



OPERATIONAL ART AND THE JMAP/MAP

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BLUF

- Military decision making is both an art and a science involving the application of Operational Art and Operational Design
- Manoeuvre warfare is a key concept influencing the way the MAF conducts operations.
- The JMAP/MAP was designed to allow the manoeuvrist approach to be used at the operational level



DEAD PERSON QUOTE

“The expert approaches his objective indirectly. By selection of a devious route he may march a thousand miles without opposition and take his enemy unaware. Such a commander prizes above all freedom of action. He abhors a static situation and therefore attacks cities only when there is no alternative. Sieges, wasteful in both lives and time, entail abdication of the initiative”

- Sun Tzu



REFERENCES

- a. MAFJD 0-01 MAF Joint Doctrine, 2012
- b. MAFJD 5-01.1 JMAP, 2018
- c. M1 TD The Army, 2010
- d. MP 0.5.1 TD MAP, 2017

Additional reading:

ADDP 3.0 Campaigns and Operations (AUS)

ADFP 5.0.1 JMAP (AUS)



SCOPE

- Operational Art and Design
- The Manoeuvrist Approach
- Link to Planning JMAP/MAP



Operational Art and Design

- The JMAP/MAP is the practical expression of Operational Art and Design
- Operational Art is the creative process
- Operational design is the science that supports the art
- They synthesise the intuition and creativity of the commander with the analytical and logical process of design by the staff



OPERATIONAL ART – A DEFINITION

- Operational art is the skilful employment of military forces to attain strategic goals through the design, organisation, sequencing and direction of campaigns and major operations.
- Operational art translates strategic into operational and ultimately tactical actions.



OPERATIONAL ART NOT JUST THE ART BUT THE HEART

- Operational Art is the creative process in the JMAP/MAP
- Operational Art demands creative and innovative thought to find broad solutions to operational problems.
- Operational Art provides the linkage between the strategic End-state and tactical action



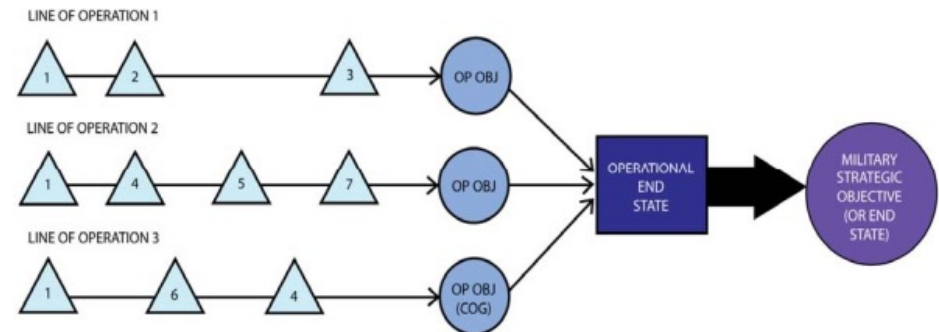
OPERATIONAL DESIGN

- Operational design is the science that supports the art
- Operational Design is the conception and construction of a framework that underpins the JMAP/MAP
- Operational Design is used to shape the way in which an operation may unfold through to termination



OPERATIONAL DESIGN

- Operational design either draws from or produces:
 - ❖ Desired end state
 - ❖ Operational Objectives
 - ❖ Centre of Gravity
 - ❖ Decisive Points
 - ❖ Lines of Operation (LOO)
- These planning aspects form the basis of the JMAP Steps 1 - 3, with the Commanders operation design represented by the LOO
- Note: A LOO is **not** a COA





THE COMMANDERS ROLE

The commander should be the central figure in operational design, not only due to education and experience, but also because the commander's judgment and decisions are required to guide the staff. The Commander should:

- ◆ Identify the desired end state to achieve strategic objectives
- ◆ Decide the operational objectives that achieve desired end state
- ◆ Formulate a sequence of actions to achieve the operational objectives
- ◆ Apply military resources to sustain this sequence of actions





