Review article

# Military command process in tactical operations

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| INFORMATION | ABSTRACT |
|---|---|
| | In the literature, one can find various approaches to the process of commanding troops at the tactical level. It concerns doctrines developed in both the Polish Armed Forces and NATO. These processes differ in phases and stages implemented by command authorities and in tasks they perform and methods used, for example, in the decision-making process. Based on modern theories of managing hierarchical organizations such as the armed forces, the authors of this article propose their solutions to standardize the process of command of troops at the tactical level, from battalion upwards. The process should follow four phases: planning, organizing, controlling, evaluating. In contrast to the command process functioning in NATO, there is no execution phase, which, in the authors' opinion, refers to the stage (sequence) of actions and not to the command function. Hence, in the command process used by NATO, we deal both with command functions and military operation stages. |

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## Introduction

Discussions conducted within the framework of seminars and conferences organized by the authors at the War Studies University as well as participation in similar scientific undertakings at the Military University of Land Forces show that there is no unanimity among specialists dealing with the issue of command, even if only in terms of definitions, or even the very procedure of action planning.

Divergences in the approach to the operations process of commanding troops in tactical operations also occur at the level of the North Atlantic Alliance countries, which has been presented in the paper.

The basics issues of management have been recollected because the following part of the article presents different approaches to the command process in the armed forces. Often, these theories are incompatible with the foundations of management, leading to inconsistencies in definitions and command methods: command by objectives [1], command by

missions [2]. Some approaches to the process of command, methods and tools used during action planning also raise doubts.

Therefore, the research subject taken by the authors is the organization of the military command process at the tactical level. One of the main problems is: *According to which phases, stages, and activities should the command process at the tactical level of the Polish Armed Forces be carried out, from the battalion level up, to ensure effective command of troops both in national and allied operations?* Speeches, discussions, and opinions of specialists delivered during the already mentioned seminars and conferences at military universities helped solve this problem. Also, analyses and comparisons of command processes included in national and allied doctrinal documents as well as command and staff exercises carried out with students at the Academy of Military Art were taken into consideration.

## Management basics

R.W. Griffin's definition of management, saying that it is *a set of activities (including planning and decision-making, organizing, leading, i.e., directing people, and controlling), directed at the organization's resources (human, financial, material, and informational) and performed to achieve the organization's objectives efficiently and effectively*, is probably one of the most frequently quoted in classes with students [3]. On the other hand, T. Pszczołowski claims that management is *an activity consisting in disposing of resources; since people are the most critical resources, money is a resource, and it is used to influence people. Management is connected to directing, and very often, the terms organization and management, directing and managing are used together* [4]. Management is primarily an activity aimed at causing things, organizations, or subordinates to function under the manager's objectives [5].

Following R.W. Griffin, it can be assumed for further considerations that management includes four basic functions, such as planning and decision-making, organizing, leading (motivating), and controlling (Fig. 1).
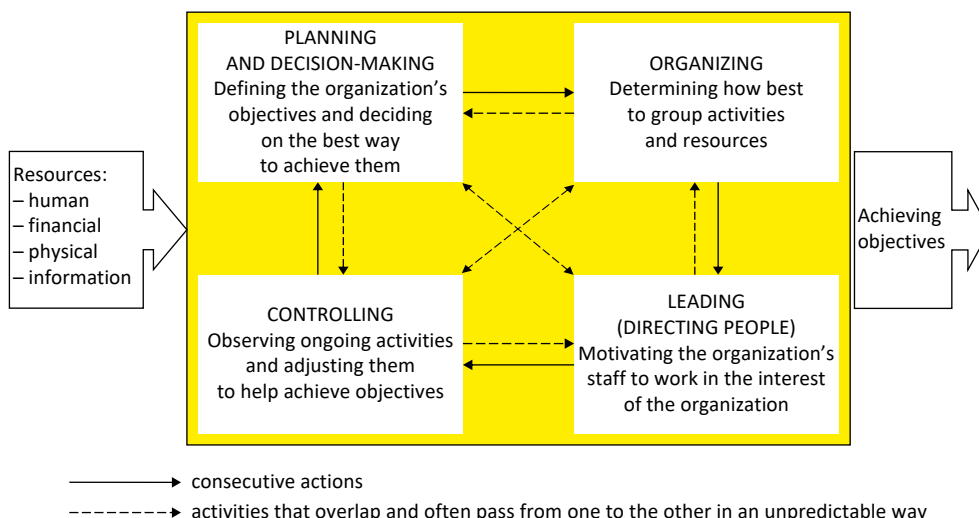


