Staff could accept responsibility
British Staff not so good

P160 } Autumn 1942 - Caucasus and
Stalingrad - neglected concentration
by splitting forces.

• Payer leads — Normed Recy
261, 162

170,

• In post moving situation — must
improve — detailed information
will only cause a slow down or
misrepresentation of what
taking place (German vs French
attitude)

• Battle Ops — Recy
terms — P2 — Donbryes
• Main Body

• P328 — Battle Group on
Eastern front being thrown
7+ away
+ + + +

P327 — Fight for every square foot
of ground

they would bomb

• CAS pilots must think like a soldier - infantry of the air

• No changes from Stuka
Tried by Luftwaffe

• 50 Stuka 6-1's on Eastern
Front last 2 years - why
lack of trained pilots

Danger Leader P 287)
Armed Recon Op 2
Ballistics

• Doubts about their effectiveness
on Eastern Front for offensive
operations

Rudol

- Develop feel for tactics, slant ranges, perception of situation by being constantly involved



- Points Can't be a dilettante

FEBA



Bullshit

- Comm between Panger's / air to direct or give guidance to air

Converts frontlines where one does it right

- No freedom of action for inexperienced pilots as to where

P25 | Counter-Guerrilla

- Separate people from guerrillas
- Eradicate guerrilla operational forces
- Consolidate position of government - by expanding political/military strength.

P93 | Once guerrillas come to power they abandon guerrilla methods

P92 | Guerrilla Common Properties

- Weapon morally strong but materially weak
- Requires popular support
- Requires mobility and fluidity of action
- Irregular operations

P69

Footnote 97] - 3 stages or
3 phase theory of G. Worfom

- Retreat & concentration
build-up activities
- Hit communications, ambush,
sneak attack while
building strength
- Move to offense and smash
enemy.

P66

3 phases of G. Worfom

- Self preservation
- Expansion
- Conquest



- Generate popular support
- Achieve self maintenance
and Expansion
- Destroy enemy's will to
resist

Modern Guerrilla Warfare

P29] General Principles

- Gain Popular Support
- Achieve self-maintenance and expansion
- Destroy enemy's will to resist and/or defeat his ~~phys~~ physical force

P30]. Disperse to overextend, to avoid enemy's

P31]. Concentrate to eliminate isolated detachments

- Shift to destroy piecemeal

• Mao's ten principles are one sided and not as useful as the book On Guerrilla War since principles, strategy and tactics are many sided

P32] Guerrilla Tactics - ~~many~~ many books

11
• "Never affording a Target since
we "develop a habit of never
engaging the enemy, - never
we intervene on the system
except by trial and error
Psychological Element

10 Psychological Element

- We ~~must~~ ^{had to} arrange their
~~minds for us~~ - not
only our own minds
minds
- bet (inside) their minds
(P 385)

37 338-9

K 27 Chapters - [Thoughts
on CA]
[33 and 59]

P 190] Don't look on men in mass
our irregular were individuals

P 190] Issue - Carheen Boat
* county - Territorial Imperative
Cause

192] Algebra, Biological, Psycho-
logical,
Be

• Algebra - Deprecation
• Be an influence, an
idea, a thing intangible,
invulnerable without front
or back, drifting about
like a gas
• attack in - Depth

• Biological basis
• A way of detachment -
against his staff - so it
would ~~not~~ not lose strength
or weakness but be most
accessible material

Chp
33
Key

Seven Pillars of Wisdom

TE Lawrence

+ P188] → [SAXE & brilliant
broader than principles
than Clausewitz, ~~Moltre~~
Tomini, Moltre, Napoleon

Survy schemes

P192] Attack-in-depth

P189] 999 out of 1000 miles of
Hqs R.R. Libya to Arabs
not Turks

P192] Attack-in-depth

183] ~~9/10~~ One tenth of tactics teachers
but irrational tenth was like the
Kangaroo on the pond (flashing
across the pool).

P46]

• Withdraw when adversary advances, Harass when he stops, Strike when he is weary, Pursue when he withdraws

- Harass, attack, disperse, exhaust, and annihilate adversary by engaging him in his flank and rear

P114

• Because guerrilla formations act independently cannot be too highly centralized. If so guerrilla action would be limited in scope.

