



## A PostScript by Wayne Hughes

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military combat. The overall aim was to tie our thinking on military combat in outer space to previous work on developing a generalized theory of military combat, and to identify issues where that generalized theory may have to be complemented or modified through including considerations of military combat in space. Clearly, such types of thinking have proven to be very challenging and imaginative for several of our members.

Much time has been spent in trying to develop clear and unambiguous definitions, to enable everyone to talk the same language. Much discussion also has centered about the applicability of past military thought to current and future problems. For example, a paper by **John Tashjean** on "The Classics of Military Thought: Appreciations and Agenda," and similar papers, are most enlightening. **Allan Rehm**, in addition to presenting much data on Soviet developments and use of military theory and philosophy, has prepared a general collection of military maxims, aphorisms, and quotations. **Tony Pokorny** (COL, USA, Ret.) prepared a paper dealing with the application of computer technology to tactical  $C^2$ , thus bringing us into the Twentieth Century. In the more abstract area, **John Dockery** has been working on advanced mathematical and systems evolutionary theory toward a theory of combat and  $C^2$ .

In some cases combat activity itself has been reviewed in detail, such as by **Wolfgang Griesshammer** (COL, FRG, Ret.) on hypothesis and effects measurements of interdiction, and **Frank Uhlig** (Publisher, Naval War College Press) on the transformation of fighting fleets. BGen

**Avraham Ayalon**, Israeli Defense Forces, has discussed military considerations of Quality vs Quantity from his combat soldier and military history point of view. One of the TMCI Working Group in Military History and Data Base efforts was development of bibliographies related to theories of combat and the "greats" of military history (commanders, battles, weapons, etc.).

TMCI members have recognized from the start that a key factor in evolving theories of warfare is a better understanding of human factors, such as motivations and cohesion. Our considerations, therefore, not only have dealt with various aspects of Western thought, but have had to delve into foreign philosophies, logic and varying sets of values.

#### TMCI Products

The implications and results from the many papers and discussions were finally brought together over a six week (fulltime) Colloquium by a hard working group of members in October-November 1986. Their first draft "A Theory of Military Combat and Its Practical Application (ATOMCIPA)" is an impressive collection of knowledge on the subject. (The Table of Contents of their initial working draft is shown in the attached Table.) It was important to that group that their theory *not* be limited to explications of past wars and battles, but that it specifically address future applications of the theory.

This raises a critical issue: For whom are the resulting products of TMCI to be designed? Primary users of the published results are expected to be those organizations and individuals with responsibilities

for the conduct of the foreign affairs, and for the planning and preservation of security in free countries. This is, of course, not limited to those military members who are called upon to wage combat in the field, but should be available also to military and civilian officials who prepare national policies and defense legislation, as well as those military service officials who develop combat doctrine and plan for training, or those who perform defense analyses. Further, users of TMCI products should include individuals and organizations concerned with international relations and political-military affairs, as well as those providing intellectual and analytical support for national security. Certainly, that must include many individuals active in MORS.

The next general working meeting is tentatively scheduled for November 1990 in the Washington area. Special working group meetings on specific subjects are scheduled as needed. That information can be obtained from the Executive Director, **Dr. Donald S. Marshall**.

TMCI is a non-profit, public benefit professional corporation that is managed by an elected Board of Directors. The Chairman and Executive Director of the Institute is **Dr. Donald S. Marshall** (COL, AUS, Ret.), who also is currently associated with the University of California in Berkeley. Additional information on TMCI can be obtained from Don Marshall at 2842 Ashby Avenue, Berkeley, CA 94705-2341. Those individuals who feel that they have something to contribute to this effort, and/or wish to enable its practical use, are very welcome to active participation and membership in TMCI. ◻

#### A PostScript by Wayne Hughes

I cherish the goals of the TMCI which John Honig has amply described and am a long-standing TMCI participant for two reasons. One is that ground warfare has been the dominant focus, and I wanted to compare and contrast the naval side. The reason for this ground focus is simply that Army officers are culturally more attuned to military theory. The proof is in the quantity and quality of literature (just look at the names John mentions above).

The second reason was that I got more than I gave. Not everyone has an interest in these fundamental issues, especially at the level of abstraction

and generalization that is necessary to sort things out. Even fewer professionals have the time, given the interest: some of our best thinkers have had to bow out for press of business or costs in time or travel. I made the time because the question of the foundations on which we base our mix of forces and fighting doctrine seemed at once shaky and yet the very arrows that a teacher of military OR needs in his quiver.