**Fig. 1.** The management process
*Source: Own study based on [3].*

In organizational management theory, planning *means setting goals for the organization and determining the best ways to achieve them* [3]. An essential part of the planning process is decision-making, which means selecting a mode of action from a set of available options [3]. Decision-making is the foundation of planning [3]. In turn, *planning and decision-making together help maintain management efficiency by guiding future actions* [3].

Concepts such as mission and objectives are related to planning. The mission statement decides the purpose, goals, values, and direction of the organization. Objectives and plans are determined based on the mission. In turn, the mission and objectives together help in determining plans. When formulating the mission and objectives, it is essential to remember that the mission is more permanent as opposed to the objective. The mission can be drawn up in the form of multi-purpose statements or short slogans, or mottos. Besides, it should be timeless, short, and concrete, and, above all, answering the questions of [6]:

– why the organization exists,
– what it is trying to achieve,
– what needs it satisfies.

When it comes to the objectives, it should be noted that they have four basic functions in the activities of the organization. As such they [3]:

– allow giving a unified direction to the activities undertaken,
– foster good planning,
– motivate employees,
– provide an effective mechanism of evaluation and control.

Even though the in-depth analysis of the differences between the mission and objectives is not the purpose of this article, the quoted writings indicate that they play various roles in planning, but they are interdependent. It should not be forgotten when developing procedures for planning activities. The pattern of the planning process (Fig. 2), which can be used in planning combat operations, but also others: crisis response, mobilization, training, and so forth, may prove helpful.

The organizing function is a logical grouping of activities and resources [3]. It consists in a proper configuration of resources enabling efficient execution of previously planned activities. On the other hand, organizing understood as the organization of work involves dividing work and cooperation, using employees in time, according to their qualifications and profession, and taking individual predispositions into account. Moreover, it deals with the arrangement of employees and their cooperation [4].

Leading (motivating) is the most vital, but it is also the most challenging type of managerial activity. Leading is *a set of processes used to get members of an organization to cooperate in the organization's interest* [3]. According to R.W. Griffin, leadership should be viewed as a process and property. The process consists in shaping a group of people (the organization) and motivating behavior without recourse to coercive means to achieve the goals. On the other hand, the property is a set of qualities attributed to individuals who are perceived as leaders. That is, individuals who influence others' behavior without resorting to force [3].

In the organizational management theory, the fourth function of the management process is *controlling, or in other words, observe the organization's progress toward its objectives. As an organization strives to achieve its goals, its management must keep an eye on the progress being made to gain confidence that the achieved results will allow the organization to reach its destination within the allotted time* [3]*.
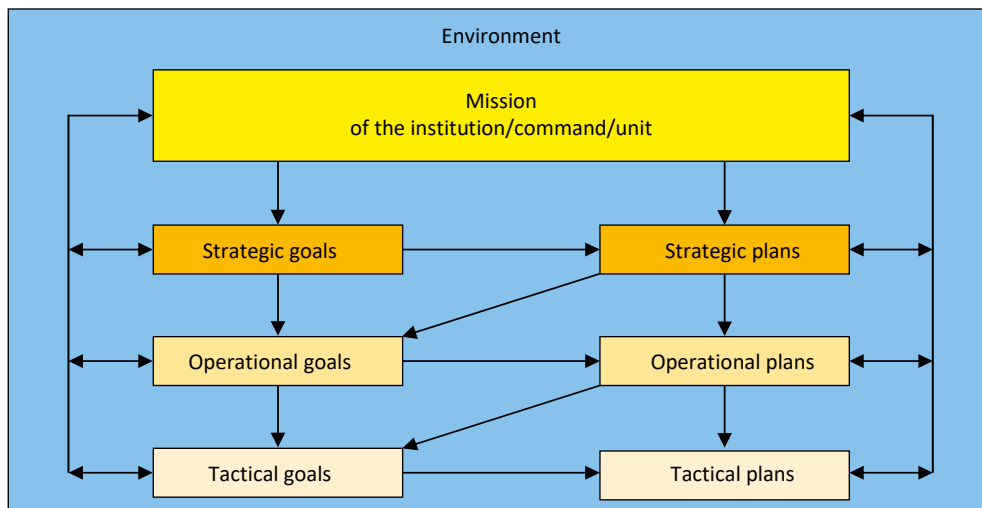
**Fig. 2.** The planning process
*Source: Own study based on [3].*

