

PATTERNS OF CONFLICT

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OUTLINE

• Point of Departure
~~• BACKGROUND Evolution Thesis~~

• HISTORICAL INVESTIGATION

• SYNTHESIS

• Applications

• WRAP-UP

PURPOSE

- To discern a Pattern for Successful Operations
- To help generalize Tactics and Strategy
- To find a basis for Grand Strategy

Point of Departure

~~These~~

~~BACKGROUND~~

AIR-to-AIR

GENERALIZATION

- Need fighter that can both lose energy and gain energy more quickly while outturning an adversary.
- In other words, suggests a fighter that can pick and choose engagement opportunities -- yet has fast transient ("buttonhook") characteristics that can be used to either force an overshoot by an attacker or stay inside a hard turning defender.

IDEA EXPANSION

- Idea of fast transients suggests that, in order to win, we should operate at a faster tempo or rhythm than our adversaries -- or better yet, get inside adversary's Observation-Orientatation-Decision-Action time ~~time~~ *cycle or loop*
- Why? Such activity will make us appear ambiguous (unpredictable) thereby generate confusion and disorder among our adversaries -- since our adversaries will be unable to generate mental images or pictures that agree with the faster transient rhythm or patterns they are competing against.

EXAMPLES

- Blitzkrieg vs Maginot Line Mentality (1940)
- F-86 vs MiG-15 (1951 - 53)
- Israeli Raid (1976)

NEW CONCEPTION

ACTION: Exploit operations and weapons that:

- Generate a rapidly ^{abruptly}/changing environment (quick/clear observations and decisions, fast tempo, fast transient maneuvers, quick kill),
- Inhibit an adversary's capacity to adapt to such an environment (cloud or distort his observations, orientation, and decisions)

GOAL: Collapse adversary's system into confusion and disorder by causing him to over and under react to activity that appears ambiguous, chaotic or misleading.

A-to-A and A-to-G

RECIPE FOR GENERATING CONFUSION AND DISORDER

- Observations
 - Quick/Clear Scanning Sensors
 - Suppressed/distorted signatures
- Activity
 - Quick and precise performance
 - High Speed (supercruise)
 - Rapid energy gain and rapid energy loss coupled with hi turn rates and lo turn radii
 - Hi pitch rates/Hi roll rates/Hi yaw rates coupled with ease of control
 - Kill Mechanism
 - Quick shoot fire control systems and high speed weapons

HISTORICAL INVESTIGATION

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GOAL

- Improve our capacity for independent action

This may mean we need to

- Deprive our adversary of his capacity for independent action.

QUESTIONS

- How do we realize such a goal by waging war?
- Does history give any insight or suggest any useful pattern?

HISTORICAL PATTERN

SUN TZU -- "THE ART OF WAR" -- AROUND 400 BC

THEME

- Deception
- Swiftess-of-Action
- Fluidity-of-Action
- Cohesion
- Dispersion/Concentration
- Surprise
- Shock

STRATEGY

- Probe enemy's organization and dispositions to unmask his strengths, weaknesses, patterns of movement and intentions.
- *impression*
● "Shape" enemy's perception of world to manipulate his plans and actions.
- Attack enemy's plans as best policy. Next best disrupt his alliances. Next best attack his army. Attack cities only when there is no alternative.
- Employ Cheng and Ch'i maneuvers to quickly and unexpectedly hurl strength against weakness.

DESIRED OUTCOME

- Subdue enemy without fighting
- Avoid protracted war

HISTORICAL PATTERN

Early Commanders

- Alexander
- Hannibal
- Belisarius
- Jenghis Khan
- Tamerlane

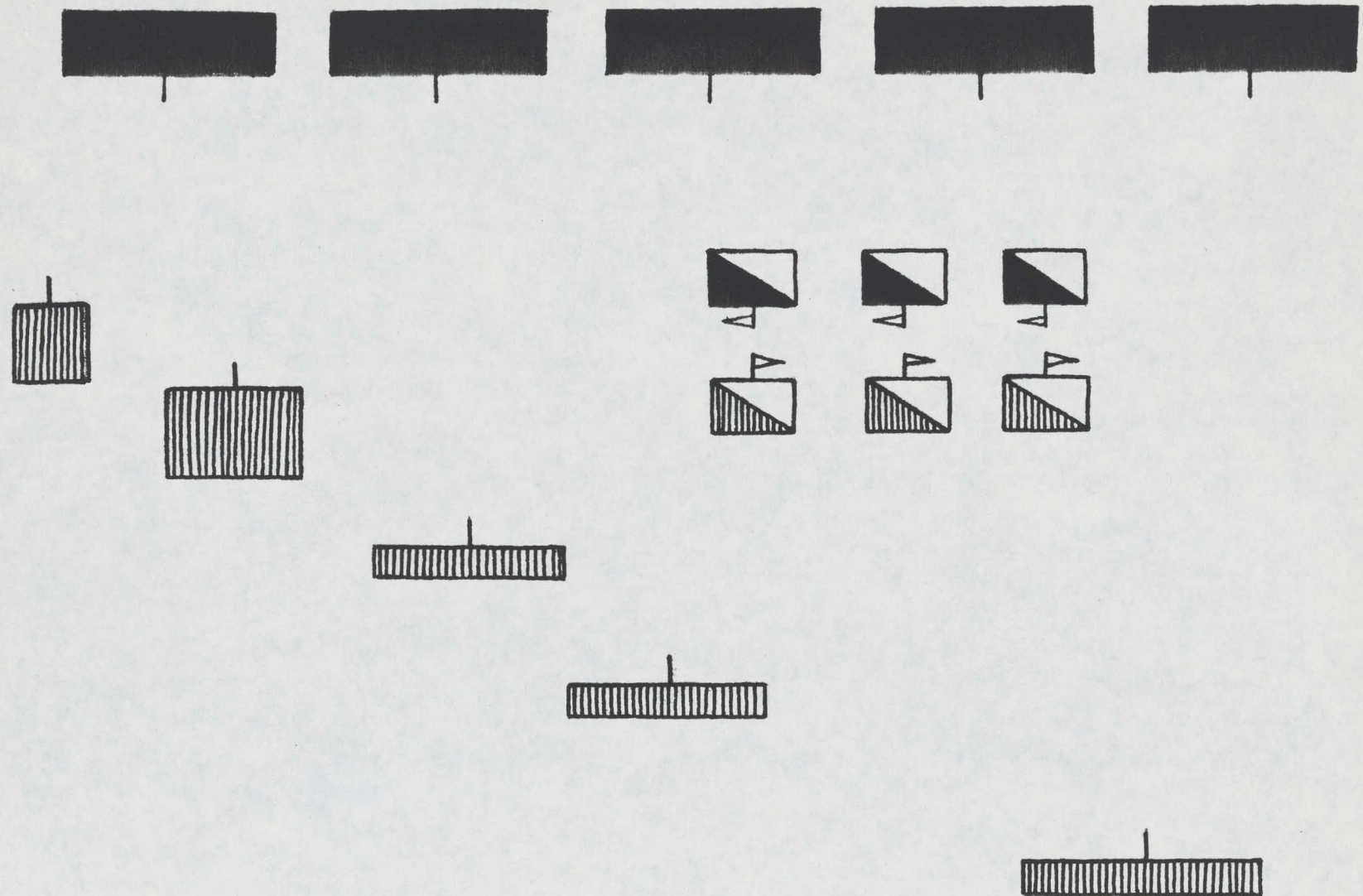
Impression

- Early Commanders seem consistent with ideas of Sun Tzu
- Western Commanders more directly concerned with winning the battle
- Eastern Commanders closer to Sun Tzu in attempting to shatter adversary prior to battle

