

策進「戰鬥旋律」之規劃^I

Improving the Battle Rhythm to Operate at the Speed of Relevance

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The art and science of decisionmaking begin with the establishment of an effective, efficient, and agile battle rhythm. Combat and stability operations throughout the past 20 years have enabled commanders and staffs to execute real-world operations based on established battle rhythms. Unfortunately, current operational-level exercises to evaluate joint force commands and their components in the U.S. Armed Forces and the North Atlantic Treaty Organization increasingly observe battle rhythms that do not effectively provide the commander and subordinates with timely information to make decisions.¹ Furthermore, our current joint force battle rhythm design involving numerous briefings, working groups, and boards does not provide the commander with timely analysis and recommendations given the speed and frequency of high-intensity operations. This article is intended for the commander or staff officer who has ever felt the pressure of a compacted battle rhythm and is interested in understanding why and how the battle rhythm is designed to drive the commander's decisionmaking process.

前言

決策的藝術與科學始於建立一套有效能、有效率及具彈性的「戰鬥旋律」^{II}。過去 20 年來安定作戰與各戰鬥行動所奠定的「戰鬥旋律」，使指揮官及所屬參

^I 本文屬於公開出版品，無版權限制。

^{II} 「戰鬥旋律」(battle rhythm)與「作戰節奏」(operational tempo)兩者不同，切勿混淆。前者係指揮官、參謀及單位活動三者間所形成的一個程序循環，旨在統合當前與未來的作戰行動；後者在我國《國軍軍語辭典》(民 92 年修訂本)之定義為戰爭中具有規律性的作戰過程，一般是指作戰過程的快慢、作戰規模的大小、作戰情況的激烈程度，以及攻勢極限與決戰間隙等問題。「戰鬥旋律」應視「作戰節奏」發展現況保持調整彈性。

謀得以順利遂行在各地的任務。不幸的是，當前在美軍與北約組織作戰層級的演習中，對聯合部隊指揮部及其所屬單位之評估顯示，「戰鬥旋律」無法有效提供各指揮官及其所屬部隊主官下達決策時所需的即時資訊。¹再者，美軍當前聯合部隊的「戰鬥旋律」設計雖涉及製作眾多分析簡報，編組各作戰工作小組或各委員會等作為，但在面對高強度作戰行動的快速步調時，則無法有效提供指揮官即時分析與建議。本文旨在提供指揮官或參謀做參考，渠等曾在制定緊湊的「戰鬥旋律」時備感壓力，同時也有興趣想瞭解該如何設計「戰鬥旋律」，引導指揮官的決策程序。

Personal observations from operational-level exercises, best practice reports from the Joint Staff J7, and lessons learned from the Joint Lessons Learned Information System reveal that many units enter exercises with fixed battle rhythms that fail to adapt to the complexities of modern warfare.² These scheduled battle rhythm events then feed into command-level boards—principally, a coordination and assessment board. However, high-intensity operations are not routine, and many observed headquarters do not account for the speed and frequency of enemy actions and changes in the operational environment (OE). During high-intensity operations, a flexible and agile battle rhythm is required to provide the commander with the best situational understanding of the OE and recommendations from the staff and subordinate commanders to support robust decisionmaking. If a headquarters' battle rhythm does not account for this type of conflict, multiple dilemmas can arise, such as an adversary maintaining the initiative, the commander's decisionmaking cycle remaining ahead of the staff's, or planning from subordinate and component commands outpacing their higher headquarters due to a lack of responsiveness. This article addresses this problem and recommends several ways to adjust the battle rhythm when a joint headquarters operates in high-intensity operations.

