

## ***INTRODUCTION***

Since the publication of the 1986 version of FM 100-5, the world and our Army have undergone significant changes. Our country has been involved in three key victories—Panama, the Gulf War, and the Cold War. Concurrently, the Army has undergone a force structure change, reducing the size of the Army and the number of forward deployed units geared to counter a Warsaw Pact invasion. These external and internal changes have caused us to modify how we as an Army think and conduct warfare. The 1993 version of FM 100-5 reflects these changes.

Military doctrine presents fundamental principles that guide the employment of forces. Doctrine is authoritative, but not directive; descriptive, not prescriptive. It provides the distilled insights and wisdom gained from the Army's collective experience with warfare. However, doctrine cannot replace clear thinking or alter a commander's obligation to determine the proper course of action under the circumstances prevailing at the time of decision.

The five Army operations tenets are the basis for the development of all current US Army doctrine, tactics, and techniques. Success on the battlefield will depend on our ability to fight according to these tenets: initiative, agility, depth, synchronization, and versatility.

*Initiative* sets or changes the terms of battle by action. It is the effort to force the enemy to conform to our operational tempo and purpose while retaining our freedom of action. This will require commanders to understand the intent of their commanders two levels above—centralized planning but decentralized execution.

*Agility* is the ability to act faster than the enemy—a prerequisite for seizing and holding the initiative. Quickness permits the rapid concentration of combat power against the enemy's vulnerabilities. It requires the commander to constantly read the battlefield, anticipate, make quick decisions, and act without hesitation. This may require committing forces quickly without complete information when situations are time-sensitive. Agility is both mental and physical flexibility—seeing and reacting rapidly to changing situations.

*Depth* is the extension of operations in time, space, resources, and purpose. The commander uses these factors in thinking in depth to forecast, anticipate likely events, and expand his freedom of action. He then applies them to arrange all available resources to attack the enemy simultaneously and sequentially throughout the depth of the battlefield.

*Synchronization* is the focus of resources and activities in time and space to mass at the decisive point. Although the activities such as intelligence, logistics, and fires and maneuver may occur at different times and places, they are synchronized when their combined consequences are felt at the decisive time and place. The product of effect synchronization is the maximum use of every resource where it will make the greatest contribution to success.

*Versatility* is the ability to shift focus, to tailor forces, and to move from one mission to another rapidly and efficiently. It implies a capacity to be multifunctional, to operate across regions throughout the full range of military operations, and to perform at the tactical, operational, and strategic level.

Again, doctrine presents principles that guide the employment of forces. Tactics, techniques, and procedures found in FM 71-100-2 support US Army doctrine. As professional soldiers, we must take these principles and apply them to our given missions and operations.