- at the same time guerrilla activities to be effective must be coordinated

Just like Blitz

P104 | • Strive then rapidly
disperse

• Guerrilla initiative is
expressed in dispersion,
concentration and the
alert shifting of forces

P109 | Careful planning

P105 | Even in defense, all our
efforts must be directed
toward the resumption of
the attack

P102 | ability to fight a war without a rear
area as a fundamental characteristic
of guerrilla action - but this does
not mean that guerrillas can exist
over a long time without development
of base areas

Page 102] Dispersion, Concentration
Constant change of position
- it is in these ways that
~~the~~ Guerrillas employ
their strength

P103] Concentration may be desirable
when the enemy is on the
dispersed and guerrillas wish
to destroy isolated detachments
or particular localities

↓

In other words, disperse and
concentrate inside adversary's
space-time scale

P108] Strike shift - Strike

P 72 | 73 |

Guerrillas formed from
Regular Army units

P 97 | speed with supernatural
rapidity in the attack
- Very interesting

P 98 | although guerrilla warfare
~~is~~ warfare of dispersed units
it is sometimes desirable to
concentrate in order to destroy
an enemy.

P 100 | the very fact that most
guerrilla units are small
makes it desirable and advantageous
for them to appear and disappear
in the enemy's rear.

✱
With such activities the enemy
is simply unable to cope

P83-58] Regular outfits function
like guerrilla and
vice versa

* P89] Gives opening for many
Guerrilla action against
Blitz - ~~Remember the~~

- Remember Mao separated
Conventional and Guerrilla
Warfare from one another
in 1937 - before the
Blitz

* { Could it be that people have
not seen the value of
Guerrilla & Blitz because
both have been compared to
conventional war and not to
one another?

On Guerrilla Warfare Mar

• P21) - 3 phases

• Preparation

• Guerrilla Combat

• Conventions

• P25) Defense / Concentration

• P33) Locate, Isolate, Eradicate

Counterinsurgency Ops

• P52) Small units acting
independently - Guerrilla War
• Command is centralized in
Conventional War
• Make it close

Make it close to Blitz and
infiltration where command is centralized

(P53) (VIP) > X X X X

- After 18th Century Theoreticians show:

- Conventional War
- Guerrilla War

- Support crucial to both Guerrilla and Conventional War

- Conventional - institutional
- Guerrilla - social

In fact Guerrillas try to drive a wedge between social and institutional structures

- Hitler's early success can be attributed to status brutality

- Status later success can be attributed to Hitler's brutality

• ~~the~~ ~~Must~~

• Must get inside both
space and time scales

Guerrilla War 3 Phases

- ^(conspiratorial) Underground - Preparation
- Harass - Combat
- Smash - C War

• Mass conception of Guerrilla
War includes conventional
War but ^{authentic} ~~authentic~~ of conventional
War, ^{military} generally excludes
conventional War
Guerrilla

• Result: Guerrilla War thinking
steps inside ~~into~~ conventional
War [space-time scale]

- Blitz - IT
 - Formal Institutions such as Political, Economy, Military

Tuesday afternoon
wed afternoon

A

- What is suppression?
What is deception? IT

- How do suppression and deception reveal themselves?

- Example new methods represent new access

Buttany (Key to success)

• Planning

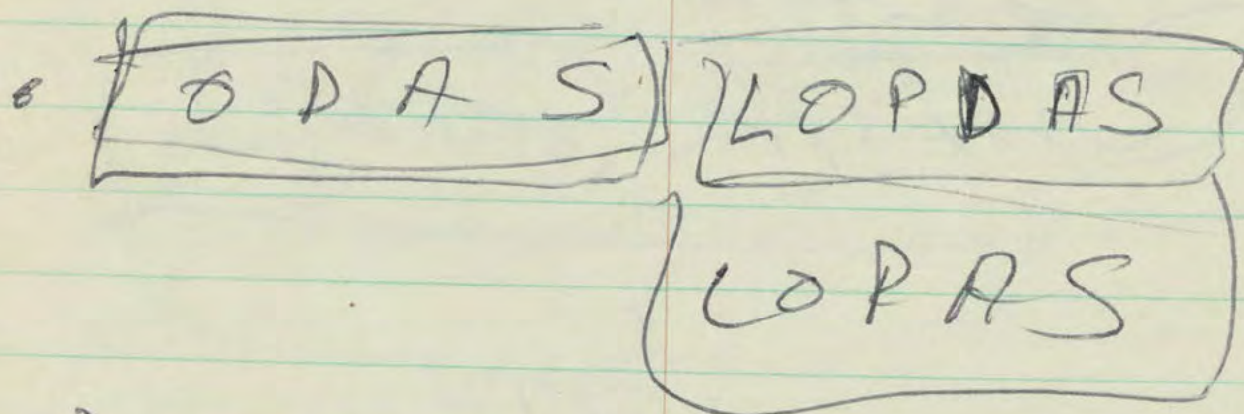
- Course of Least Expectation
- Path of Least Resistance
- Path with Alternative Objectives