Manoeuvre Warfare

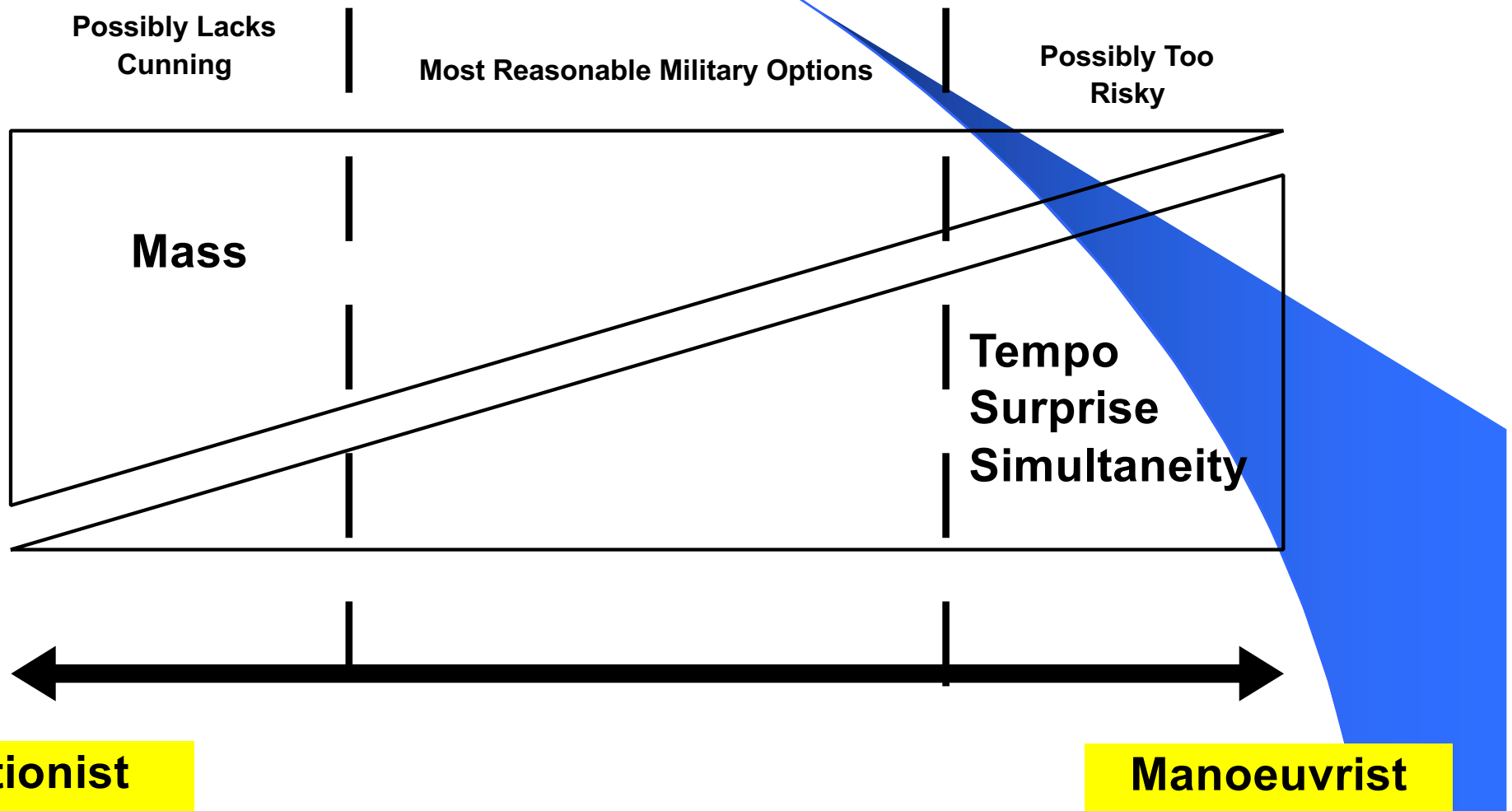


MANOEUVRE WARFARE

- Manoeuvre warfare is a key concept influencing the way the MAF conducts operations.
- The manoeuvrist approach to warfare emphasises the shattering, or at least disruption, of the enemy's overall cohesion and will to fight