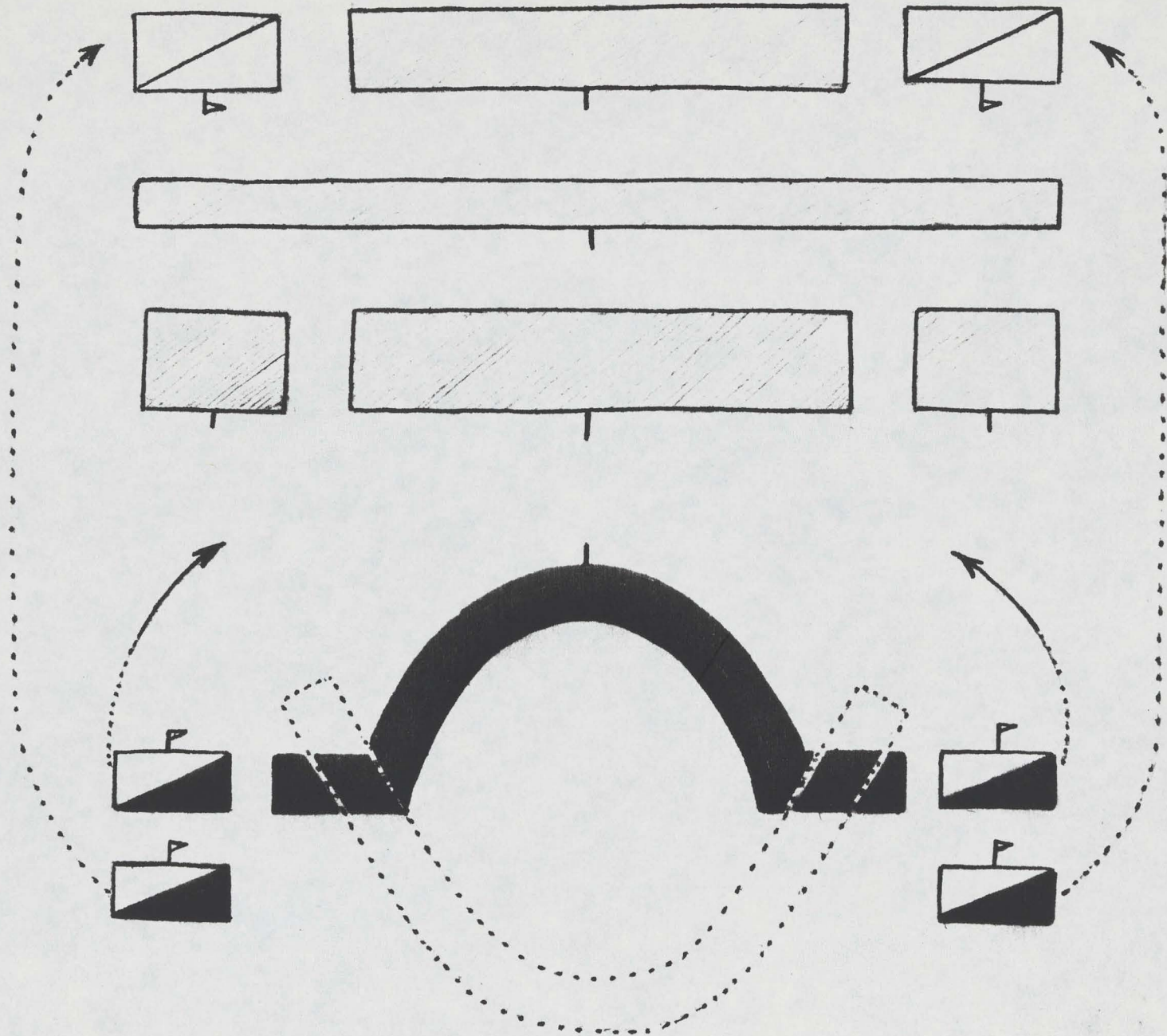
Action

Cheng and Ch'i

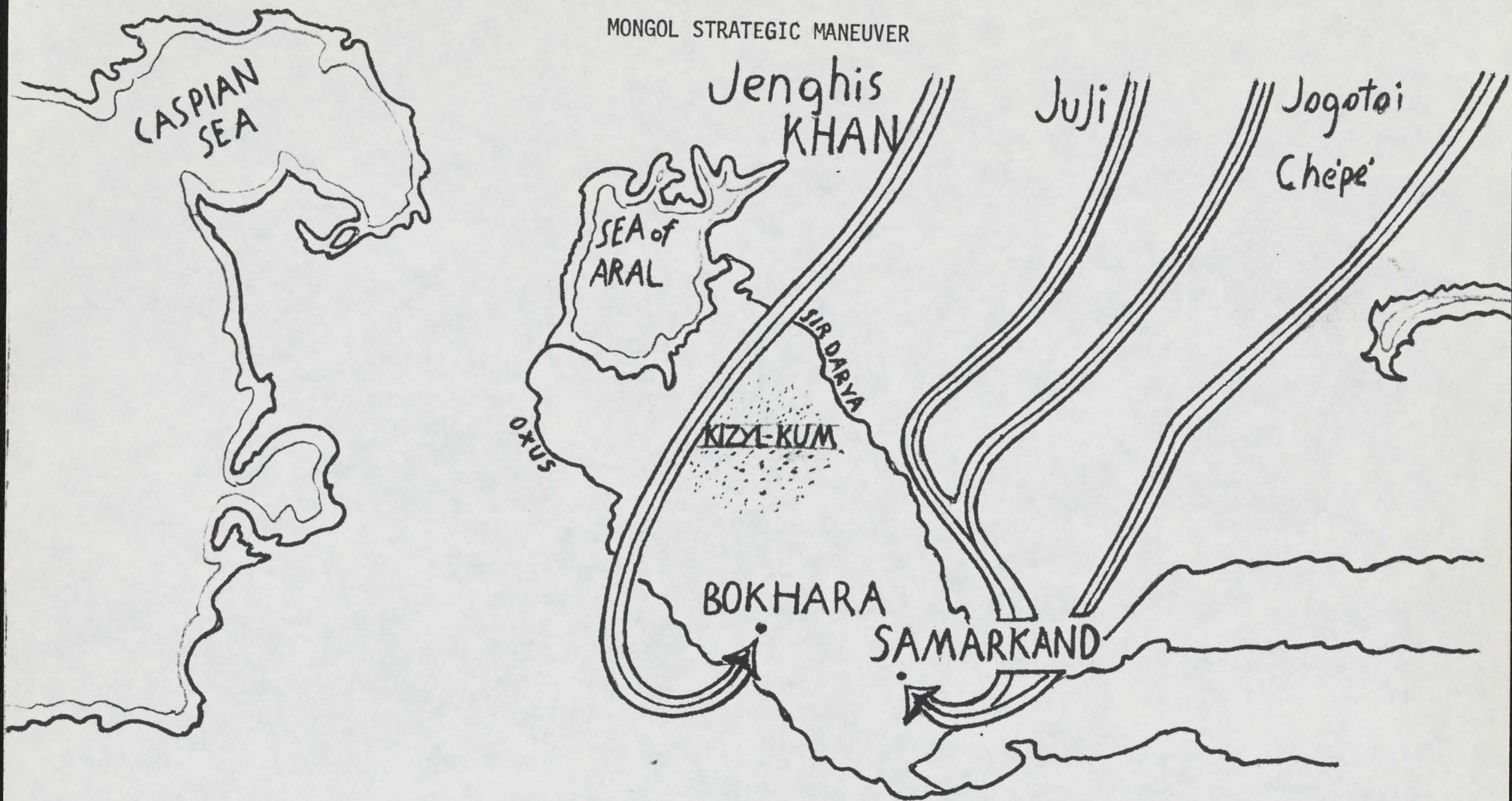
BATTLE OF LEUCTRA
(371 BC)



BATTLE OF CANNAE

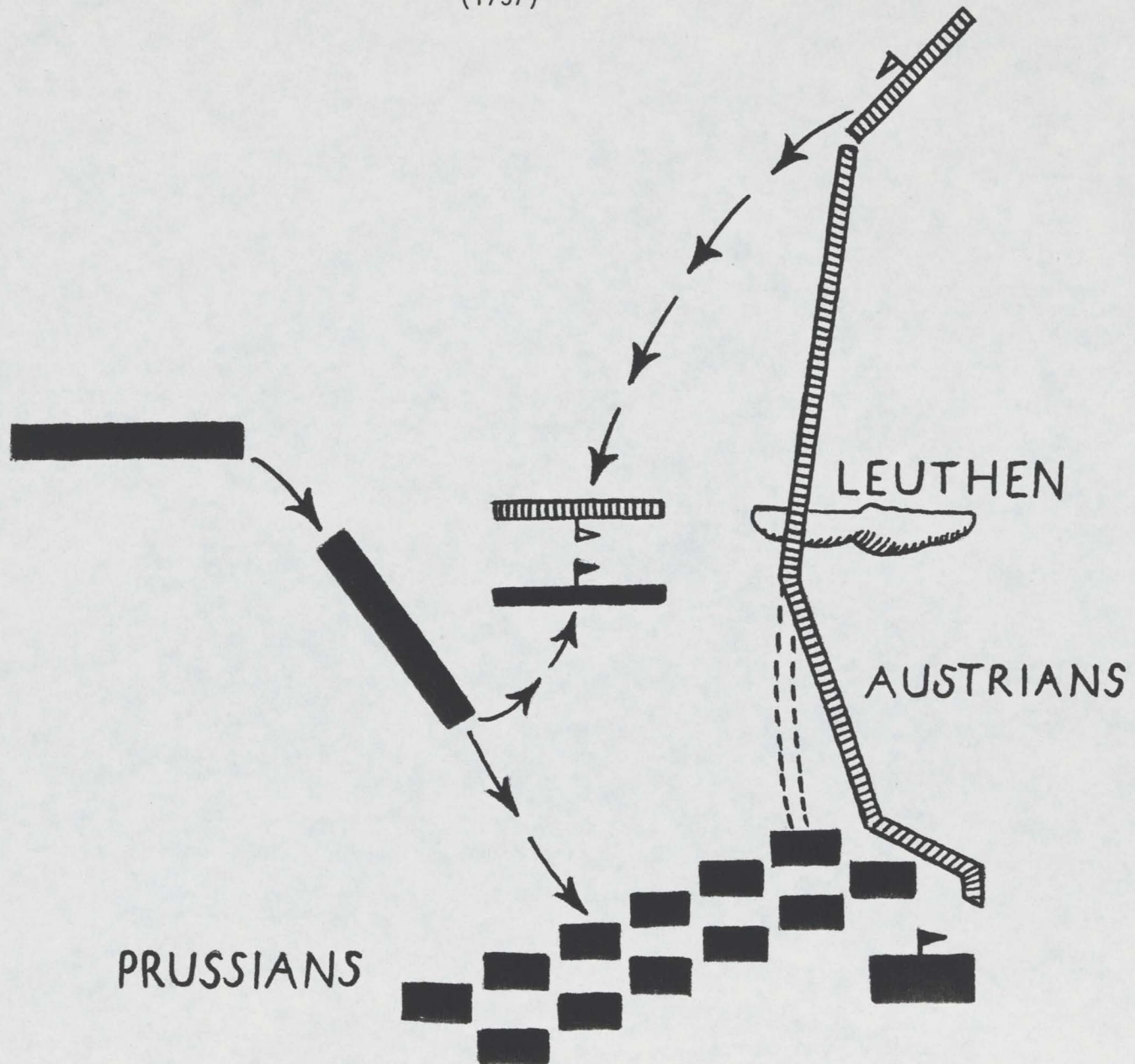


MONGOL STRATEGIC MANEUVER



•HERAT

BATTLE OF LEUTHEN
(1757)



HISTORICAL PATTERN

18th CENTURY THEORETICIANS

- Saxe
- Bourcet
- Guibert
- Du Teil

THEME

- Plan with several branches
- Mobility/fluidity of force
- Cohesion
- Dispersion and concentration
- Operate on a line to threaten alternative objectives
- Concentrate direct artillery fire on key points to be forced

Action

- Napoleon was deeply influenced by the ideas of the above men. In early campaigns (as a general) he applied these ideas of deception and rapid/easy movement to surprise and successively defeat fractions of superior forces. In later campaigns (as emperor) he relied increasingly on pure offensive power in the form of dense infantry columns, massed direct artillery fire, and heavy cavalry going against regions of strong resistance -- at an eventually crippling cost in casualties.
- American Colonists, Spanish and Russian Guerrillas, in unexpected ways, used environmental background (terrain, weather, darkness, etc.) and mobility/fluidity as basis for dispersion and concentration to harass, confuse, and contribute toward the defeat of the British and French under Napoleon.

IMPRESSION

The ideas of Sun Tzu, Saxe, Bourcet, and Guibert seem to be at home with either Regular or Guerrilla Warfare.

HISTORICAL PATTERN

CARL VON CLAUSEWITZ -- "ON WAR" -- 1832

Character/Nature of War

- War is an act of policy ... therefore the intensity of violence (associated with war) is either directed or tolerated by that policy.
- Duel or act of human interaction directed against an animate object that reacts.
- Uncertainty of information acts as an impediment to vigorous activity.
- Psychological/Moral forces and effects (danger, intelligence, emotional factors, ...) either impede or stimulate activity.
- Friction (includes all above plus interaction of many states) impedes activity.
- Genius (harmonious balance of mind/temperament that permit one to excel at the complex activity of war) changes the nature and magnifies the scope of operations.

Strategy

- Exhaust enemy by influencing him to increase his expenditure of effort.
- Seek out those centers of gravity upon which all power/movement depend and if possible trace them back to a single one.
- Compress all effort, against those centers, into the fewest possible actions.
- Subordinate all minor, or secondary, actions as much as possible.
- Move with the utmost speed.
- Seek the major battle (with superiority of number and conditions) that will promise a decisive victory.

Aim

- "Render enemy powerless" -- with emphasis on "the destruction of his armed forces."

HISTORICAL PATTERN

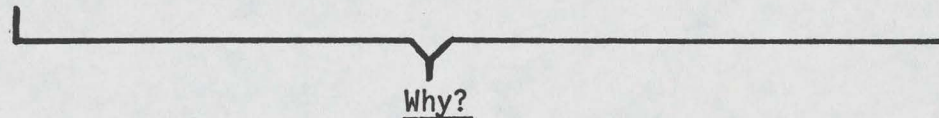
CARL VON CLAUSEWITZ -- "ON WAR" -- 1832

Overemphasis

Decisive Battle

Underemphasis

Strategic Maneuver



- Clausewitz was concerned with trying to overcome friction/uncertainty. He failed to address the idea of magnifying adversary friction/uncertainty.
- Clausewitz was concerned with trying to exhaust adversary by influencing him to increase his expenditure of effort. He failed to address, or develop, the idea of trying to paralyze adversary by denying him the opportunity to expend effort.
- Clausewitz incorrectly stated: "a center of gravity is always found where the mass is concentrated most densely" -- then argued that this is the place where the blows must be aimed and where the decision should be reached. He failed to develop the idea of generating many non-cooperative centers of gravity by striking at those critical tendons, connections, and activities that permit a center of gravity to exist.