Now to the point. I worry that if John succeeds in generating inquiries about membership it could be a mixed blessing for Don Marshall. Our Executive Director's plate overflows at the moment with the substantive editing of the draft Theory. He is a one-man-band and a flood of letters

would be both a dream and a nightmare come true. We have had to restrict membership to limit the terrible burden on Don.

The TMCI needs a sponsor (with checkbook) with patience, faith, and a willingness not to try to steer the work in some overly "practical" direction. Such sponsorship is not fashionable among American pragmatists. It breaks my heart to see the dollars we spend on 6.1 and 6.2 research into hardware while we spend nothing at the basic research level on military theory, in some misplaced faith that we know what the hardware is intended to do. We have seen a number of transient attendees, mostly young Army officers, looking for The

Algorithm, The Silver Bullet, and the Holy Grail.

The reason we need a sponsor is that Don Marshall, who carries the organization on his shoulders, cannot continue this heavy administrative burden indefinitely. In a year or two, someone is going to have to help out. When that day comes, it is conceivable that the Military Operations Research Society would pick up the baton. But if I were a Military Operations Research

Society sponsor I'd regard that as an act of desperation, and the charitable adoption of an orphan child. TMCI needs tolerant, wise sponsorship which protects its virtue and protects this adolescent Athena from premature childbearing during puberty.

Meantime, and despite my concern about saturating the Executive Director with inquiries, I'm sure Don will welcome evidence of interest, and even more, of support.

## A THEORY OF MILITARY COMBAT & ITS PRACTICAL APPLICATION

### Foreword

### Contents

#### THE NUB: Summary Statement of TMCI's Theory

#### PART I -- Introduction to Military Combat Theory: Utility, Setting & Concepts

- o Need for Users of a Theory of Military Combat
- o Context of Military Combat: Human Conflict
- o Nature of a Theory of Military Combat
- o Paradigms of Military Combat

#### PART II -- Theory Explication: The Science of Military Combat

- o Axioms [Postulates & Theorems] for Military Combat
- o Empirical Principles [& Hypotheses] for Military Combat
- o Missions & Outcomes of Military Combat
- o Structures of Military Combat
- o Dynamics of Military Combat
- o Commanders

#### PART III -- Practical Application: The Art of Military Combat

- o Applications of Theory, Including Use of "Principles"
- o Forecasting Relative Combat Effectiveness
- o Doctrine in Military Combat
- o Tactics & Operations in Military Combat
- o Command, Control & Leadership

#### PART IV -- Modeling Military Combat

- o Representation of Theory
- o Corroboration of Theory Representation
- o Utilization [Application] of Models in Military Combat Analysis
- o Models & Games of Military Combat

### ANNEXES

- o Soviet Theory and Philosophy of Military Conflict & Combat
- o Notes
- o Lexicon
- o Methodology [Including MAXIMS and their use]
- o Bibliography
- o Index



Natalie beams as Mary Pace lauds.

### 10th Anniversary

Treasured member of the MORS team Natalie S. Addison was recognized recently for 10 years sterling service in the demanding staff position of Society Administrator and Meeting Coordinator. The citation read:

Military Operations  
Research Society  
*commends*

**NATALIE S. ADDISON**  
*In recognition of her valued  
contributions, dedication & effectiveness.  
10 Years Service  
October 20, 1990*

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Mathematicians - OR Specialists  
Statisticians - Economists - Geophysicist**

An opportunity for scholars in these and related disciplines to use their expertise to help the Arms Control and Disarmament Agency (ACDA) accomplish its mission of negotiating and implementing arms control treaties that will increase world security. During the 1991-92 academic year scholars could participate in such ACDA activities as devising treaty provisions that permit adequate treaty verification, evaluating data relating to compliance with treaties in force, evaluating the effect of treaty proposals on the strategic and conventional military balance, inter-agency discussions on arms control policy and international negotiations on arms control treaties.

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### MORIMOC II Proceedings Published

The proceedings of the MORS Mini-symposium *Human Behavior and Performance as Essential Ingredients in Realistic Modeling of Combat - MORIMOC II* was published and distributed to participants in October. A few copies of this 806 page, two volume set are available from the MORS office for \$50.00 post paid.