Before proceeding to consider the command process, it seems necessary to recall the concept of command. Thus, the command is *the primary form of directing troops, based on the authority to shape all the elements of combat readiness thoroughly in relation to directly and indirectly subordinated soldiers, i.e., prepare them for action comprehensively and direct them during the execution of combat tasks* [7]. According to A. Apanowicz, it is *the military unit commander's activity consisting in versatile preparation of subordinates for combat and directing them in the fight* [8]. In turn, in the NATO dictionary of terms and definitions, it was defined that command is *the authority given to a person from among the personnel of the armed forces to direct, coordinate, and exercise control over military formations* [9]. The definition included in the document *Tactical Action Planning in Land Forces*, specifying that *command is the process through which a commander imposes his/her will and intents on the subordinates and through which, assisted by the staff, he/she plans, organizes, coordinates, and directs the actions of his/her subordinate troops by using standard operating procedures and all available means of information transfer* is probably the most frequently quoted by the students of the War Studies University and the Military University of Land Forces [1].

The command comprises the functions such as planning, organizing, motivating, and controlling, all of which should influence the command process. However, literature shows different approaches (Tables 1 and 2) that do not always fit in presented command functions.

In the document *Action Planning on the Level of…*, the command process is defined as *an information and decision-making cycle executed by commands; the same at all levels of command consisting in cyclic execution of activities within the command function* [1]. The notation within the command function is fundamental for the considerations carried out here. Thus, the command process should be closely related to the command functions such as planning, organizing, leading (motivating), and controlling. Hence, it seems reasonable for the process to follow the phases shown in Figure 3.

Planning, also known as the decision-making cycle (Military Decision-Making Process), is the first phase of the command process at the tactical level. In literature, one can find different approaches to the cycle (Table 3 and 4).

**Table 1.** The course of the command process according to national doctrinal documents

| National doctrinal documents | DD 3.2.5 (2006) [1] | DD 6.1(B) (2014) [10] | DT 3.2.2(B) (2018) [2] | DU 3.5.2 (2019) [11] | DTU 3.2.2.1 (draft) [12] |
|---|---|---|---|---|---|
| Phases of the command process | – positioning, – planning, – tasking, – control | – positioning, – planning, – tasking, – control | – planning, – organizing, – implementation, – evaluation | – positioning, – planning, – tasking, – control | – planning, – organizing, – implementation, – evaluation |

*Source: Own study.*

**Table 2.** The course of the command process according to allied doctrinal documents

| Allied doctrinal documents | APP-28 (NATO) [13] | ADP 5-0 (USA) [14] | ADP (UK) [15] | C1-160/0-1004 (DE) [16] |
|---|---|---|---|---|
| Phases of the command process | – planning, – organizing, – implementation, – evaluation | – planning, – organizing, – implementation, – evaluation | – planning, – organizing, – implementation, – evaluation | – positioning*, – decision making, – planning, – tasking, – control* |