HISTORICAL PATTERN

19th Century Technology

- Railroad/Telegraph
- Quick Fire Artillery
- Machine Gun
- Repeating Rifle
- Barbed Wire
- Trenches

Early Trends

- Emphasized massed firepower and rail logistics to support it
- Increased emphasis on a holding defense and flanking maneuvers on a broad front to gain a decision
- Use of frontal assaults by infantry supported by artillery barrages against regions of strong resistance

Result

- Huge armies, and massed firepower and other vast needs supported through a narrow fixed logistics network suppressed deception and mobility hence surprise of any operation.

KEY POINTS

- The massing of enormous supplies through a narrow logistics network -- coupled with the influence of a Clausewitzian battle philosophy -- "telegraphed" any punch hence minimized the possibility of exploiting deception and mobility to generate surprise for a decisive edge.

- In this sense, technology was being used as a crude club that generated frightful and debilitating casualties on all sides during the:
 - American Civil War (1861-65)
 - Austro-Prussian War (1866)
 - Franco-Prussian War (1870)
 - Boer War (1899-1902)
 - Russo-Japanese War (1904-05)
 - World War I (1914-18)

WORLD WAR I

- PLANS AND EXECUTION
- STAGNATION
- FINALE

WORLD WAR I

A WAY OUT

Idea

- Infiltration Tactics
- Guerrilla Tactics

Authors

- Capt Laffargue
- Gen Von Hutier?
- Gen Ludendorff
- T.E. Lawrence
- Paul Von Lettow-Vorbeck

WORLD WAR I

Infiltration Tactics

- Result
 - Immediate success at platoon/company/battalion level coupled with ultimate failure at corps/army level.
- Why?
 - Ludendorff violated his own concept by his tendency to use strategic reserves to reinforce against hardened resistance -- hence, at the strategic level, he seduced himself into supporting failure not success.
 - Exhaustion of combat teams leading the assault.
 - Logistics too inflexible to support rapid/fluid penetration and deeper exploitation of breakthrough.
 - Communications too immobile to allow command to quickly identify and reinforce successful advances.
 - Elastic Defense, when used, (as ^{evolved} developed by the Germans and practiced by Petain) that emphasizes artillery and flank attacks against penetrations when they stretch beyond their own artillery support.

WORLD WAR I

Guerrilla Warfare (a la T. E. Lawrence)

Action

- Gain support of population. Must "arrange the minds" of friend, foe and neutral alike. Must "get inside their minds".
- Must "be an idea or thing invulnerable, without front or back, drifting about like a gas" (inconspicuousness and fluidity-of-action). Must be an "attack-in-depth".
- Tactics "should be tip-and-run, not pushes but strokes" with "use of the smallest force in the quickest time at the farthest place".
- Should be a war of detachment (avoiding contact and presenting a threat everywhere) using mobility/fluidity-of-action and environmental background (vast unknown desert) as basis for "never affording a target" and "never on the defensive except by accident and in error".

Idea

- Disintegrate existing regime's ability to govern.

IMPRESSION

- Infiltration tactics a la Ludendorff seem to be similar in nature to Irregular or Guerrilla tactics a la Lawrence.
- Why? Both use fluidity-of-action and cohesion of small units to concentrate strength against weakness -- but at different levels of concentration.

MAJOR ADVANCES
BETWEEN WORLD WAR I AND II

LIGHTNING WAR (BLITZKRIEG)

- Infiltration Tactics of 1918 were mated with:
 - Tank
 - Motorized Artillery
 - Tactical Aircraft
 - Motor Transport
 - Better Communicationsby
 - JFC Fuller
 - Heinz Guderian
- Result:
 - Blitzkrieg to generate a breakthrough by piercing a region about 1-2 kilometers wide at two or more points on a narrow front with armor, motorized infantry, and follow-up infantry divisions supported by tactical aircraft.

GUERRILLA WAR

- Guerrilla Strategy and Tactics were codified by Mao Tse-Tung.
- Result:
 - Modern Guerrilla Warfare has become an overall political, economic, psychological and military framework for "total war".

BLITZKRIEG AND GUERRILLA STRATEGY

Infiltration

- Blitz and guerrillas infiltrate a nation or regime at all levels to soften and shatter the moral fiber of the political, economic and social structure. To carry out this program, a la Sun Tzu, Blitz and Guerrillas:
 - Probe and test adversary to unmask strengths, weaknesses, maneuvers, and intentions.
 - Shape adversary's perception of the world to manipulate or undermine his plans and actions.

Purpose

- To force capitulation when combined with external political, economic, and military pressures.

or

- To minimize the resistance of a weakened foe for the military blows that will follow.

BLITZ OPERATING PHILOSOPHY

KEY POINT

- Each level from simple to complex (platoon to theater) has their own Observation-Orientation-Decision-Action time cycle that increases as we try to control more levels and details of command at the higher levels. Put simply, as the number of states we must consider increase, the longer it takes to Observe-Orient-Decide-Act.

IDEA

- This brings out the idea that faster tempo, or rhythm, at lower levels should work within the slower rhythm but larger pattern at higher levels so that overall system does not lose its cohesion or coherency.

RAISES QUESTION

- How do Blitzers harmonize these differing tempos/rhythms so that they can exploit the faster rhythm/smaller pattern (of the lower level units) yet maintain the coherency of the rhythm/pattern for the larger effort?

RESPONSE

- Give lower-level commanders wide freedom, within an overall Mind-Time-Space scheme, to shape/direct their own activities so that they can exploit faster tempo/rhythm at tactical levels yet be in harmony with the larger pattern/slower rhythm associated with the more general aim and larger effort at the strategic level.

UNIFYING AGENT

- Shape overall scheme by applying Schwerpunkt concept, in its broadest sense through all levels, as the unifying notion to link differing rhythms/patterns so that each part of the organic whole can operate at its own natural rhythm -- without pulling organism apart -- instead of the slower pace associated with a rigid centralized control.

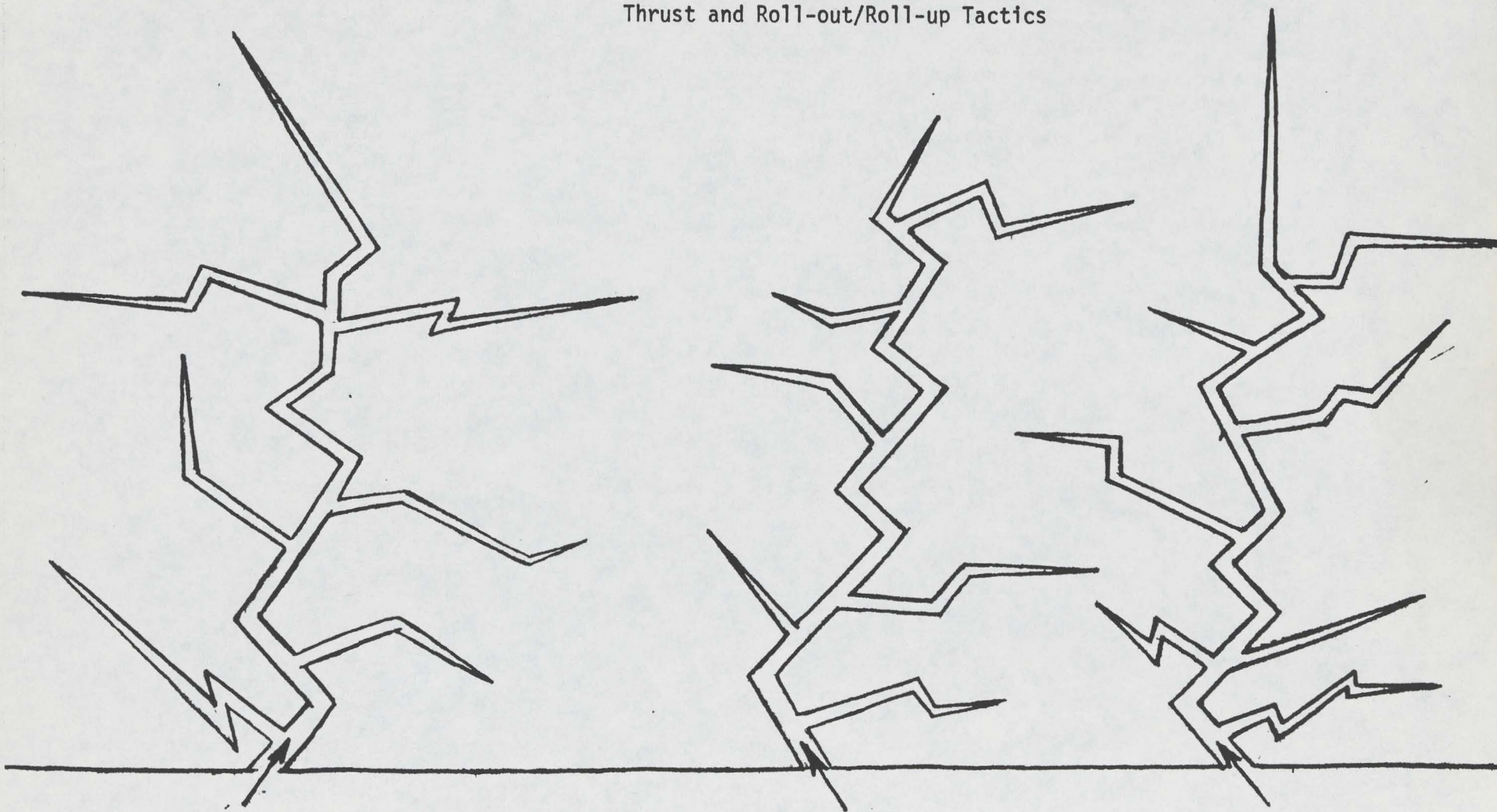
UNIFYING CONCEPT OF BLITZKRIEG

Schwerpunkt (Point of Main Effort)