ATTRITION / MANOEUVRE CONTINUUM





APPLICATION OF MANOEUVRE WARFARE

➤ **Attitude of mind**

- ❖ Manoeuvre requires an understanding of human nature
- ❖ The manoeuvrist is then willing to take risks
- ❖ Attrition is not discounted, but the results should be greater than the resources applied

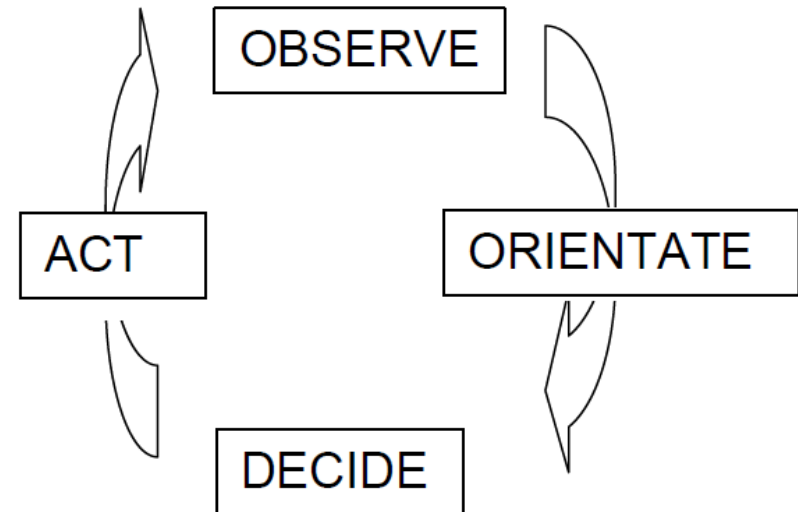
➤ **Practical knowledge**

- ❖ Thorough practical professional knowledge instils confidence and determination
- ❖ Do the unexpected by physical and non-physical means



KEY CONCEPTS

- Surfaces and gaps
- Boyd cycle
- Shaping
- Centre of Gravity





ATTACK THE ENEMIES WILL

➤ **Pre-emption.**

- ❖ The seizure of an opportunity before the enemy
- ❖ Make the enemy respond to your actions

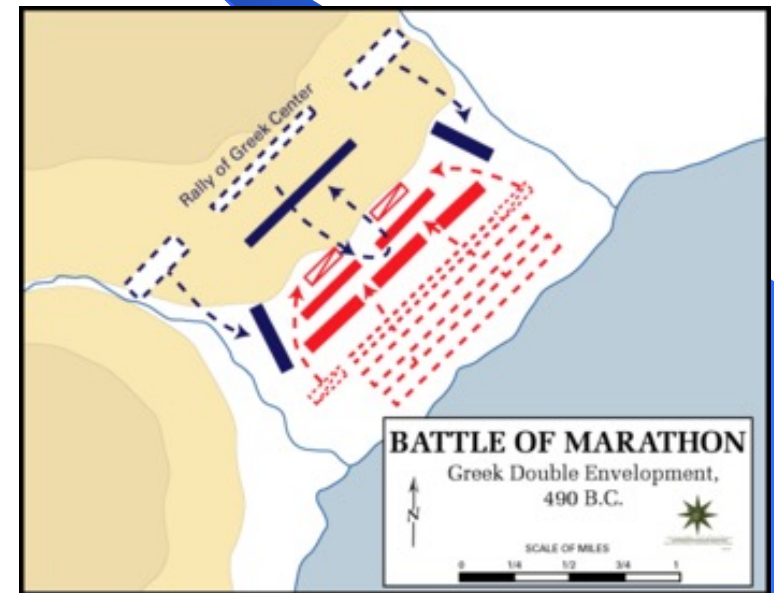
➤ **Disruption.** A direct attack that neutralises or selectively destroys key elements of the adversary's capabilities.