從美國國防部聯七在作戰演習中觀察員的實務報告，乃至「聯合經驗學習資訊系統」^{III}的經驗教訓，都指出許多參加演習單位只規劃固定樣板的「戰鬥旋

¹ U.S. Army Combined Arms Center Headquarters, *MCTP Trends in a Decisive Action Warfighter Exercise* (Fort Leavenworth, KS: Mission Command Training Program, January 14, 2015), p. 9; U.S. Army Combined Arms Center Headquarters, *WFX 16-4 CJTF/CJFLCC Initial Impression Report* (Fort Leavenworth, KS: Center for Army Lessons Learned, 2016); Milton Hileman, *JFLCC/OSD Bilateral Command Post Exercise Report* (Fort Leavenworth, KS: Center for Army Lessons Learned, 2015).

^{III} 「聯合經驗學習資訊系統」(JLLIS)為一項自動化資料庫方案，旨在蒐集、追蹤、管理並共享合作性方案，同時也記錄經驗教訓，俾利改善聯合部隊的發展與整備。

律」，並無法因應現代戰爭的複雜環境。²這些按表操作的「戰鬥旋律」規劃事項會被彙整至指揮層級的委員會，主要是聯合協調委員會與評估會議。然而，高強度作戰行動不會是常規性，指揮部的許多觀察結果也無法說明作戰環境中敵行動與變化之步調。在面對高強度作戰行動時，靈活彈性的「戰鬥旋律」不僅能提供指揮官更佳的戰況理解，也能讓來自參謀和下級主官的建議事項有助於決策制定。如果指揮部的「戰鬥旋律」無法界定所面對的衝突種類，則將形成多重困境，諸如敵獲致主動權、指揮官決策早於參謀作業、下級部隊指揮部因無法獲得高層指揮部回應而發生搶先規劃之結果。本文旨在解決聯合部隊指揮部面臨高強度作戰行動時所遇到的問題，同時提出調整「戰鬥旋律」的可行建議。

The Battle Rhythm

「戰鬥旋律」

A *battle rhythm* is a deliberate cycle of command, staff, and unit activities intended to synchronize current and future operations.³ A command's battle rhythm consists of a cyclic series of meetings (including working groups and boards), briefings, and other activities synchronized by time and purpose.⁴ Ideally, the battle rhythms of all headquarters in the chain of command are nested within one another so that outputs of one meeting are available as inputs to higher or lower echelons. Inputs and outputs should logically support each other and decision requirements. A unit's battle rhythm manages the most important resource within the headquarters: the time of the commander and staff.⁵ Regardless of the battle rhythm design, it must be developed to directly support the commander's ability to make timely, well-informed decisions and to execute effective mission command.

「戰鬥旋律」係指揮官、參謀及單位活動三者間所形成的一個程序循環，旨在統合當前與未來的作戰行動。³一位指揮官的「戰鬥旋律」是由一系列會議（包含作戰工作小組和各委員會）、分析簡報，以及具時間性與目的性之活動所

² 就我個人經驗而言，在北約組織作戰層級的高司演習中，如 2019 年的三叉戟胡狼(Trident Jackal)、三叉戟木星(Trident Jupiter)和 2020 年的堅定木星—胡狼(Steadfast Jupiter-Jackal)，觀察員往往擔任作戰計畫顧問。See also Deployable Training Division, Joint Staff J7, *Joint Headquarters Organization, Staff Integration, and Battle Rhythm: Insights and Best Practices Focus Paper*, 3rd ed. (Suffolk, VA: The Joint Staff, September 2019), available at <https://www.jcs.mil/Portals/36/Documents/Doctrine/fp/jtf_hq_org_fp.pdf>; and Joint Lessons Learned Information System, available at <<https://www.jllis.mil/apps/>>.

³ Field Manual 6-0, *Commander and Staff Organization and Operations* (Washington, DC: Headquarters Department of the Army, May 2014), pp. 1–12, available at <https://www.milsci.ucsb.edu/sites/secure.lsit.ucsb.edu.mili.d7/files/sitefiles/fm6_0.pdf>.