\* Control/positioning are counted as one phase.
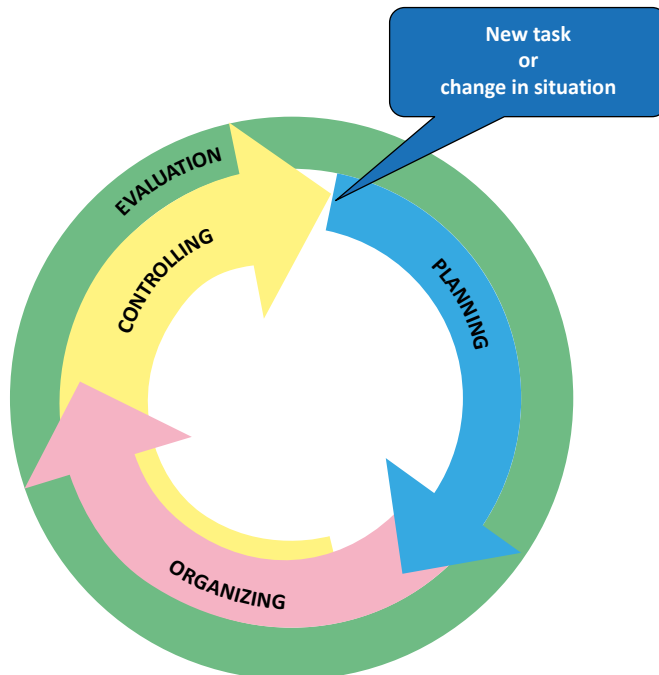
*Source: Own study.*



**Fig. 3.** The command process on the tactical level
*Source: Own study based on [1].*

**Table 3.** The military decision-making process according to national doctrinal documents

| National doctrinal documents | Phases, stages, and activities of the decision-making cycle |
|---|---|
| DD 3.2.5 (2006) | Planning phase:<br>– situation assessment:<br>  • task analysis,<br>  • assessment of factors and development of operation options,<br>  • consideration of operation options,<br>  • comparison of operation options,<br>– decision and intent,<br>– development of an action plan,<br>– development of a combat order |
| DT 3.2.2(B) (2018) | Situation and problem understanding phase:<br>– receiving the task,<br>– task analysis:<br>  • analyzing the order,<br>  • evaluation of factors<br><br>Phase of developing and analyzing options for action:<br>– development of operation options,<br>– analysis of operation options,<br>– comparison of operation options<br><br>Communication phase:<br>– commander's decision,<br>– development and distribution of an order, |
| DU 3.5.2 (2019) | Planning Phase:<br>– situation assessment:<br>  • task analysis,<br>  • assessment of factors and development of options for enemy action,<br>  • development of options for own troops' action,<br>  • consideration of options for action by own troops,<br>– decision,<br>– development and approval of a concept of operations (CONOPS),<br>– development of a combat order |
| DTU 3.2.2.1 (draft) | Phase of understanding the situation and problem<br>– receiving the task<br>– task analysis:<br>  • order analysis,<br>  • assessment of factors<br><br>Phase of developing and analyzing operation options:<br>– development of operation options,<br>– analysis of operation options,<br>– comparison of operation options<br><br>Communication phase:<br>– commander's decision,<br>– development and distribution of the order |

*Source: Own study.*

**Table 4.** The military decision-making process according to allied doctrinal documents

| Allied doctrinal documents | Phases, stages, and activities of the decision-making cycle |
|---|---|
| ADP 5-0 (USA) | Planning phase:<br>– receiving the task,<br>– task analysis,<br>– development of operation options,<br>– analysis of operation options,<br>– comparison of operation options,<br>– approval of the operation option,<br>– development and distribution of an order |
| C1-160/0-1004<br><br>(DE) | Decision-making phase:<br>– task analysis,<br>– situation assessment,<br>– decision |
| APP-28 (NATO) | Phase of understanding the situation and problem:<br>– receiving the task,<br>– task analysis:<br>  • order analysis,<br>  • assessment of factors<br>Phase of considering and refining operation options:<br>– development of operation options,<br>– analysis of operation options,<br>– comparison of operation options<br>Communication phase:<br>– commander's decision<br>– development and distribution of an order |

*Source: Own study.*

It should be noted that planning as a function of command is based on detailed task analysis. It consists in predicting the future material, time, and space arrangement of future operations and formulating appropriate objectives for the arrangement [1].