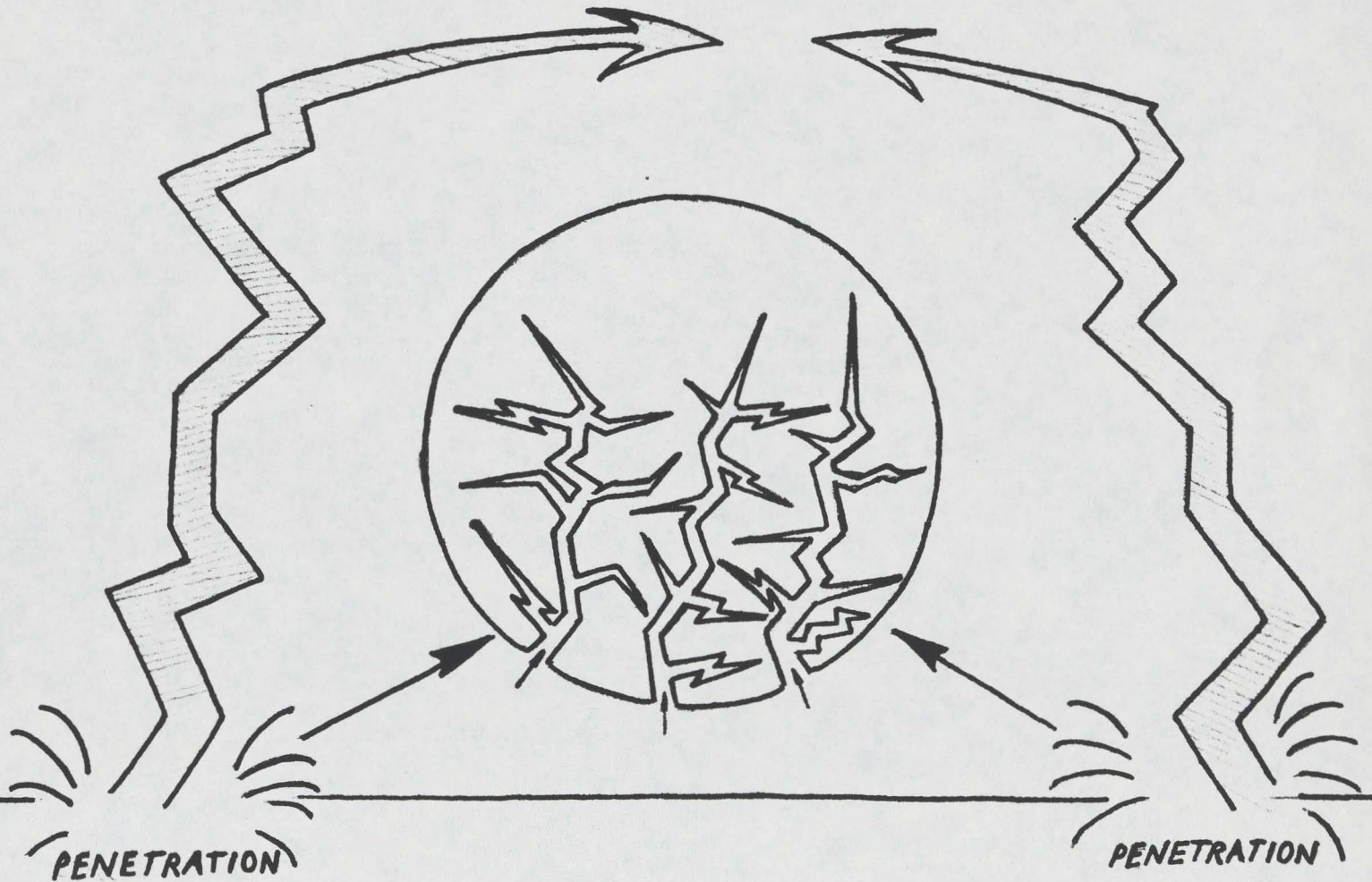
- Implies a dramatic thinning out of force and effort in other sectors as basis to generate local superiority.
- Applies at all levels from platoon to theater.
- Center or axis around which:
 - Maneuver (fire and movement) of all arms and supporting elements are focused to exploit opportunities and maintain tempo of operations. - *goals*
 - Initiative at tactical level is meshed with intent *(via mission objectives)* at strategic level.
- Unifying concept that provides a way to focus effort, harmonize (as well as focus) support activities with combat operations and permit a true decentralization of tactical command within centralized strategic guidance -- without losing cohesion of overall effort.

IMPRESSION OF THE BLITZKRIEG PENETRATION

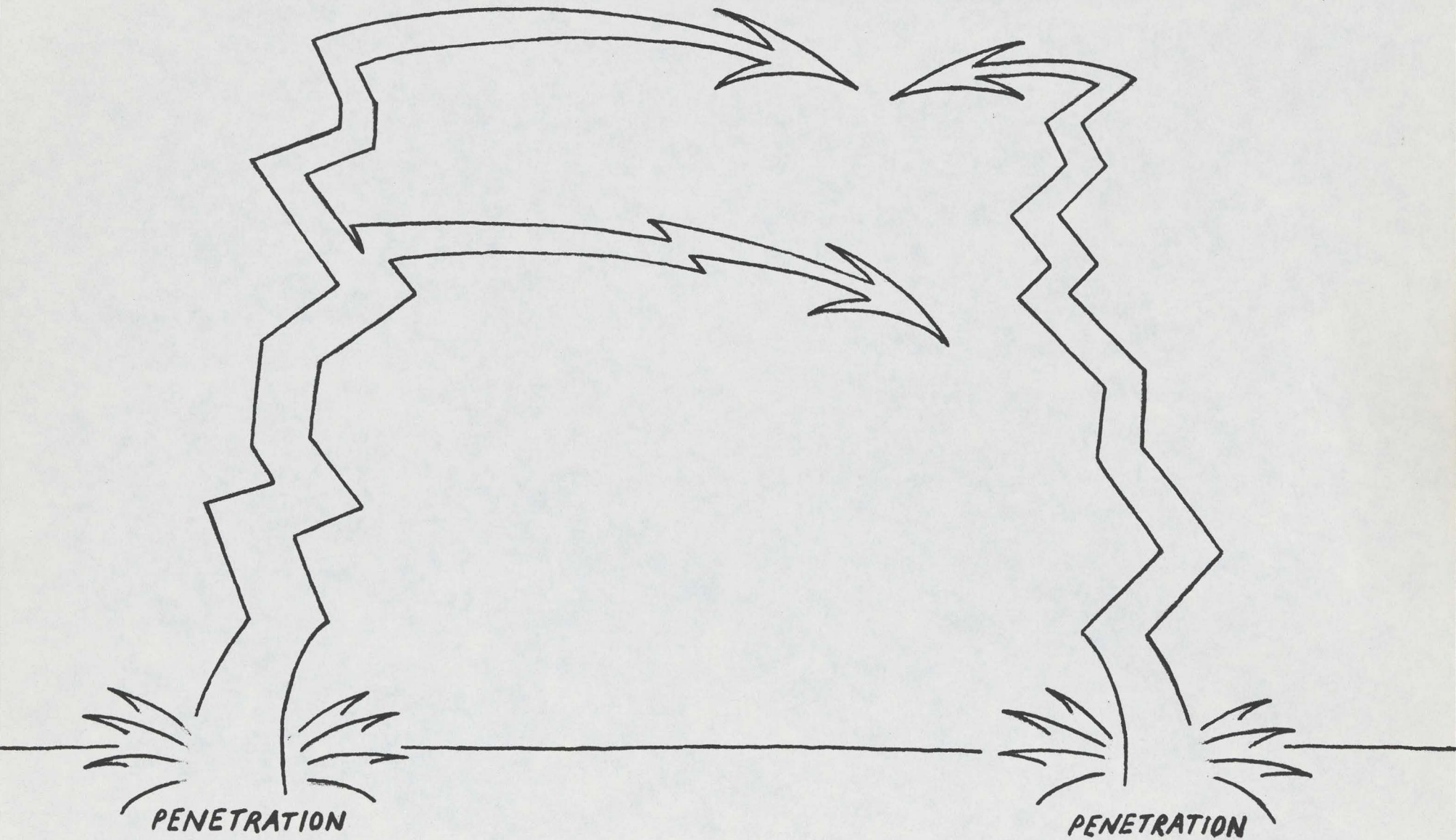
Thrust and Roll-out/Roll-up Tactics



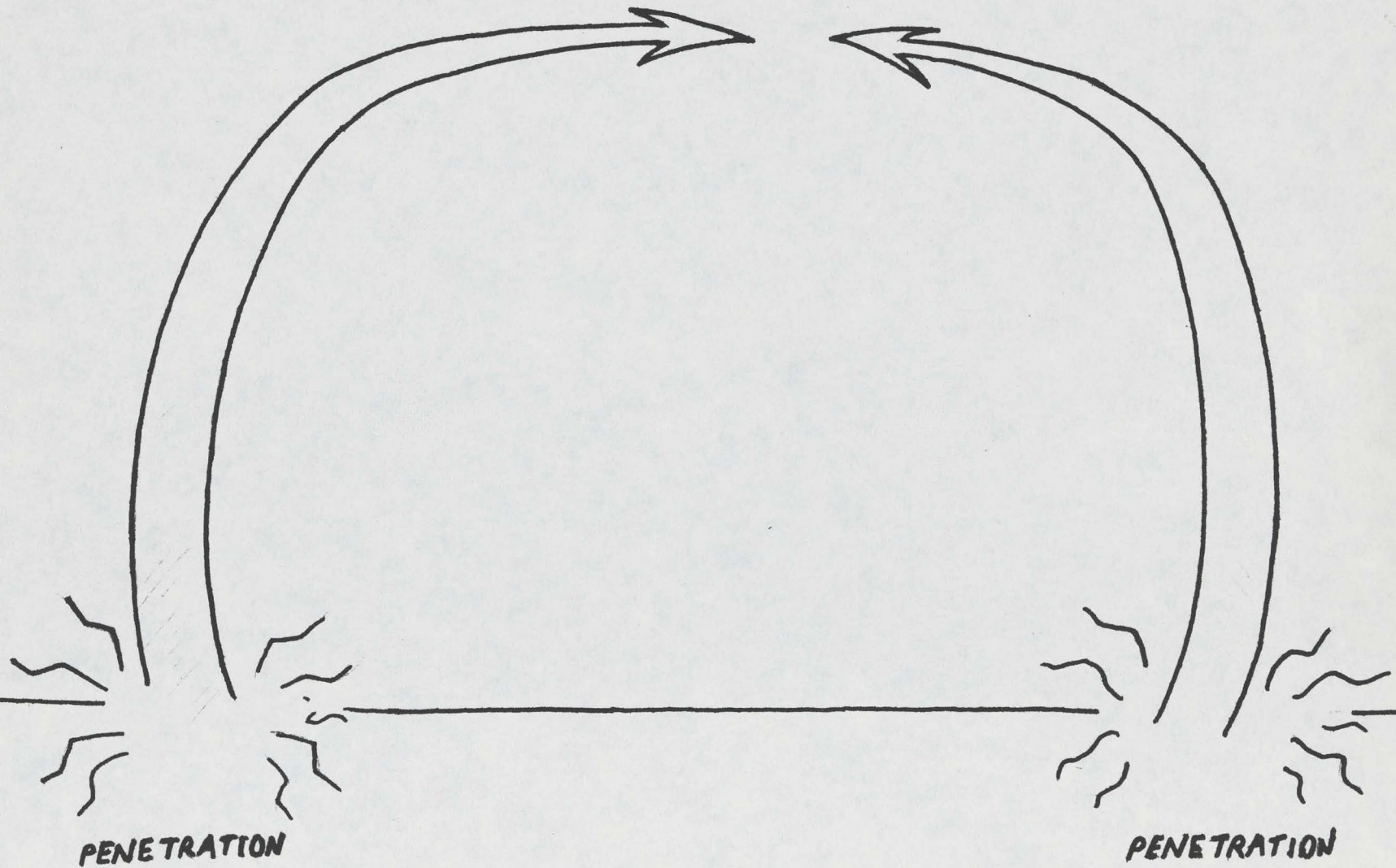
Impression of the Lincer (Envelopment)



