



LTG Kevin T. Campbell

Commanding General,
U.S. Army Space and Missile Defense Command/
Army Forces Strategic Command



Inside this edition of the Army Space Journal is a good collection of articles submitted by individuals and organizations in the interest of furthering our capabilities and knowledge as space professionals.

These articles are an important step in understanding the essential tasks associated with being a space Warrior. However, they are only a start point. The Army is a learning organization which values leaders, Soldiers, and Civilians who are dedicated life-long learners and self-aware.

It is important to understand individual and collective tasks. It is equally important to understand the concepts that drive not only the space tasks, but every other task a Soldier is required to know.

To understand the genesis behind the tasks, there are three documents you should read to fully grasp the Joint and Army operational framework and the resulting training strategy. These are: *Capstone Concept for Joint Operations*, January 2009 (CCJO), *The Army Capstone Concept*, December 2009 (ACC), and the Army's *Leader Development Strategy for a 21st Century Army*, November 2009 (LDS). Reading these documents will help put the articles inside *Army Space Journal* into their proper operational context.

For instance, in this issue is an article submitted by the SMDC/ARSTRAT Future Warfare Center, Directorate of Combat Development (Collective Training Branch), explaining

Time to Know Your METL

OUND"

“Our Army must have Soldiers and Civilians who are life-long learners and self-aware in order to be successful in the current and future complex operational environments.”

the changes to the dual METL problem the Army was experiencing. DCD illustrates how Army units changed from having two METLs – a Core METL and Directed METL – to a single Full Spectrum Operations METL. Understandably, having two METLs was confusing to most units.

The operational environment requires Soldiers and their leaders to be capable of full spectrum operations. The *LDS* lists three paradigm shifts in the operational environment:

- the effect of complexity and time
- the effect of decentralization
- the need to frame ill-structured problems

Simply put, our Army must be able to operate in an era of persistent conflict that changes over time, that is fought at the lowest echelons, and that increases in complexity. One result of these paradigm shifts is the introduction of *Design* into the Military Decision Making Process (MDMP). “*Design* provides the cognitive tools for commanders to understand and frame the ill-structured problems they will encounter in the complex environment,” as mentioned in the *LDS*.

FM 5-0, *The Operations Process*, is currently in draft form, but should be published later this year. Among other changes, it will address *Design* as part of the MDMP. *Design* will complement the MDMP by assisting commanders and their staffs with collaboration, dialogue, as well as critical and creative thinking.

The Chief of Staff of the Army, Gen. George W. Casey, Jr., wrote in his seminal thought piece, *The Army of the 21st Century*, “Soldiers must possess the mental agility to react quickly and appropriately to changing situations and complex environments.”

Mental agility requires understanding concepts as well as tasks. What we have learned after more than eight years of combat is that most operational environments are complex, ambiguous and usually are not restricted to a series of inputs to task lists. The importance behind understanding the concepts behind the tasks is to ensure our space Warriors are not limited by lists.

As the *CCJO* states, “the future operating environment will be characterized by uncertainty, complexity, rapid change, and persistent conflict.” The future and arguably *current* operating environments require our leaders, Soldiers, and Civilians to possess capabilities that allow them to be effective in complex and ambiguous environments.

Bottom line: our Army must have Soldiers and Civilians who are life-long learners and self-aware in order to be successful in the current and future complex operational environments. Reading professional journals, staying up-to-date on concepts and doctrine, and contributing to the discussion makes us all valued, productive members of the team. We need to continue to examine our roles and functions closely in order to remain relevant.

I appreciate the input from the authors and organizations that submitted articles and information. I encourage others to submit articles for publication. This magazine is an excellent forum for space professionals to exchange ideas and to promote the Army space career field. Kudos to the editors who work tirelessly behind the scenes designing a superb magazine. I highly encourage Army space professionals to use this magazine: read it, contribute, and stay connected.

“SECURE THE HIGH G