Planning should be implemented according to seven stages to adapt national procedures to the allied ones. These are as follows:

    – stage 1 – situation assessment,
    – stage 2 – task analysis,
    – stage 3 – development of own troops' operation options,
    – stage 4 – analysis of operation options for own troops,
    – stage 5 – comparison of own troops' operation options,
    – stage 6 – commander's decision and intent to act,
    – stage 7 – preparation of a combat order and its distribution.

Table 5 presents individual activities performed at each stage of action planning.

**Table 5.** The action planning phase

| Stage | Principal activities |
|---|---|
| Stage 1 – situation assessment | – reproduction and distribution of the superior's order,<br>– familiarization with the superior's order,<br>– calculating the time necessary to plan and decide on the method of action planning: detailed or summary planning [17],<br>– developing and issuing the action plan of the command post [17] |
| Stage 2 – task analysis: a) order analysis, b) evaluation of factors | – development of a clarified own task,<br>– development of the commander's planning guidance, which includes [17]:<br>  • formulation of the commander's initial intent (the guiding thought so far),<br>  • specifying the criteria for development, analysis, and comparison of own troops' operation options,<br>  • establishing the number of own troops' operation options to be developed,<br>– assessing the environment of future operations,<br>– development of enemy operation options (selecting the enemy operation option for further planning of own troops' actions takes place during briefing),<br>– defining own troops' limitations in the task execution (forces, time, space),<br>– determining the tasks for subordinate troops to prepare them for the planned action and issuing a preparatory order |
| Stage 3 – development of own troops' operation options | – for each operation option is determined:<br>  • the essence of the option,<br>  • method for task execution,<br>  • combat grouping,<br>  • initial division of forces,<br>  • disposition of command posts;<br>– acceptance of operation options by the chief of staff,<br>– preparation of a briefing on the presentation of operation options |
| Stage 4 – analysis of operation options for own troops | Preparation of the analysis include:<br>– identification of critical and decision points [17],<br>– selection of a method for conducting an analysis of operation options:<br>  • force comparison method,<br>  • method for risk assessment of task execution [17],<br>  • action simulation method;<br>– preparation of an art table, sketch of actions, introduction of the combat grouping into the computer system simulating the troops' actions<br>Conducting the analysis includes:<br>– carrying out an analysis of operation options using one of the methods,<br>– determining the strengths and weaknesses of individual operation options (advantages and disadvantages),<br>– rejection, introduction of corrections or acceptance of operation options without objection,<br>– preparation of the action alternatives (except for the rejected ones) for the next stage – comparison of the action alternatives |

| Stage | Principal activities |
|---|---|
| Stage 5 – comparison of own troops' operation options | – comparison of operation options by one of the methods:<br>  • criteria method,<br>  • risk assessment method [17],<br>  • voting method,<br>– election of the recommended option |
| Stage 6 – commander's decision and intent to act | – commander's decision to select an operation option,<br>– announcement of the commander's intent to act,<br>– issuing a preparatory order |
| Stage 7 – preparation of a combat order and its distribution | – preparation of the combat order together with the action plan,<br>– approval of the combat order,<br>– issuance of the combat order |

*Source: Own study.*

In the planning procedure outlined above, adversary operation options are developed during the task analysis. It seems a better approach to planning than the current one, where the variants of the opponent's action are created after the briefing, which ends the task analysis. Hence, during the briefing, the commander has the opportunity to get acquainted with the opponent's operation options and select one of them for further planning. Moreover, the commander choosing the variant of the opponent's action during the briefing can refer to it in his/her own task and the commander's initial intent, which he/she announces at the end of the information briefing. In the planning procedure presented by the authors, the commander's initial intent has a similar structure to the previous keynote, i.e., the objective, key tasks, and the end state. This approach to the commander's initial intent is found, for example, in the U.S. Army planning procedure [18].

Organizing is the preparation of troops for combat in accordance with the developed action plan. Such undertakings as task clarification, establishing the location, and task implementation training can be realized within the framework of organizing operations.