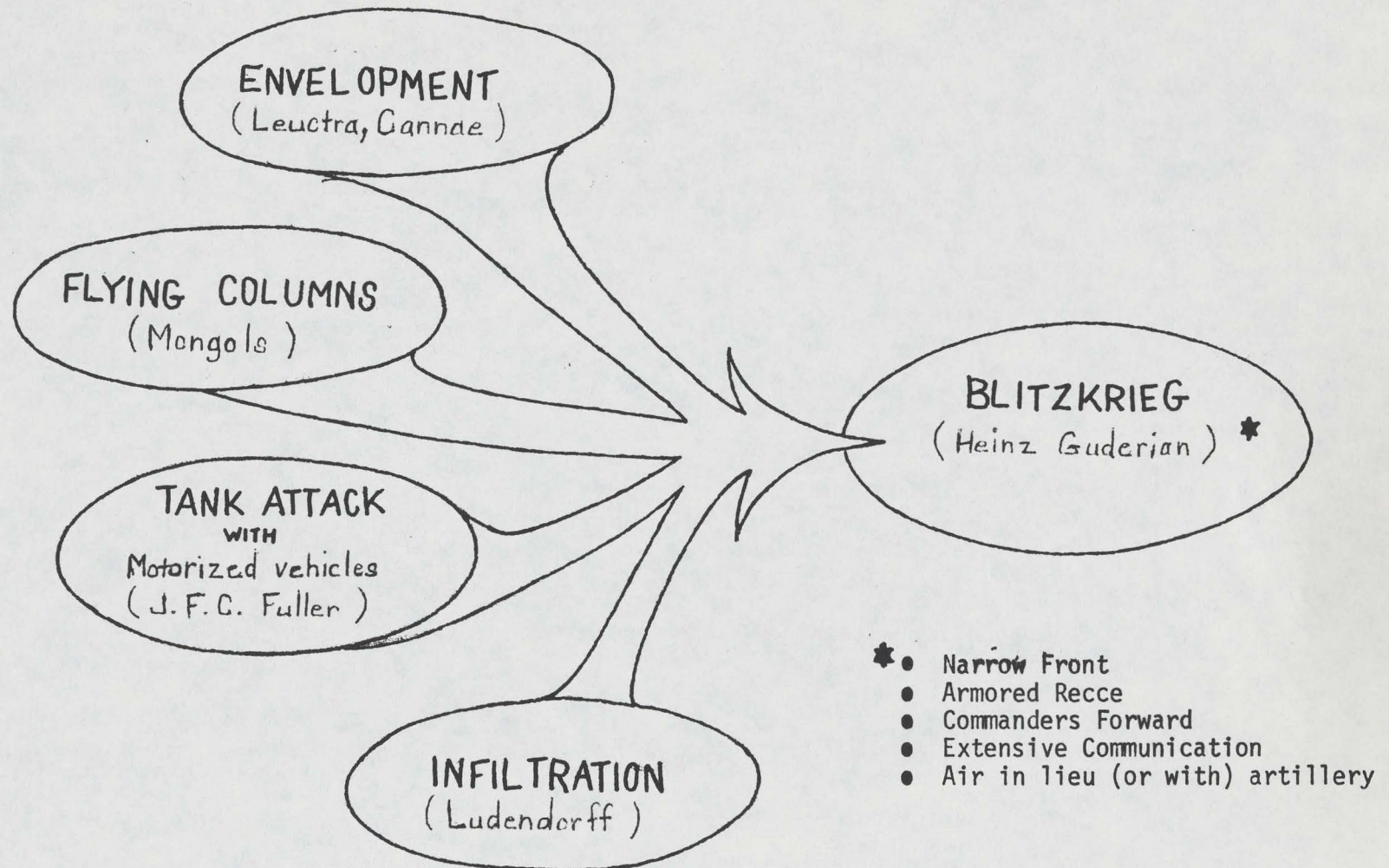
Impression of the Envelopment



Typical Impression of Blitzkrieg Envelopment



Creation of the Blitzkrieg



WORLD WAR II

Blitzkrieg

Key to Success

- Use of Schwerpunkt concept to focus, shift, and harmonize operations and support at all levels.
- Intelligence, reconnaissance (air and ground) and stratagem emphasized before and during combat operations to unmask and shape patterns of adversary strengths, weaknesses, moves, and intentions.
- Initial surprise coupled with fast tempo/fluidity-of-action and cohesion of armored teams, with air support, to permit repeated and rapidly shifting concentration of strength against weakness thereby generate doubt and uncertainty which magnify into panic and chaos.
- Flexible command -- based on "schwerpunkt" -- with wide freedom for lower level combat leaders (forward) to exploit opportunities generated by rapid action within a broad loosely woven scheme laid down from central command.
- Superior mobile communications to maintain cohesion of overall effort and to enable higher command levels to allocate reserves and support and to shift point of main effort.
- Essential and only essential logistics tail (using airlift when appropriate and necessary) to support high speed movement and rapid shift among routes of advance.

MODERN GUERRILLA CAMPAIGN

Action

- Capitalize on corruption (real or imagined), incompetence and unwanted presence of existing regime to organize and maintain mass popular support through a militant political program.
- Set-up administrative and military organization, sanctuary and communications network under the control of the guerrilla political leadership without arousing regime's intelligence and security apparatus.
- Probe and test, by infiltration of regime political/military organization, to uncover strengths, weaknesses and intentions.
- Disrupt the political/economic/social structure by fomenting civil disorders (such as rallies, demonstrations, strikes and riots), by selected terrorism and by the use of sabotage to demonstrate and magnify (by propaganda) the presence of corruption and the inability of regime to govern.
- Employ tiny cohesive bands for surprise hit-and-run raids against lines of communications to gain arms and supplies as well as disrupt government communication, coordination, and movement. Retreat and melt into environment when faced by superior police and armed forces.
- Employ methods to expand guerrilla influence/control over inhabitants and countryside as basis to gain more recruits, expand base areas and erode government influence. (e.g., encourage government to indiscriminantly take harsh anti-population reprisal measures, magnify grievances of population and play upon their obsessions by propaganda and "re-education". ...)
- Harass ever larger government concentrations (in front, flank, and rear) with ever larger bands by sudden ambush against supply columns and patrols and by infiltration or sneak attack against isolated detachments. Disperse to avoid open combat or a major assault by superior forces.
- Demonstrate disintegration of regime by carefully selected attack against major force units using methods of conventional warfare.

Idea

- Defeat existing regime by politically challenging the right and ability to govern and militarily by continuously using stealth/fast tempo/fluidity-of-action and cohesion of small bands as basis for concentration, dispersion and shifting of forces to harass, confuse and ultimately destroy his will or capacity to resist.

MODERN GUERRILLA CAMPAIGN

KEY TO SUCCESS

- Ability to continuously demonstrate government weakness, erode government influence, and alienate government from population.
- Environmental background and use of stealth/fast tempo/fluidity-of-action coupled with cohesion of tiny bands as basis for repeated concentration against weakness, dispersion to avoid adversary strength and shifting of effort to keep initiative.
- Support of population (both psychological and physical) that willingly furnishes recruits, intelligence, transportation, shelter, refuge, food, money and medical aid.
- Sanctuary (or base) as safe area to which guerrillas "can retire voluntarily or involuntarily, for rest, recuperation, repair of arms, clothing, and equipment, and where recruits can be indoctrinated, trained and equipped."

BLITZ/GUERRILLA THEME

Essence

- Initial surprise and shock followed by surprise and shock again, again, again, ...
- Avoid battles -- instead disrupt connections, centers, and activities that provide cohesion (communications, lines of communication, command and supply centers, ...).
- Roll-up the isolated units/remnants created by the surprise, shock and disruption.

Intent

- Use surprise, shock, and disruption to generate confusion, disorder, and panic thereby shatter cohesion, paralyze effort, and bring about adversary collapse.

DISRUPT THE CONNECTIONS AND CENTERS THAT PROVIDE COHESION

Israeli example (a la Gen. Y. Yadin - 1949)

"To exploit the principles of war for our purpose and base ourselves upon strategic indirect approach, so as to determine the issue of the fighting even before fighting has begun, it is necessary to achieve the three following aims:

- (a) to cut the enemy's lines of communications, thus paralysing his physical build-up;
- (b) to seal him off from his lines of retreat thus undermining the enemy's will and destroying his morale;
- (c) to hit his centers of administration and disrupt his communications thus severing the link between his brain and limbs."

BLITZ RESULTS

Successful

- Poland 1939
- France 1940
- Balkans 1941
- Russia 1941
- North Africa 1941-42
- Russia Summer 1942
- Russia Feb-March 1943
- Advance Thru France 1944
- Manchuria 1945
- Middle East 1967
- Middle East 1973

● Czechoslovakia 1968

Unsuccessful

- Russia Winter 1941-42
- Russia Fall, Winter 1942-43
- North Africa 1942
- Russia Summer 1943
- Ardennes Winter 1944-45

GUERRILLA RESULTS

Successful

- American Colonies 1775-81
- Spain 1808-14
- Russia 1812
- German East Africa 1914-18
- Arabia 1916-18
- China 1927-49
- Russia 1941-45
- Yugoslavia 1941-45
- Indochina 1945-54
- Algeria 1954-62
- Cuba 1956-59
- South Vietnam 1958-75

Unsuccessful

- Philippines 1899-1902
- South Africa 1900-02
- Greece 1944-49
- Philippines* 1946-54
- Malaya* 1948-60

* Regime exercised particular care not to inflict casualties and to protect population.

? KEY QUESTION ?

- Why have Blitz and Guerrilla tactics been so extraordinarily successful?