ATTACK THE ENEMIES WILL

Dislocation. Dislocation involves actions to render the adversary's strength irrelevant

- **Physical.** Focusing the enemy's strength in the wrong place
- **Functional.** Shaping the battlespace thus making enemy strength irrelevant
- **Temporal.** Preventing an enemy from employing his strength at a time of his choosing,
- **Moral dislocation.** Undermining of the enemy's legitimacy.





ATTACK THE ENEMIES COHESION

- **Taking the initiative.** Manoeuvre emphasises the need to take the initiative and to apply decisive action
- **Surprise.** Surprise may enable a force to achieve demoralisation, confusion and disruption of the adversary's decision making cycle.



ATTACK THE ENEMIES COHESION

Shock action. A physical and psychological assault upon an adversary, employing firepower and mobility to maximum effect.

Simultaneity. Concurrent application of overwhelming military and non-military power to cause the adversary serious indecision

Tempo. Tempo is the rate and rhythm of activity relative to the adversary. Maintaining a higher tempo than the adversary helps to retain the initiative

Main effort. The concentration of forces or means, in a particular area and time, where a commander seeks to bring about a decision



Manoeuvre Warfare Tools

- **Principles of war.** No military plan, manoeuvrist or attritionist in nature, is considered **sound**, if it is not underpinned by the principles of war.
- **Risk Management (note the emphasis on risk)**
 - ❖ A commander will need to accept risk in one area of the battlefield to mass combat power in another.
 - ❖ enables a commander to make appropriate decisions that facilitate a manoeuvrist approach
- **Directive Control.**
 - ❖ Enables commanders to use their initiative to exploit fleeting opportunities
 - ❖ Development of clear commanders intent is critical





THE JMAP/MAP

- The JMAP/MAP was specifically developed to enable the use of manoeuvre warfare in joint planning across the spectrum of conflict
- The focus of the JMAP/MAP is to expose and target the enemy's COG (manoeuvrist approach)
- The JMAP/MAP seeks to incorporate both the art (Operational Art) and science (Operational Design) of military decision making



WHAT'S DIFFERENT WITH THE JMAP

- The JMAP evolved from the MAP, and from the earlier Appreciation process
- It is very similar to joint planning processes used by US / NATO, etc
- Some key points about the JMAP/MAP:
 - ❖ COG analysis – the essence of manoeuvrist approach
 - ❖ Importance of Wargaming
 - ❖ Critical role of Commander throughout JMAP/MAP



CRITICAL THINKING

- Critical thinking is an important skill for planners to develop
- Although the JMAP/MAP is robust and adaptable, it is linear in nature and formulaic
- It will not foster critical thinking by itself
- Therefore commanders must allow their staff the freedom to think critically and creatively

No-one is thinking if everyone is thinking alike.

Usually attributed to General George S Patton, Jr. ⁷



CRITICAL THINKING – DOCTRINE?

CONCEPT AND ROLE OF MILITARY DOCTRINE

103. Military doctrine is the body of thought on the nature, role and conduct of armed conflict. This body of thought contains, among other things, the fundamental principles by which military forces guide their actions in support of national objectives. The guidance in this doctrine is in broad, authoritative and serves as a

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foundation for more specific joint guidance. This doctrine will be followed except when in the judgment of the commander or when exceptional circumstances dictate otherwise.