Task clarification consists of making the tasks included in a battle order more detailed, such as methods, executors, places, or times. The commander realizes the task clarification with his/her subordinates. Officers of military branches may participate in such specifying and support the commander. The endeavor may be accomplished at the commander's command post, subordinate command post, or the location (area) of future operations.

Situational understanding compares the planned state (how it was supposed to be) with the actual state (how it is) and taking actions to reduce the differences. It is crucial for situational understanding to obtain information through [19]:

– collecting reports from subordinates,
– commander's visits to his/her subordinate troops,
– deploying groups (teams) to subordinate troops, including officers (non-commissioned officers) of the military branches.

One method used during combat planning and organizing (Tables 6 and 7) is task execution training. In literature, it is often referred to as the task execution effort or rehearsal. In the

**Table 6.** Methods used in the command process according to national doctrinal documents

| National doctrinal documents | Methods |
|---|---|
| DD 3.2.5 (2006) | – Consideration of operation options:<br> • advantage/disadvantage method,<br> • method for comparing capabilities,<br> • method: simulation of actions<br>– Comparison of operation options:<br> • criteria method,<br> • advantage/disadvantage method,<br> • voting method<br>– Synchronization of actions |
| DT 3.2.2(B) (2018) | – Analysis of operation options:<br> • individual mode,<br> • brainstorming,<br> • use of formal procedures (e.g., action simulation, computer simulation)<br>– Rehearsal |
| DTU 3.2.2.1 (draft) | – Analysis of operation options:<br> • individual mode,<br> • brainstorming,<br> • use of formal procedures (e.g., action simulation, computer simulation)<br>– Rehearsal |

*Source: Own study.*

phase of organizing operations, this training allows preparing soldiers to perform future tasks. Besides, commanders, during training, check how their subordinates are prepared to perform a future task. Besides, commanders during training have the opportunity to make adjustments to the action plan.

Depending on the time available to organize operations, commanders may implement [20]:

– task execution training with troops,
– task execution training with commanders/commands.

Task execution training with troops is conducted in the field as a "rehearsal" before the realization of the task. However, the task execution training with commanders or commands is a game or exercise with subordinate commanders or commands that may be conducted using [20]:

– terrain,
– sketches,
– maps,
– command support systems,
– means of communication.

Controlling is one of the tools for a commander to exercise authority. The process of implementation of the commander's decision takes place during the controlling phase [21]. The aim of controlling is to reduce uncertainty and risk and increase the speed of reaction to the changing situation by defining the problem to be solved [22].

**Table 7.** Methods used in the command process according to allied doctrinal documents

| Allied doctrinal documents | Methods |
|---|---|
| FM 6-0 (USA) | – Analysis of operation options – method – war gaming<br><br>– Comparison of operation options:<br> • advantage/disadvantage method,<br> • criteria method<br><br>– Rehearsal |
| C1-160/0-1004 (DE) | – Control questions in the positioning phase:<br> • what needs to be decided and by when?<br> • what information can still be obtained/acquired?<br> • what is overriding/important to check/decide?<br><br>– Evaluation of factors affecting task execution in the decision-making phase:<br> • assessment of location-related factors (geo-factors),<br> • location assessment related to the civilian environment,<br> • assessment of the location of the opponent and other parties (actors),<br> • assessment of the location of own forces<br><br>– Comparison of operation options:<br> • comprehensive comparison,<br> • comparison of forces and capabilities,<br> • comparison of "value" to use (operational value in terms of action capabilities)<br><br>– Evaluation and consideration of operation options:<br> • presentation of common elements for the considered options,<br> • evaluation of options (advantage/disadvantage method, criteria method),<br> • consideration/comparison of options (presentation of advantages and disadvantages of each option, presentation of significant opportunity and risk for each option, presentation of combat support situation in each option, presentation of comparison of potentials in individual phases of options) |
| APP-28 (NATO) | – Analysis of operation options:<br> • individual mode,<br> • brainstorming,<br> • use of formal procedures (e.g., action simulation, computer simulation)<br><br>– Comparison of operation options:<br> • advantage/disadvantage method,<br> • criteria method<br><br>– Rehearsal |

*Source: Own study.*

In the command process proposed by the authors, the commander moves to the controlling phase after the troops are ready to perform the task and proceed to its execution. The commander's activity in the controlling phase consists in monitoring and coordinating actions of subordinated forces. Through control, the commander checks whether the troops fulfill the tasks set by him/her under his/her intent. In this phase of the command process, the commander must control his/her actions and, if necessary, correct them to eliminate deviations

from the objectives of the operation. The staff supports the commander in performing the control function at the battalion, brigade, division, and component command levels.