FUNDAMENTAL MESSAGE

Action

- Blitz and Guerrillas repeatedly and unexpectedly hurl strength against weakness by being able to move and shift more quickly and to concentrate or disperse more quickly from or to lower levels of distinction (organizational and environmental) without losing cohesion of overall effort.
- Put another way, Blitz and Guerrillas ^{cycle} ~~get~~ inside adversary's Observation-Orientation-Decision-Action ^{loop} ~~or~~ Mind-Time-Space framework.

loop & get inside his

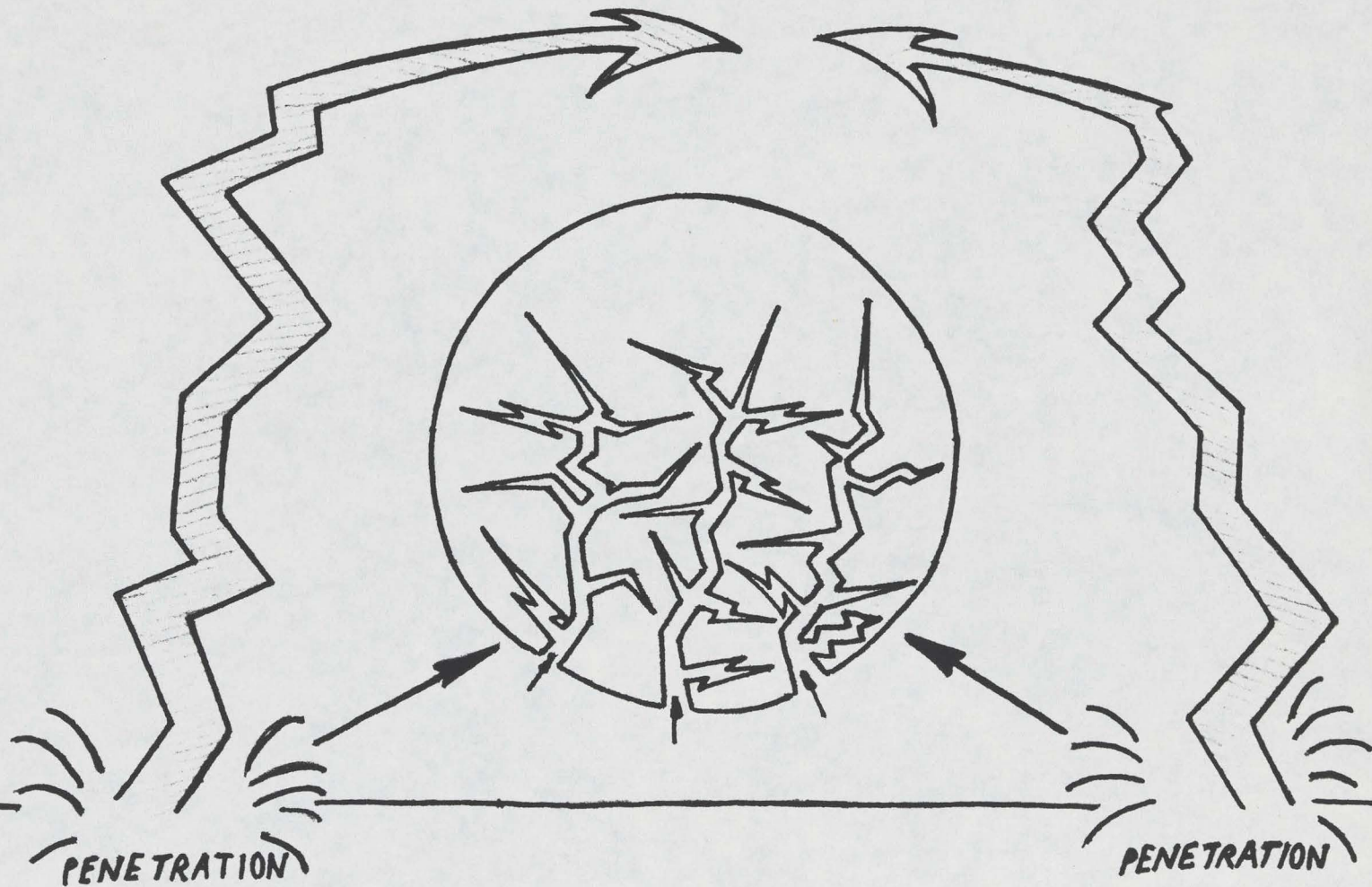
Result

- Such activity by Blitz and Guerrillas make them appear ambiguous (unpredictable) and awesome which magnifies into confusion, disorder and panic (among their adverseries) to shatter cohesion, produce paralysis and bring about collapse -- a notion implied by Sun Tzu around 400 BC and more recently recognized by J.F.C. Fuller after observing the impact of Ludendorff's infiltration tactics in 1918.

? NATURAL QUESTIONS ?

- How can we defend against or counter the Blitz?
- How can we defend against or counter the Guerrilla Movement?

“Where are the Weaknesses
of the Blity?”



KEY POINT

Difficult to sustain fast tempo and maintain cohesion of Blitz effort when forced to repeatedly and rapidly shift concentration of strength against weakness.

COUNTER-BLITZ

(Variation of German Experiences During WWII)

Posture

- Emphasize intelligence, reconnaissance (air and ground) and set-up screen of forward outposts and patrols to report on adversary activity and warn of any impending or actual incursions.
- Deploy and disperse reconnaissance and mobile anti-tank infantry/armored teams together with artillery in region behind screen so that they can inconspicuously/quickly move laterally and forward to focus and shift local main efforts against adversary thrust(s).
- Place armored teams, as mobile reserve, in echelon behind recce, anti-tank infantry/armor and artillery so that they can easily focus effort, and quickly move-in to decapitate any local breakthrough -- or push-off for a Blitz counterstroke.

Action

- Employ air and fast moving mobile/armored reconnaissance teams to determine direction/strength of thrust{s} and to continuously harass by repeated delaying actions and hit-and-run attacks in order to slow momentum and erode cohesion of Blitz attack.
- Inconspicuously move-in with high speed mobile anti-tank infantry/armored teams, together with air and artillery support, to strengthen favorable sectors and combine the ambush with repeated sudden/sharp (but short) flank ^{and local rear} counter-attacks to channel as well as drain-away momentum and break-up cohesion of Blitz thrust{s}.
- Concentrate swift armored combat forces (held in reserve) and use with air to rapidly drive a shallow and/or deep flank counterstroke in order to envelop and roll-up Blitz offensive in detail (counterstroke launched while adversary is moving forward).

Idea

- Smash Blitz offensive by inconspicuously using fast tempo/fluidity-of-action and cohesion of counter-Blitz combat teams as basis for shifting of forces and quick concentration of air and ground effort to throttle momentum, shatter cohesion, and envelop Blitz in order to destroy adversary's capacity to resist.

NOTE

Counter-Blitz imposes a greater stress than Blitz upon the cohesion of friendly combat teams -- since Counter-Blitzers must be able to react more inconspicuously and quicker than Blitz counterparts.

BLITZ AND COUNTER-BLITZ

Main Features and Emphasis

- Intelligence and Recce Action
- Infiltration
- Deception, Speed, and Surprise
- Schwerpunkt philosophy
- Acceptance of "gaps" and (related) "risks" in support of Schwerpunkt philosophy
- Echelon-In-Depth (offense and defense)
- Reserves accumulated (at all levels) to support or generate success
- Posture of positions, alternative positions, dummy positions and roving positions to mask maneuvers and intentions

WHERE IS THE WEAKNESS OF GUERRILLA EFFORT?

Guerrillas need cause and support of population that is dependent upon regime's corruption and incompetence.

COUNTER-GUERRILLA CAMPAIGN
(a la Mikhail Tukhachevsky and Ramon Magsaysay)

Action

- Undermine guerrilla cause and destroy their cohesion by demonstrating integrity and competence of government to represent and serve needs of people -- rather than exploit and impoverish them for the benefit of a greedy elite.*
- Take political initiative to root out and visibly punish corruption. Select new leaders with recognized competence as well as popular appeal. Ensure that they deliver justice, eliminate grievances and connect government with grass roots.*
- Infiltrate guerrilla movement as well as employ population for intelligence about guerrilla plans, operations and organization.
- Deploy administrative talent, police, and roving counter-guerrilla teams into affected regions to inhibit guerrilla communication, coordination and movement as well as minimize their contact with local inhabitants.
- Take and keep initiative by relentless pursuit. Employ (guerrillas' own) tactics of reconnaissance, infiltration, surprise hit-and-run, and sudden ambush to keep roving bands off-balance and to make base areas untenable.
- Emphasize capture and conversion to government cause -- instead of harsh anti-population reprisal measures and "body count" -- as basis to undermine guerrilla influence.
- Visibly identify central government with local political/economic/social reform in order to connect government with hopes and needs of people, thereby gain their support and confirm government legitimacy.

Idea

- Destroy guerrilla cohesion and break their hold upon the population via political initiative that demonstrates moral legitimacy and vitality of government and by relentless military operations that emphasize stealth/fast tempo/fluidity-of-action and cohesion of overall effort.

* If you cannot realize such a political program, you might consider changing sides!

ESSENCE OF MANEUVER CONFLICT

GAME

- Deception
An impression of events as they are not
- Speed
Rate of movement -- i.e. from one event to another
- Fast Transient Maneuvers
Irregular and rapid shift from one maneuver event/state to another
- Effort (Cheng/Chi or Nebenpunkte/Schwerpunkt)
An exertion of strength or an expenditure of energy -- focused against features that permit an organic whole to exist

REWARD

- Disorientation
mental images (orientation)
Mismatch between events one (seemingly) observes and events (or efforts) he must react, or adapt to
- Surprise
Disorientation generated by perceiving extreme change (of events) over a short period of time
- Shock
Paralyzing state of disorientation generated by being unable to adapt to extreme or violent change (of events or effort) over a short period of time
- Disruption
State of being split-apart, broken-up, or torn asunder

AIM

Pull adversary apart and bring about his collapse

SYNTHESIS

PATTERN FOR SUCCESSFUL OPERATIONS

- Goal
- Plan
- Action
- Support
- Command

PATTERN FOR SUCCESSFUL OPERATIONS

Goal

- Deprive adversary of his capacity for independent action.

Plan

- Probe and test adversary to unmask strengths, weaknesses, maneuvers, and intentions.
 - ^{Present} Shape ambiguous posture with many branches
 - ^{Manipulate} Shape adversary's perception of the world
- } ^{"shape"} to ~~manipulate~~ or ~~manipulate~~ ^{distort},
undermine adversary's plans and actions.
- Select initiative (or response) that is least expected.
 - Establish focus of main effort together with other (related) effort and pursue direction that permits many branches and threatens alternative objectives.
 - Move along paths of least resistance (to reinforce success).
 - Disrupt adversary's connections, centers, and activities that provide cohesion and permit coherent observation - orientation - decision - action.

Action

- Observe, orient, decide, and act more inconspicuously, more quickly, and with more fluidity, without losing cohesion of overall effort, as basis to repeatedly and unexpectedly focus main effort against weakness, apply other effort to tie-up or drain-away adversary strength, and shift these efforts to keep or gain initiative.

Support

- Superior mobile communications
 - Only essential logistics
- } to maintain cohesion of overall effort and sustain appropriate pace of operations within available resources.

Command

- Decentralize, in a tactical sense, to encourage lower level commanders to shape, direct, and take the sudden/sharp actions necessary to quickly exploit opportunities as they present themselves.
 - Centralize, in a strategic sense, to establish aims, formulate policy, sketch flexible plans, allocate resources, and shift focus of overall effort.
- match ambitions with talent/means,*

IMPRESSIONS

- Plan and Action statements suggest that we are trying to:
 - Run-up the number of environmental states
 - Shape arrangement of states
 - Fabricate focus of these states
 - Compress time
- Intentions that make-up Plan cannot happen without application of transients that make-up Action.

FIRST IMPRESSION

- A synthesis of these Plan and Action statements suggests a rediscovery of the 18th Century or Napoleonic notion of Grand Tactics -- "tactical velocity mated with strategic deception".

or as we shall put it:

- Magnify the number, shape the arrangement, and fabricate the focus of environmental states (real and imagined, clear and obscure) that an adversary must consider, then reshape arrangement, shift focus and compress the time within which an adversary must react, or adapt, to cope with these transient states.