• Action

- Mobility / Fluidity
- Dispersion / Concentration

• Leadership at local level

- Support - To keep momentum
 - Logistics
 - Communication - Redundant



Goal Depress enemy's
freedom of action

Translation
VM. (2pt) (Laplace)
Underdog

Open All Books
Integration
Tables

Alt

VII Basic Formdy Cuvella Paper

VIII Ided

WWI Decent

IX Dependence

- common
- logics
- Intent

X AWW

Blitz

c p

- Plume → • Course of least Expectation
- Path of least Resistance
- Path with alternative spectrum
- Action

Chart

I • Consider — Theme

II • Consider — Theme

Action Land and Trip

III • Theme — Theme

IV • Theme — Theme

Action Myths

V • Modern Tech

Impact

VI • Modern Tech

Impact

Release

Concentration — } for penetration
Diffusion — }

large soft wood
dense soft wood
needle soft skin

large both space and
time scales

Concentration → wide space scales

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- CCF → 5 days ration

- CCF Tactical Doctrine.

- Mobility

- Reception

- Interaction

- surprise

- Concentration of superior force at vital point

- Short attack / speed disengagement

- Infiltration tactics CCF —
at will.

Big parties / little parties
Blockades / Pressure

Hansenberg - Ubertank
Pruneyls

- Knife / table.

- Needle / shur

- Spain and Russia - a peoples war against Napoleon leaders

P 730. ~~the~~ must lead not push ~~from~~ from the rear

740. { Did not decipher the counter to infiltration tactics (+ + +)

741}

745}

751

in [LAW I]

- Ostfriesland - [fishers] - A

763 *

{ What about using this idea for tanks to counter shaped charges

(766)

[JFC Fuller worth]

Germany cannot make leaving against invasion incentive - but they can stand off and bang away.

(946)

Americans still loves it caught on by 1999

193] Crippling effects of Allied Air attacks precluded Guderian's old tactics of concentration - Key Point: Air Power tended to keep armor dispersed.

III "Guderian developed the unique (1) logistic and (2) communication systems which enabled mechanized troops to operate independently for up to ~~four~~ (5) days and respond rapidly and flexibly to the commands of the leaders. Without the system in perfect operation nothing would have prevailed."

Eng Butanmi

Vol 21 page 603

~~Hitler's~~ Hitler's Policy of static defense that enabled comparatively slow moving Red Army Formations to ~~envelop~~ ~~envelop~~ make successful envelopments

P178 • Defense - Offensive

- ① • ~~Recess~~ - First Protection of Front
- ② • Anti ~~front~~ ^{armor} self propelled weapons to hold vital point
- ③ • Counter stroke by ~~Armored~~ Reserves.

P178 Hitler didn't understand the Mobile Defense or the "Lure and Trap" of the Defense ~~Offensive~~

P178 Inability on Hitler's part to comprehend that mobility was as much a part of defense as ~~offensive~~ attack inhibited Hitler from permitting his Commanders from exerting the full potential of the Panzer Divisions

182 Rommel held armor forward in Normandy because of Allied Air Superiority.

(127) Must stay a jump or two ahead
- copying badman

(13) Minimum ^① surprise, ^② shock, ^③ penetration
and ^④ speed - Infantry could not
armor could!