In the controlling phase, it is necessary to use "products" created both in the planning and organizing phases. They should allow effective monitoring of the planned tasks, their coordination and synchronization, and maintaining cooperation between units (subunits). The primary "product" is a combat order, including the action plan. Besides, the synchronization plan is a necessary document for control. Its creation process should be completed in the organizing phase, during the task execution training.

One should note that during the control, the commander may be given a new task that will require the action planning phase to be activated.

Evaluation (continuous assessment) as an element of control is realized during the planning, organizing, and control phases. The purpose of the evaluation is to maintain the commander's full and continuous situational awareness necessary to make decisions at each stage of the command process. It is related to the fact that while planning or organizing operations by the commander or command, troops will usually be carrying out previously assigned tasks that will require the commander's decision.

Assessment includes the following elements [18]:

- monitoring the current situation to gather necessary information,
- evaluating the progress of ongoing operations against the stated objective and end state,
- recommending solutions to improve ongoing operations and directing troops.

Commanders and staff wishing to execute evaluation properly should be prepared to continuously monitor the situation and develop operations to identify threats and opportunities, differences between actual and planned status, and information needs. Moreover, to evaluate operations, the commander and the staff should assess factors, for example, losses, time, area of operations, the effectiveness of own forces' actions, actions of the enemy [2]. Conclusions obtained from the assessment of factors are the basis for the commander's decision.

The leadership function is an inherent element of command. Each commander should motivate his/her subordinates to achieve the assumed purpose of action. It should be done at the very beginning of the command process and continue until the task is accomplished. In each phase of the command process, a commander should maintain the belief among subordinates in the rightness of the decisions and positively influence their morale by personal example. In the task analysis stage, a commander can motivate subordinates by giving them an own precise task, initial action plan, and guidelines for planning. Apart from that, a commander within the command process has a possibility to motivate his/her subordinates to achieve the goal of action while making decisions and announcing his/her intention of operation or specifying tasks at the command post or in the field. Task execution training is significant for fulfilling by a commander the function of motivating in the process of command. During the task execution training, a commander, first of all, has an opportunity to check how his/her subordinates will realize his/her operation plan and whether their actions ensure that they will achieve the goals.

## Conclusions

The command process in tactical operations should follow the four phases: planning, organizing, controlling, and evaluating. Exercising leadership function (motivating) by commanders at all command level is crucial for proper preparation and conduct of tactical operations.

Therefore, the function should be exercised by commanders in all phases of the command process.

The command process captured in NATO document *APP-28, Tactical Planning for Land Forces* [13] was most likely derived from U.S. doctrines including *FM 5-0 (FM 101-5), Army Planning and Orders Production* [23] and *FM 6-0, Commander and Staff Organization* [18]. While the planning and organizing phase and the assessment one, which is part of the control, refer to the command function, the same cannot be said about execution (Tables 1 and 2). The execution phase in the command process should probably be understood as the effect of preparing activities (planning, organizing). However, it cannot be identified with the function which commander performs while commanding troops because during the command, the commander plans, organizes, motivates, and controls subordinate soldiers.

NATO documents, *AJP-3, Allied Joint Doctrine for the Conduct of Operations* [24], and the already mentioned *APP-28, Tactical Planning for Land Forces*, provide one of the interpretations for developing national documents in the command process of operations at the tactical level. The analysis of the command process presented therein indicates that the authors of those documents attach too little importance to the control phase, which should be the critical phase in managing a hierarchical organization such as the armed forces. All the more so if they conduct operations during which troops suffer losses in human life and equipment.