SECOND IMPRESSION

Transients

- Observe, Orient, Decide and Act more inconspicuously, more quickly, and with more fluidity...

or put another way

- *Cycle*
~~Get~~ inside adversary's
Observation-Orient-Decision-Action
or Mind-Time-Space
get inside his

loop
1

Permits
one to

Intentions

- Probe and test adversary to unmask strengths, weaknesses, maneuvers, and intentions
- *Shape me*
~~Manipulate~~ or ~~(undermine)~~ adversary's plans and actions by
 - *presenting*
~~shaping~~ ambiguous posture with many branches
 - *manipulating*
~~shaping~~ his perception of the world
- Select initiative (or response) that is least expected
- Establish focus of main effort together with other (related) effort and pursue direction that permits many branches and threatens alternative objectives
- Move along paths of least resistance (to reinforce success)
- Disrupt adversary's connections, centers and activities that provide cohesion and permit coherent observation-orientation-decision-action
- Focus main effort against weakness, apply other effort to tie-up or drain-away adversary strength and shift these efforts to keep or gain initiative
- Generate uncertainty, confusion, disorder, panic, chaos,... to shatter cohesion, produce paralysis and bring about collapse
- Become an extraordinary commander

DR CAPS

which leads to:
(NOW ALTOGETHER)

Strategy

- Disorient adversary's mental images and disrupt his (related) operations in order to generate confusion, disorder, panic, chaos, ... thereby shatter cohesion, paralyze effort, and bring about adversary collapse.

Grand Tactics

- Magnify the number, shape the arrangement, and fabricate the focus of environmental states (real and imagined, clear and obscure) that an adversary must consider, then reshape arrangement, shift focus and compress the time within which an adversary must react, or adapt, to cope with these transient states.

Tactics

- Observe, orient, decide, and act more inconspicuously, more quickly, and with more fluidity, without losing cohesion of overall effort, as basis to repeatedly and unexpectedly focus main effort against weakness, apply other effort to tie-up or drain-away adversary strength, and shift these efforts to keep or gain initiative.

or put another way

Cycle

- ~~Observe, Orient, Decide, and Act~~ *repeatedly* ~~derivation-orientation-decision-action loop~~ *derivation-orientation-decision-action loop as yet much less* inside adversary's Mind-Time-Space (more subtle-quicker-more indistinct) to generate a mismatch between events/efforts adversary (seemingly) observes and effort he must react, or adapt to (to survive).

A SENSIBLE GRAND STRATEGY

- Should support national goal.
- Should pump-up our resolve and drain-away adversary resolve.
- End conflict on favorable terms.
- Ensure that conflict and peace terms do not provide seeds for (unfavorable) future conflict.

PATTERN

National Goal

- Improve our fitness, as an organic whole, to shape and cope with an everchanging environment.

Grand Strategy

- Shape pursuit of national goal so that potential adversaries realize some benefits and are empathetic toward our success.

Strategic Aim

- Deprive adversary of his capacity to carry-on as an organic whole so that he cannot cope with events/efforts as they unfold.

Strategy

- Disorient adversary's mental images and disrupt his (related) operations in order to generate confusion, disorder, panic, chaos, ... thereby shatter cohesion, paralyze effort, and bring about adversary collapse.

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or put another way

- *Cycle* ~~repeatedly~~ *o-o-o-o-o loop a get around his*
~~Observe, orient, decide and act~~ inside adversary's mind-time-space to generate a mismatch between events/efforts adversary (seemingly) observes and effort he must react, or adapt to (to survive).
mental anarchy

NOTE

On one hand, the National Goal and Grand Strategy as expressed appear to be in disharmony with the Strategic Aim, Strategy, Grand Tactics, and Tactics notions that make-up the pattern. On the other hand, application of these latter four strategic and tactical notions permit real leadership to avoid high attrition, avoid widespread destruction, and gain a quick victory. This combined with shattered cohesion, paralysis, and rapid collapse demonstrated by the existing adversary regime make it appear corrupt, incompetent, and unfit to govern. Under these circumstances, leaders and statesmen offering generous terms can form the basis for a viable peace. In this sense, the first two and the latter four notions can be in harmony with one another.

WRAP-UP

WRAP-UP

MESSAGE

HE WHO CAN GENERATE AND ADAPT (FOCUS EFFORT) TO THE MORE INDISTINCT,
MORE IRREGULAR, AND QUICKER CHANGES OF PATTERN AND RHYTHM -- SURVIVES!

Have or put another way
He who can get inside his adversary's O-O-D-A
loop/M-T-S -- survives!

Get inside adversary; O-O-D-A long or long H-T-S. To

WRAP-UP

GAME

mental images of

Generate a mismatch between the events/efforts an adversary observes (Cheng/Nebenpunkte) and the efforts he must react to (Ch'i/Schwerpunkt) in order to:

- Disorient his mind and disrupt his operations
- Generate confusion, disorder, panic, chaos...
- Pull adversary apart and deny him the opportunity to function as an adaptable organism.

How

WRAP-UP

IMPLICATIONS

- In a tactical sense, a fast transient move/countermove operation is primarily a spontaneous synthetic/creative (right hemisphere) observation-orientation-decision-action, rather than a step-by-step analytical/logical (left hemisphere) observation-orientation-decision-action. *game/countergame*
 - In accepting this idea we must admit that unit complexity (with increased task loadings) does not enhance the spontaneous synthetic/creative operation. Rather, it constrains the opportunity for these timely actions/counteractions. *game/countergame*
- In a strategic sense, the concept of maneuver/countermaneuver suggests we need a potential for (many) states of extreme distinctions or possibilities. Why?
 - Ability to shift from one extreme to another unpredictable extreme (among many) permits one to generate a mismatch between events/efforts adversary observes and effort(s) he must respond to (to survive).
 - Without an array of extreme possibilities adversary is given the opportunity to read as well as adapt to events and effort(s) as they unfold.

Message

Need a force that is superior to any potential adversary in terms of:

- Inconspicuousness
- Quickness
- Fluidity
- Cohesion

Question

Does the present or planned force possess these qualities?

ESSENCE OF MANEUVER CONFLICT

GAME

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An impression of events as they are not
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Rate of movement -- i.e. from one event/state to another
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Pull adversary apart and bring about his collapse

COUNTER-BLITZ

a 1a SUN TZU

- Maneuver Scheme
- Aim
- Strategy
 - Shape Adversary Impression
 - How?
 - Game
- Tactics
 - Basic Maneuver
 - Mental Picture
 - Action
- Grand Maneuver
- Key Point
- Underlying Idea

John R. Byrd
20/9/78
I

COUNTER-BLITZ

a 1a SUN TZU

Maneuver Scheme

- Employ Cheng and Ch'i or Nebenpunkte and Schwerpunkt as basis to repeatedly and unexpectedly tie-up or drain-away adversary strength and focus main effort against weakness.

Aim

- Blind-side adversary regardless of circumstances.

COUNTER-BLITZ

a 1a SUN TZU

STRATEGY

Shape Adversary Impression

- Arrange elements of defense, (in harmony with penchant for humans to generate mental patterns), as basis to guide adversaries to form or project patterns on the environment they are facing. In other words, emphasize certain features so that adversary intelligence, recce, patrols and other observation activity generate mental pictures of what we seem to be doing. In this sense, we cause adversary to project tempo or rhythm as well as a sense of form or gestalt upon the environment. Naturally, this raises the question: How do we want our posture to appear to an adversary -- or put another way, what kind of mental picture do we want to generate in his mind?

COUNTER-BLITZ

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STRATEGY

How?

- Set-up positions echeloned-in-depth (similar to German philosophy) with flexibility to quickly rotate or shift both front and flank maneuver schemes -- yet convince adversary, *with help from "deception" agencies/activities intelligence, comm, etc.* for example, that he is facing an in-depth strongpoint/checkerboard or multiple belts of an in-depth linear or elastic defense. In this sense, we suggest three belts or bands behind the front as follows:
 - Emphasize intelligence, reconnaissance (air and ground) and set-up screen of forward outposts and patrols to report on adversary activity and warn of any impending or actual incursions.
 - Deploy and disperse reconnaissance and mobile anti-tank infantry/armored teams together with artillery in region behind screen so that they can inconspicuously/quickly move laterally and forward to focus and shift local main efforts against adversary thrusts.
 - Place armored teams, as mobile reserve, in echelon behind recce, anti-tank infantry/armored and artillery so that they can easily focus effort, and quickly move-in to decapitate any local breakthrough -- or push-off for a Blitz counterstroke.

+

COUNTER-BLITZ

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STRATEGY

Game

- Shift from such an ambiguous or misleading posture into a gauntlet defense with alternate channels, sectors, or zones by thinning-out some sectors or zones in order to strengthen others.

- Basic notion is to think in terms of channels, avenues, and gauntlets (instead of just belts, bands and fronts) so that ambush gauntlets will naturally evolve or be set-up to deal with forward as well as lateral (roll-out) thrusts of adversary (see sketch). In this way ambush gauntlets can then be set-up at any level from platoon to theater.

COUNTER-BLITZ

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TACTICS

Basic Maneuver

- local front/flank (and rear when possible) combinations in the form of*
- Use barriers, delaying actions, and hit-and-run attacks in thinned-out sectors/zones *together with "shaping" and "disruption" activities (by hit-and-run)* to deceive adversary as well as pile-up or stretch-out his maneuver. Combine this action with fire and movement into adversary flank *and rear* from strengthened adjacent sectors/zones to:
 - slow momentum and blow adversary away (during pile-up) or
 - channel momentum then decapitate and break-up cohesion of thrust (during stretch-out).

Mental Picture

- as well as "shaping" and "disruption" activities*
- Think of barrier, delay, and hit-and-run as Cheng or Nebunpunkte to moderate and regulate the pile-up/congestion or stretch-out of adversary maneuver.
 - Think of Ch'i or Schwerpunkt maneuver (fire and movement) hitting unexpectedly into adversary flank *and rear* or blind-side, as decisive stroke to pull threat apart and roll-up his isolated remnants.

COUNTER-BLITZ

a 1a SUN TZU

TACTICS

Action

- Employ air and fast moving mobile/armored recce teams, with mobile anti-tank teams, *and artillery, as well as shape* in support, as Nebenpunkte to determine direction/strength of thrusts, and to continuously *with local front/flank combinations* harass by repeated delaying actions and hit-and-run attacks. Object is to:
 - *disorient* deceive adversary
 - provide information to senior commanders to help them decide which sectors to thin-out and which to strengthen
 - pile-up or stretch-out adversary maneuver thereby "shape" (or disrupt) tempo/rhythm *and pattern* of Blitz attack
- Inconspicuously move-in with high speed mobile anti-tank infantry/armored teams together with air and artillery support as Schwerpunkt to strengthen appropriate sectors that flank adversary thrusts. From here, we ambush adversary with fire together with repeated sudden/sharp flank *and clear* counter-attacks against his forward and roll-out efforts moving through our thinned-out sectors. Object is to work Schwerpunkt in harmony with Nebenpunkte in order to channel as well as throttle momentum and break-up cohesion of Blitz thrusts.