104. These principles are not unchallengeable. They are based on experience and reasoned extrapolation to provide guidance for the present and future conduct of operations. Military doctrine is distilled from the history of countless skirmishes, raids, battles, campaigns and wars, and in particular:

M I TD

SECTION 2

ROLE OF MILITARY DOCTRINE

306. Military doctrine is defined as the fundamental principles by which military forces guide their actions in support of their objectives. It is authoritative, but requires judgment in its application. These principles are extracted from the history of skirmishes, battles, campaigns and wars, and more specifically, drawn from lessons learned in stalemates, defeats and victories. The principal purpose of military doctrine, as mentioned earlier, is to provide the Army with guidance for the conduct of operations.

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of these countries, and they should be used for the planning and conduct of bilateral combined operations.

306. Currently, there are no multi-lateral treaties involving Malaysia. However, we are involved as one of the 33 nations in the 'MNF SOP' which is not a treaty but agreed upon procedures. There would be a similar need to produce the relevant SOP to guide the planning and conduct of such multi-lateral combined operations for any treaties existed in future.



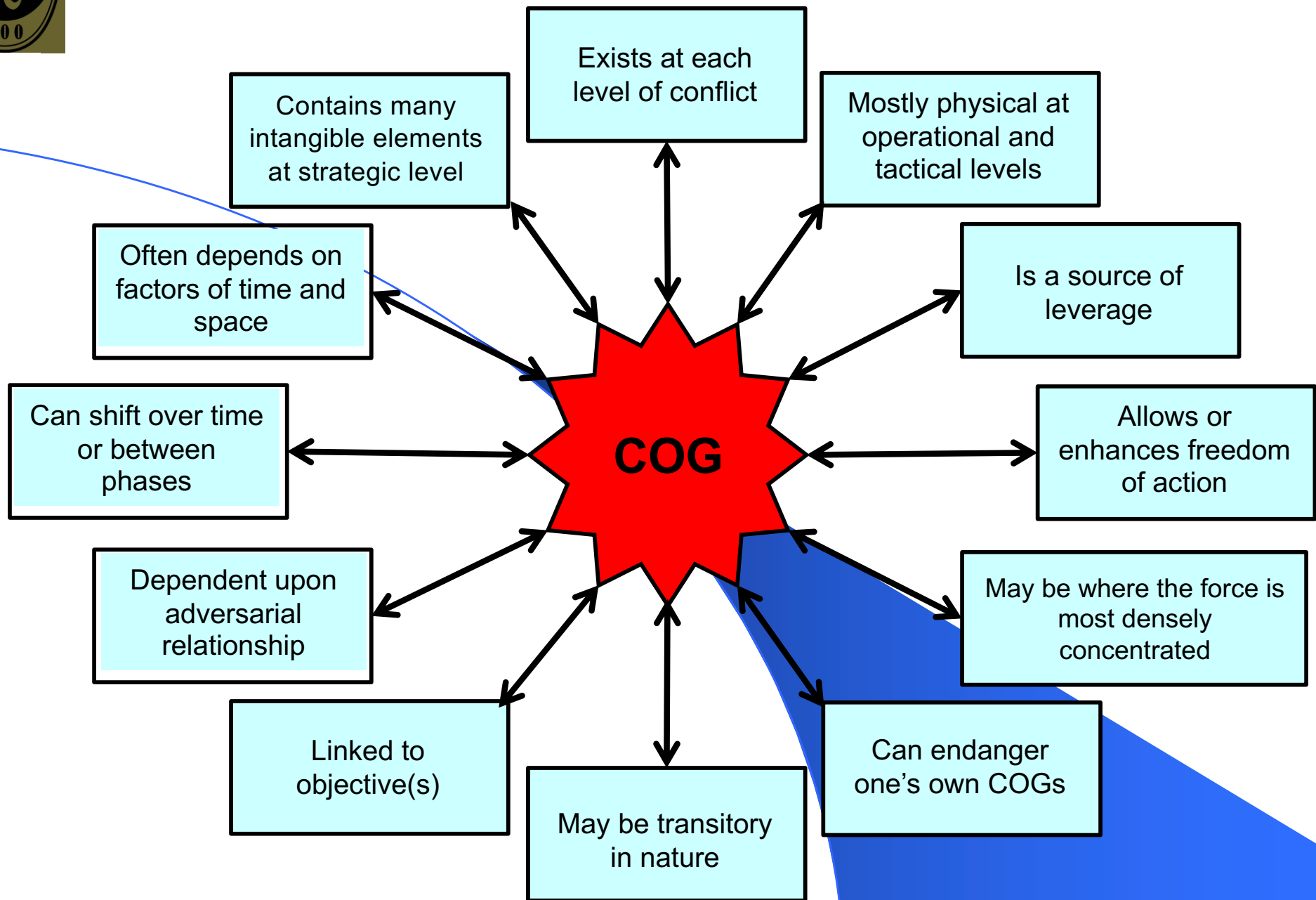
CENTRE OF GRAVITY

That characteristic, capability, or locality from which the force derives its freedom of action, physical strength or will to fight

Clausewitz



CHARACTERISTICS OF COG





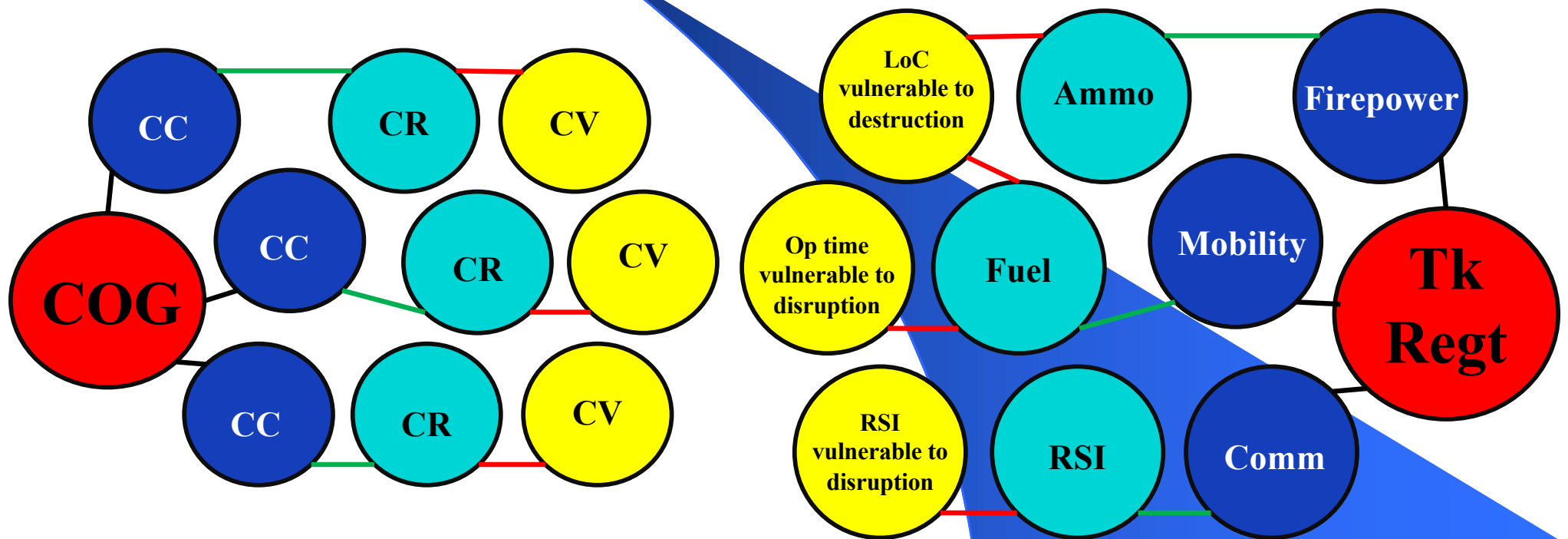
COG CONSTRUCT

Centre of Gravity (COG) – That char, capability or locality fm which a force derives its freedom of action, str or will to fight. Expressed in generic or specific