According to the current documents, the command process in the Polish Armed Forces [1; 10] begins with establishing the position. Devoting time to this phase of the command process is unnecessary, mainly since during the battle, the command authorities will have up-to-date information about the enemy, own troops, and the environment of operations.

Experience from overseas operations and command and staff exercises in Poland indicates that the planning phase is the most time-consuming phase of the command process. Therefore, one should strive to reduce the tasks which are performed by the command in that phase. On the other hand, one should not allow these limitations to affect the effectiveness of planning. That is why it is so important to use effective methods and tools to quickly work out a decision and transfer it to the troops. For instance, information systems allowing commanders a short time to develop operation options and their simulation.

In decision-making by commanders, the assessment of factors should be realized during task analysis, not as it is now – after its completion. It may prolong task analysis, but the commander will be acquainted with the enemy's operation options during the briefing. What follows, together with other conclusions from task analysis, the commander will have, during the briefing, a more comprehensive picture of the situation than it is at present (according to *Planning Actions at the Level of…*).

In the procedure presented by the Authors (Table 5), there is "a commander's initial intent". Introducing the concept instead of "guiding principle" in the process of action planning is dictated by the necessity of adjusting national procedures to the allied ones.

A necessary change that should be made in the process of commanding the Polish Armed Forces at the tactical level is the replacement of synchronization, as an activity carried out in the control phase, with training (rehearsals) of the task realization. Synchronization should be treated as a process spread over time, which occurs during planning, organizing, controlling, and evaluating activities. For example, the development of operation options and their analysis includes synchronization of activities, as the place and time of execution of the planned subtasks are then established [17].

In summary, it is exceptionally significant to standardize the command process at the national level so that it can be used both during the troops' operation in national and allied conditions. When developing procedures, it is imperative to consider allied regulations and national requirements, for instance, cultural or historical ones. An example is the command method, which the Chief of General Staff of the Polish Armed Forces, General R. Andrzejczak, perceives as follows: *A leader who relies on commanding by objectives cannot solely focus on technological innovations or leadership strategies straight out of American textbooks without considering the historical context in which he/she is operating. Western models out of context simply do not work, both in the armed forces and in business* [25].

This paper addresses only some elements relating to the process of commanding troops in tactical operations. Many problems need to be analyzed and resolved. These include the effectiveness of methods and tools used during action planning and the course of action planning at the lowest levels of command: a company, a platoon, a team, which has not been precisely defined in national documents.

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## Proces dowodzenia wojskami w działaniach taktycznych

**STRESZCZENIE**    W literaturze można znaleźć różne podejścia do procesu dowodzenia wojskami na poziomie taktycznym. Dotyczy to zarówno doktryn opracowanych w Siłach Zbrojnych RP, jak i NATO. Procesy te różnią się między sobą nie tylko fazami i etapami, jakie są realizowane przez organy dowodzenia, ale również zadaniami jakie wykonują oraz metodami stosowanymi chociażby w procesie podejmowania decyzji. Biorąc za podstawę współczesne teorie zarządzania organizacjami zhierarchizowanymi, jaką są niewątpliwie siły zbrojne, Autorzy przedmiotowego artykułu proponują własne rozwiązania mające na celu ujednolicenie w Siłach Zbrojnych RP procesu dowodzenia wojskami na poziomie taktycznym, od szczebla batalionu w górę. Proces ten powinien przebiegać według czterech faz: planowanie, organizowanie, kontrolowanie, ocena. W przeciwieństwie do funkcjonującego w NATO procesu dowodzenia nie ma tu fazy realizacji, która w opinii Autorów odnosi się do etapu (kolejności) prowadzonych działań, a nie do funkcji dowodzenia. Stąd w procesie dowodzenia wykorzystywanym w NATO mamy do czynienia zarówno w funkcjami dowodzenia, jak i etapami prowadzonych przez wojska działań.

**SŁOWA KLUCZOWE**    sztuka wojenna, dowodzenie, poziom taktyczny, proces dowodzenia

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