(139) Fluid/Mobile Defense followed by an
appropriate counterstroke ~~may~~ could
cause problems if badman
persisted in an attack mode

(137) Broad Design loosely woven
to permit improvisation by local
Commanders - easy to implement
than flexible CR

(138) Logistics - good only for short
campaigns

(176) Violated Luderer's dictum
about committing reserves to
success not failure - North
Africa in May 1943
(Hulst's report before)

*
*
*

* 65 Heavy tanks to assault strong points - lighter tanks for fast movement

* 66 C^2 down to the local level
* 67 Use command to maintain strategic and tactical control in any form of movement

81 Germans (Guderian and buddies) started right in 1939-40

100 French tried to positional war of 1918 - they had their armor spread along the front - sea of radios low - and must react slowly in fast moving situation

123 Switching attacks - like Sherman - Guderian

20] ~~Infiltration failed because~~

20] Infiltration failed at Caporetto

Italy - because of ^① logistical

failure, ^② the exhaustion of

the leading troops, ^③ inability

to keep contact at the point of

action, ^④ inability to feed in

fresh reserves thru breaches and

Gaps.

22) Mobil Reserve idea to combat

British/French tanks in 1918

98] Ideas on Tanks from JFC Fuller

98] Destruction and Construction

99] Recy Company and Good
Communications

59] Short well timed operations with

* Concentrated Fire and Fast
movement at point of action

Inderman Huchner
Page 6) 3 Divisions → at Abbeville

n) Schlieffen's — mobile artillery
and communications (1918)

* (13) Habit of exposed forces to find
excuses for further advance
* Richthofen moved
rapidly and outpaced enemy
But allowed himself to become
divorced from radio hence
unable to exploit advance by
communicating to superiors so
they could rush forces to support
him

* (19) Infiltration tactics — forerunner
of Blitz — sidestepping opposition
* Key Communications &
logistics plus local
local control within an overall
design laid down loosely
from above

- How can you have flexibility after decision has been made to fuel or not to fuel with Rx fuel?

James Berrow

(SR)

- Since you need high fuel fraction - Why not leave Rx fuel and Rx motor out and replace with jet fuel to surface a supercavitator?

- If we
- Remove Rocket motor then what does Downing have in his GPF?

- How does his concept fit into ~~AFT~~ ~~concept~~ ~~AFT~~ operations?

* • How does he say I cannot be objective when I helped Picconi on getting the Double Attack going?

- ~~What does~~ Moody Suter

- How much time does he want for Rx motor combat or use?
 - 30 secs 60 secs
 - 90 secs 120 secs ...

- Why not put Rx of P-11 in it has volume and fuel fraction?

forth-right
forty
four-some
fran-chise
ful-fill

G

gauge
gen-uine
ges-ture
gi-gan-tic
gnaw-ing
gor-geous
gov-ern-ment
gov-er-nor
gram-mar
gra-tu-ity
griev-ous
gro-cery
grudge
guar-an-tee
guid-ance
gym-na-sium

H

hand-ker-chief
hand-some
hap-haz-ard
heart-rending
heav-ily
hec-tic
height
hem-or-rhage
hin-drance
homely
ho-mo-gen-ize
ho-siery
hy-giene
hy-poc-risy

I

idi-osyn-crazy
il-le-gal
il-legi-ble
il-lit-er-ate
imi-ta-tion
im-me-di-at-ely

im-mi-grant
in-au-gu-rate
in-ci-den-tally
in-del-i-ble
in-de-pend-ence
in-flam-ma-ble
in-hab-it-ant
in-stal-la-tion
in-te-grate
in-ter-cede
in-ter-fere
in-ter-fered
in-vei-gle
ir-re-le-vant
ir-re-sisti-ble
ir-revo-ca-ble
is-suing
its (possessive)
it's (contraction)

J

jeop-ard-ize
jew-el-ry
jour-ney
judg-ment
jus-ti-fi-able
jus-ti-fied

K

kero-sene
khaki
kid-naped
ki-mono
kin-der-gar-ten
knowl-edge

L

la-bel-ing
labo-ra-tory
lac-quer
led (past of lead)
ledger
le-giti-mate
lei-sure
li-ai-son
li-brary
li-cense

lien
lik-able
liq-uefy
li-que-fac-tion
lis-ten
live-li-hood
lone-li-ness
loose (adj.—free)
lose (verb)
lovely

