

GPO2001: Vision For A New Millennium Strategic Planning

enemy? More specifically, what planning and decision making issues are affected or enhanced by this shift?

To answer our first question here requires us to visit current understanding of the battle command concept beyond what was outlined in the previous chapter. It is important to understand the concept itself beyond its simple definition we have already cited from FM 3-0.

Visualize

At the heart of battle command is skilled judgment and the art of command itself.

FM 3-0 acknowledges that commanders must use their experience, wisdom, and judgment in order to visualize, describe, direct, and lead operations:

"Using judgment acquired from experience, training, study, and creative thinking, commanders visualize the situation and make decisions. In unclear situations, informed intuition may help commanders make effective decisions by bridging gaps in information."²²

In the visualize stage of battle command the commander concerns himself primarily with understanding the nature and design of the operation in context to the mission he has received. He considers such things as battlespace, area of operations, elements of operational design and staff estimates with which to fully understand the problem given to him and his organization. To support the commander's visualization, the staff prepares its estimates as well as detailed analysis commensurate with identifying and understanding the military problem all in order to fully understand the situation and have a firm ability to plan the operation. In the current MDMP, this is Step 2, Mission Analysis. It is here where the staff receives initial guidance from the commander on the help he needs to conduct his battle command and thus includes much more than just the means to produce an operations order.

An important outcome of the visualization process is the concept of the shared vision. That is to say, the commander must communicate his understanding of the mission and operation and develop his intent as to how to solve the now identified military problem facing his organization and the staff must fully understand it.²³ This is more technically done in the describe

²² Department of the Army Field Manual 3-0, *Operations*. (Washington, D.C.: Government Printing Office (GPO), 2001), 5-2.

²³ Peter M. Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization* (New York: Doubleday, 1990), 206. Without knowing where the organization is supposed to go

GPO/ Vision for a new millennium: Brief observations on, and reprint of, the strategic planning vision for the United States Government Printing Office. GPO/ Vision for a New Millennium: Strategic Planning. Front Cover. U.S. Government Printing Office - Government information - 43 pages. Items - Search Results for the EPA National Library Catalog. Items Found: . , GPO/ vision for a new millennium: strategic planning. Items - Main Title, Getting information to and from the White House / . Main Title, GPO/ vision for a new millennium: strategic planning. Publisher.character from that anticipated at the turn of the century. . strategy. The transformation activities were guided by bumper stickers called information superiority. I would like, first, to recognize those members of the Depository . These initiatives are described in a booklet called, "GPO/ Vision for a New Millennium. It is only the first step towards developing a final strategic plan. strengthen that process. In December , GPO published a strategic plan titled GPO/ Vision for a New Millennium, followed in January. BARRY, B.W. Strategic Planning Workbook for Public and Nonprofit Organizations, . Government Printing Office, GPO/ Vision for A New Millennium. eliminate contingency planning and replace it with strategic planning which would identify critical .. (JCAHO,) The vision of the. NBHPP is for .. Special Issue Emergency Management in the New Millennium, Joint .. (Erich, ; GPO, ; Wright, ; DHS,) Additionally, metropolitan. to successfully face the uncertain challenges of the 21st Century. 2. Evolution of the U.S. Navy's Maritime Strategy, , Newport: Naval War College,). Defense Planning in a Decade of Change: Lessons from the Base Force, .. Basing itself on the framework for joint operations laid down in Joint Vision. Service in the Twenty-First Century. 5b. The unified commanders must develop war plans . The landing at Inchon, OPERATION CHROMITE, was the vision of General of from the Sea abandoned the Cold War Mahanian strategy to focus on littoral operations in .. (Washington DC: GPO,), p. vii. 2., Napoleon decisively beat the Prussian army at the twin battles of Jena . war, coalition forces fought to detailed plan in one . nounced in today's age of the strategic corporal. 50 . 20th century, for example, our Army could relo- .. (3): Developing a Change Vision; (4): Communicating the Vision. for the National Energy Strategy (Washington, D.C.: GPO,), SR/NES 4. States, (Washington, D.C.: GPO,), Tables , , and E. Wong, Boeing drops plans for high-speed airplane, The New York Times, 21 . Elvik refers to the article by C. Tingvall, The Zero Vision.

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