COUNTER-BLITZ

a 1a SUN TZU

Grand Maneuver

- Now, in a larger sense, to gain the initiative and make our adversary pay for his misadventure we envision the following operations:

-- Use ^{lower level} ~~local~~ Cheng/Ch'i or Nebenpunkte/Schwerpunkt fluid operations ~~at~~
~~Sum Tzu Defense~~ as a Super ^{Cheng & Nebenpunkte} ~~Cheng~~ to tie-up or drain-away adversary strength. Object is to set-up and launch a Blitz counterstroke,
or Super ^{Ch'i & Schwerpunkt} ~~Ch'i~~ deep into adversary weakness.

-- For this purpose, we unleash swift armored ^{as Schwerpunkt} ~~forces~~ (that have been accumulated and held in reserve) ~~together with air~~ to hook-in behind and help roll-up Blitz as well as push-off for a Lightning Counteroffensive.

To magnify this operation forces and means as needed, are switched-away from other sectors and ~~planned~~ fed

COUNTER-BLITZ

a 1a SUN TZU

KEY POINTS

- Extensive use of many lower-level Nebenpunkte/Schwerpunkt actions across many sectors/zones drains-away resources needed for fewer but decisive large scale Nebenpunkte/Schwerpunkt operations.

● In this sense, these many shallow lower-level actions or maneuvers across a broad front tend to take-on the character of Battle or Attrition Warfare while deep, large scale (up to theater level) Nebenpunkte/Schwerpunkt operations take-on the character of Strategic Maneuver.

Furthermore, experience has shown that when undertaking to withdraw these presence it is difficult to withdraw forces from their local efforts and shift them to the larger operation

COUNTER-BLITZ

a 1a SUN TZU

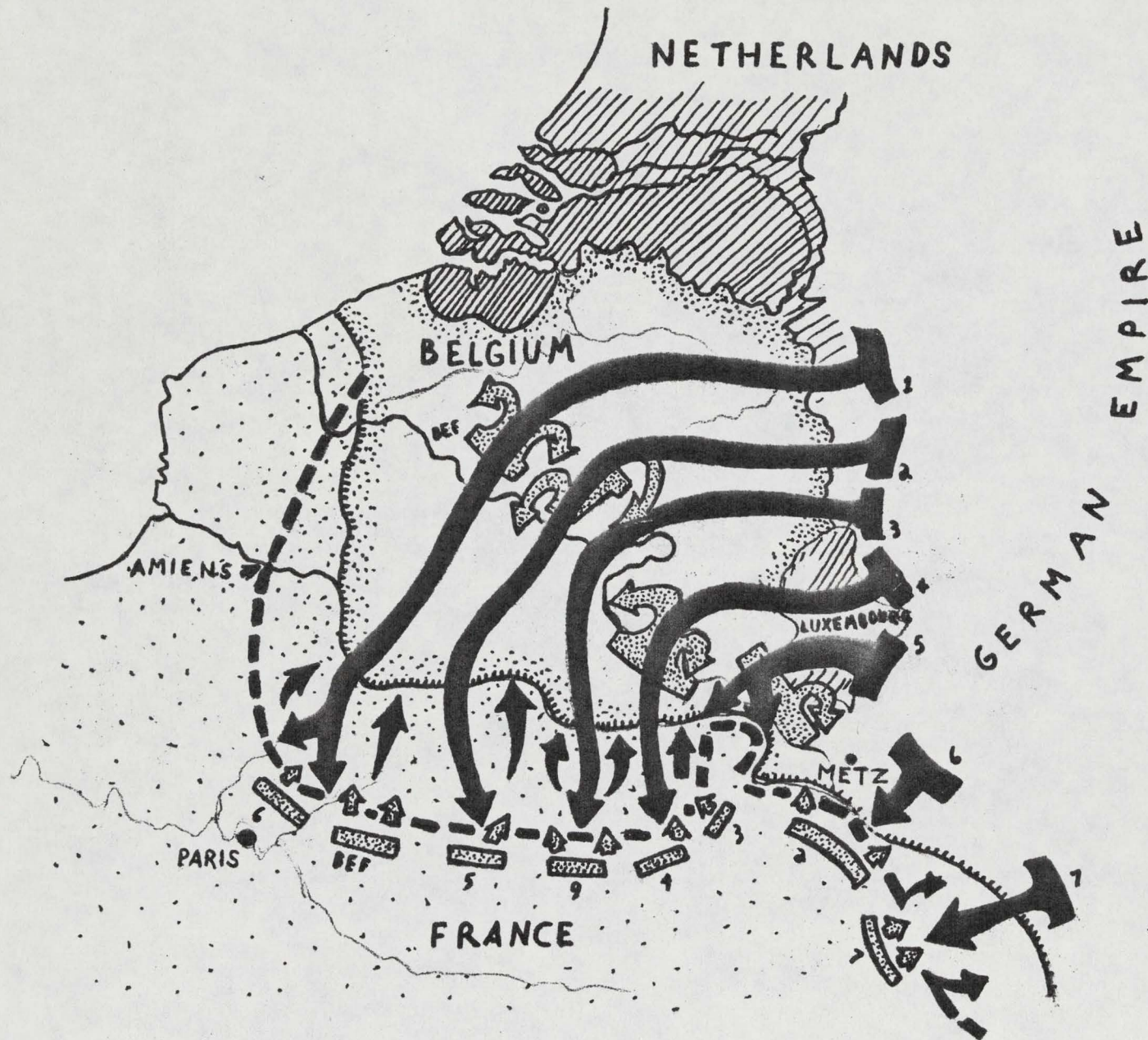
Underlying Idea

- Pull adversary apart and bring about his collapse by causing him to generate or project mental images that ^{maneuver} ~~do not~~ agree with the faster tempo ~~or~~ rhythm ^{maneuver} ~~as well as~~ with the form ^{holder} ~~or gestalt~~ of the transient maneuver patterns ~~at maximum~~ he must compete against.

PATTERNS OF CONFLICT

18 July 1978

SCHLIEFFEN STRATEGIC MANEUVER (1914)



FUNDAMENTAL MESSAGE

Action

- Blitz and Guerrillas repeatedly and unexpectedly hurl strength against weakness by being able to move and shift more quickly and to concentrate or disperse more quickly from or to lower levels of distinction (organizational and environmental) without losing cohesion of overall effort.
- Put another way, Blitz and Guerrillas cycle inside adversary's Observation-Oriented-Decision-Action loop or get inside his Mind-Time-Space framework.

Result

- Such activity by Blitz and Guerrillas make them appear ambiguous (unpredictable) and awesome which magnifies into confusion, disorder and panic (among their adversaries) to shatter cohesion, produce paralysis and bring about collapse -- a notion implied by Sun Tzu around 400 BC and more recently recognized by J.F.C. Fuller after observing the impact of Ludendorff's infiltration tactics in 1918.

SECOND IMPRESSION

Transients

- Observe, Orient, Decide and Act more inconspicuously, more quickly, and with more fluidity...

or put another way

- Cycle inside adversary's Observation-Orient-Decision-Action loop or get inside his Mind-Time-Space

Permits
one to

Intentions

- Probe and test adversary to unmask strengths, weaknesses, maneuvers, and intentions
- Manipulate or undermine adversary's plans and actions by
 - shaping ambiguous posture with many branches
 - shaping his perception of the world
- Select initiative (or response) that is least expected
- Establish focus of main effort together with other (related) effort and pursue direction that permits many branches and threatens alternative objectives
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- Disrupt adversary's connections, centers and activities that provide cohesion and permit coherent observation-orientation-decision-action
- Focus main effort against weakness, apply other effort to tie-up or drain-away adversary strength and shift these efforts to keep or gain initiative
- Generate uncertainty, confusion, disorder, panic, chaos,... to shatter cohesion, produce paralysis and bring about collapse
- Become an extraordinary commander

NOW ALTOGETHER

Strategy

- Disorient adversary's mental images and disrupt his (related) operations in order to generate confusion, disorder, panic, chaos, ... thereby shatter cohesion, paralyze effort, and bring about adversary collapse.

Grand Tactics

- Magnify the number, shape the arrangement, and fabricate the focus of environmental states (real and imagined, clear and obscure) that an adversary must consider, then reshape arrangement, shift focus and compress the time within which an adversary must react, or adapt, to cope with these transient states.

Tactics

- Observe, orient, decide, and act more inconspicuously, more quickly, and with more fluidity, without losing cohesion of overall effort, as basis to repeatedly and unexpectedly focus main effort against weakness, apply other effort to tie-up or drain-away adversary strength, and shift these efforts to keep or gain initiative.

or put another way

- Cycle inside adversary's observation-orientation-decision-action loop or get inside his mind-time-space (more subtle-quicker-more indistinct) to repeatedly generate a mismatch between events/efforts adversary (seemingly) observes and effort he must react or adapt to (to survive).

PATTERN

National Goal

- Improve our fitness, as an organic whole, to shape and cope with an everchanging environment.

Grand Strategy

- Shape pursuit of national goal so that potential adversaries realize some benefits and are empathetic toward our success.

Strategic Aim

- Deprive adversary of his capacity to carry-on as an organic whole so that he cannot cope with events/efforts as they unfold.

Strategy

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WRAP-UP

IMPLICATIONS

- In a tactical sense, a fast transient move/countermove operation is primarily a spontaneous synthetic/creative (right hemisphere) observation-orientation-decision-action game/countergame, rather than a step-by-step analytical/logical (left hemisphere) observation-orientation-decision-action game/countergame.
 - In accepting this idea we must admit that unit complexity (with increased task loadings) does not enhance the spontaneous synthetic/creative operation. Rather, it constrains the opportunity for these timely actions/counteractions.

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BLITZ OPERATING PHILOSOPHY

KEY POINT

- Each level from simple to complex (platoon to theater) has their own Observation-Orientation-Decision-Action time cycle that increases as we try to control more levels and details of command at the higher levels. Put simply, as the number of states we must consider increase, the longer it takes to Observe-Orient-Decide-Act.

IDEA

- This brings out the idea that faster tempo, or rhythm, at lower levels should work within the slower rhythm but larger pattern at higher levels so that overall system does not lose its cohesion or coherency.

RAISES QUESTION

- How do Blitzers harmonize these differing tempos/rhythms so that they can exploit the faster rhythm/smaller pattern (of the lower level units) yet maintain the coherency of the rhythm/pattern for the larger effort?

RESPONSE

- Give lower-level commanders wide freedom, within an overall Mind-Time-Space scheme, to shape/direct their own activities so that they can exploit faster tempo/rhythm at tactical levels yet be in harmony with the larger pattern/slower rhythm associated with the more general aim and larger effort at the strategic level.

UNIFYING AGENT

- Shape overall scheme by applying Schwerpunkt concept, in its broadest sense through all levels, as the unifying notion to link differing rhythms/patterns so that each part of the organic whole can operate at its own natural rhythm -- without pulling organism apart -- instead of the slower pace associated with a rigid centralized control.

OUTLINE

- BACKGROUND
- HISTORICAL INVESTIGATION
- SYNTHESIS
- WRAP-UP