Critical Capabilities (CC) – Inherent capabilities enabling a COG to func as such

Critical Requirements (CR) – Essential conditions, resources and means for a CC to be fully operative

Critical Vulnerabilities (CV) – A vulnerability in a force that if dest, captured or neutralised will significantly undermine the fighting capability of the force and its COG





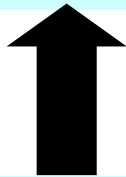
CRITICAL VULNERABILITY

- A characteristic or key element of a force that if destroyed or neutralised will significantly undermine the fighting capability of the force and its **Centre of Gravity**. A **critical vulnerability** is not necessarily a weakness but any source of strength or power that is capable of being attacked or neutralised. A successful attack on a **Critical Vulnerability** should aim to achieve a **Decisive Point** in an **operation** or **campaign**, leading to the defeat of En COG.
- This is important!! This is the heart of the JMAP/MAP and the manoeuvrist approach



A HIERARCHY OF CONCEPTS

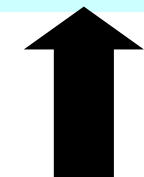
Centre of Gravity



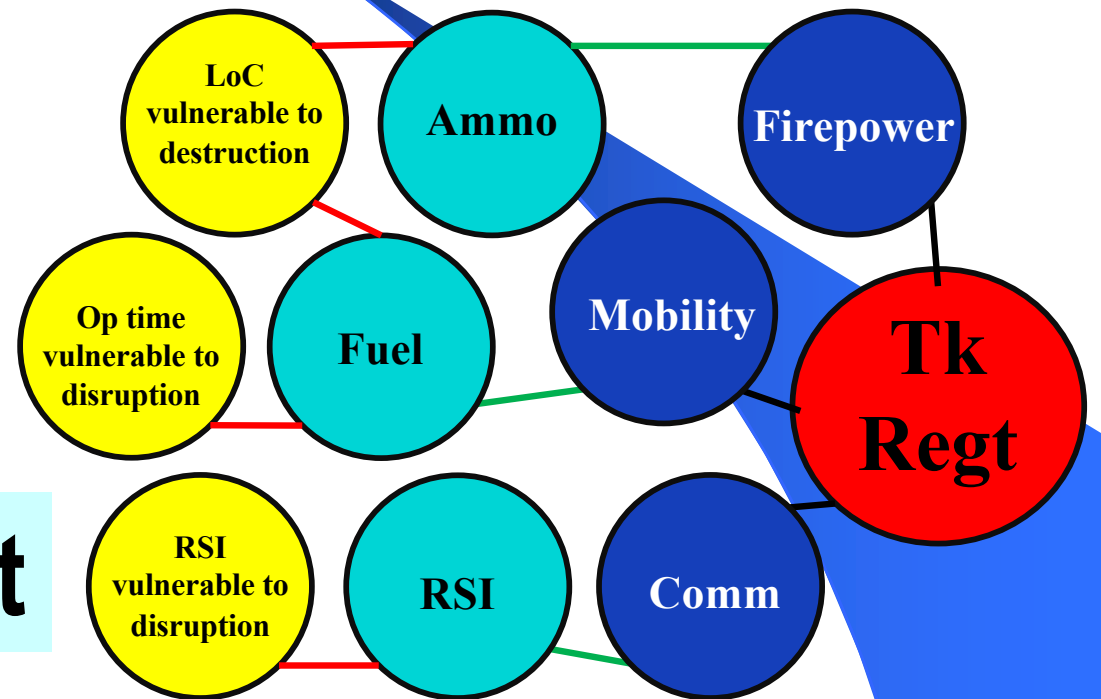
Critical Capability



Critical Requirement



Critical Vulnerability







CONCLUSION



CLARIFICATIONS & QUESTIONS?



“A yes man on the staff is a menace to a commander. One with the courage to express his convictions is an asset.”

Maj Gen Orlando Ward