M

main-te-nance
man-age-able
man-age-ment
ma-neu-ver
man-ual
manu-fac-turer
manu-script
mathe-mat-ics
me-di-ocre
mile-age
mis-cel-la-ne-ous
mis-spell
mod-ern
mort-gage
mov-able
mur-mur

N

nec-es-sary
ne-ces-sity
nickel
niece
nine-teenth
ninety
ninth
non-en-tity
no-tice-able
no-to-ri-ety
now-a-days
nui-sance
nu-mera-tor

O

oblige
oc-ca-sion

oc-ca-sion-ally
oc-curred
oc-cur-rence
omis-sion
omit-ted
one-self
op-po-nent
op-po-site
op-ti-mism
or-di-nance (law or regulation)
ord-nance (military supplies)

P

pag-eant
pam-phlet
para-chute
par-al-lel
par-cel
par-lia-ment
par-lia-men-tary
par-tial
pas-teur-ize
peace-able
pe-cul-iar
peni-cil-lin
per-form-ance
per-ma-nent
per-mis-si-ble
per-se-ver-ance
per-son-ally
per-son-nel
per-suade
Phil-ip-pine
Pitts-burgh (Pa.)
pla-gi-arism
play-wright
pos-ses-sion
po-tato
prai-rie
pre-cede
pre-ced-ing
pre-cious
preci-pice
pre-fab-ri-cate
pref-er-able
pre-lim-i-nary

pre-sunip-tu-ous
preva-lent
prin-ci-pal (chief or
main)
prin-ci-ple (rule or
method)
privi-lege
pro-ce-dure
pro-ceed
pro-fes-sor
promi-nent
prom-is-sory
pro-nun-ci-ation
pro-pel-ier
proph-ecy (noun,
prediction)
proph-esy (verb, to
predict)
psy-chol-ogy
pub-licly
pur-sue
pur-su-ing

Q

quan-tity
ques-tion-naire
quix-otic
quo-tient

R

ran-sack
rap-port
re-ceipt
re-ceive
re-cipi-ent
rec-om-mend
rec-om-men-da-tion
rec-on-cile
re-cur-rence
ref-er-ence
re-ferred
re-le-vant
re-lief
re-nown

re-pel-lent
re-plies
re-scind
res-tau-rant
re-veal
rhap-sody
rheto-ric
rheu-ma-tism
rhu-barb
rhyme
rhythm
ri-dicu-lous
ro-tary

S

sac-ri-le-gious
safety
sal-able
scho-las-tic
scis-sors
sec-re-tary
seize
sen-si-ble
sepa-rate
se-rial
shep-herd
ship-ment
siege
simi-lar
si-mul-ta-ne-ous
since
siz-able
skep-ti-cal
sou-ve-nir
sov-er-eign
sneak
sneer
spe-cifi-cally
speech
split-ting
sta-tion-ary (fixed)
sta-tion-ery (paper)
sta-tis-tics
strictly
sub-sidy
suc-ceed

suc-ces-sor
suf-fi-cient
su-ing
su-per-in-tend-ent
super-sede
sur-geon
sur-prise
sur-vey
sus-cep-ti-ble
sus-pi-cious
sym-me-try
syn-ony-mous

T

tai-lor
tan-gi-ble
tar-iff
tech-ni-cal
tech-nique
tele-vise
tele-vi-sion
tem-po-rary
ten-ant
tend-ency
ter-ri-ble
ter-ri-tory
their (possessive)
theory
too (also)
trag-edy
trans-ferred
tri-umph
Tuc-son
tying
tyr-anny

U

unani-mous
un-doubt-edly
unique
un-kempt
us-able
use-ful
usu-rer
usurp

V

vac-ci-nate
vac-uum (preferable
not to syllabicate)
vege-ta-ble
ve-he-ment
video
vil-lain
visi-ble
visi-tor
vi-ta-min
vol-ume

W

waiver
war-ranty
weather
Wednes-day
weird
wel-fare
whether

X

x ray (noun)
x-ray (adj. and verb)
xy-lo-phone

Y

yacht
yeo-man
yes-ter-day
young-ster
you're (contraction)
youth

Z

zeal-ous
ze-nith
zephyr
zo-diac
zo-ol-ogy