組成。⁴在理想狀況下，在指揮鏈內所有指揮部的「戰鬥旋律」彼此架構在一起，因此一場會議的結論事項，可以作為上級或下級階層的有用資訊輸入。輸出資訊與輸入資訊理應能相互支援並支援決策需求。一個單位的「戰鬥旋律」掌管指揮部最重要的資源：指揮官與參謀的「時間」。⁵無論「戰鬥旋律」如何設計，其必須能真正支援指揮官做出即時、周密之決策，同時也必須能有效執行「任務式指揮」^{IV}。

Daily battle rhythm events traditionally consist of a morning and evening command-level update brief, joint effects and targeting meetings, and synchronization meetings among the joint functions to enable executable planned operations.⁶ In low-intensity operations, where actions and effects take place at a slower rate, the battle rhythm may be more deliberate, with daily, weekly, and monthly working groups and boards. While the battle rhythm establishes a routine for a headquarters, the unit's battle rhythm is not fixed; commanders modify it as the situation evolves. In other words, the battle rhythm is the heartbeat of the headquarters and can speed up or slow down depending on the activity within the environment.

一般而言，每日的「戰鬥旋律」程序包含早晚指揮層級的更新簡報、討論聯合效能與目標處理會議，以及為執行作戰計畫而召開的聯合職能同步會議。⁶在低強度作戰行動中，由於作戰行動與效能的步調較慢，「戰鬥旋律」可以透過每日、每週及每月的作戰工作小組和各委員會來逐步策劃。指揮部雖然須建立常規性的「戰鬥旋律」，但單位的「戰鬥旋律」則不能按固定樣板，各部隊主官須依時勢變化做修正。換句話說，「戰鬥旋律」好比是指揮部的中樞心跳，節奏快慢是依據當前環境的各活動而定。

Left unchecked, a headquarters staff can determine multiple additional meetings that might be productive but not necessarily required to feed directly into the commander's decisionmaking process. These additional meetings should be avoided. If they persist, they inherently lead to time wasted and jam-packed days with the command group, staff principals, and action officers

⁴ Army Techniques Publication (ATP) 6-0.5, *Command Post Organization and Operations* (Washington, DC: Headquarters Department of the Army, March 2017), pp. 3-6.

⁵ Deployable Training Division, Joint Staff J7, *Joint Headquarters Organization, Staff Integration, and Battle Rhythm*, p. 9.

^{IV} 任務式指揮為嚴守主動，強調在統一的意圖下分權執行，意即在上級意圖下，下級可以在局部下達決心，這種指揮模式優點在於加速決策流程並維持作戰一致性。

⁶ Joint Publication 3-0, *Joint Operations* (Washington, DC: The Joint Staff, October 22, 2018), pp. 3-14.

running to meetings throughout the day rather than conducting productive staff work. The desired coordination and staff interaction provided by these additional meetings is better solved by staff interface and collaboration during high-intensity operations. Furthermore, the negative impacts of a compacted battle rhythm go beyond a single unit echelon and affect subordinate units' ability to operate efficiently within a timely orders process. Failing to adhere to a disciplined battle rhythm results in everyone working harder, longer, and less effectively.⁷

如果未能加以約束，指揮部的參謀可能會建議召開許多額外會議，儘管立意良善，但不見得直接有助於指揮官的決策過程，我們應避免召開這些繁瑣的會議，因為眾多會議將浪費寶貴時間，使指揮部編組人員、首席參謀及行動官整天繞著會議團團轉，卻無法從事有效的參謀工作。在面對高強度作戰行動時，上述這些額外會議所討論的合作事項與參謀互動，應在參謀層級的往來中得到解決。再者，緊湊的「戰鬥旋律」帶來的負面影響不僅止於單一層級而已，同時也向下影響下級單位有效執行即時命令的程序。若無條理分明的「戰鬥旋律」可供遵循，每個人將是工作效率低落，甚至「事倍功半」。⁷

Command-Level Update Briefs, Boards, and Working Groups

指揮層級更新簡報會議、作戰工作小組和各委員會

Daily update briefs provide analysis to the commander on information requirements within the short-term planning horizon. Typically, two command-level update briefs are held each day, with one briefing internal to the headquarters and one with subordinate and component commands providing short-term horizon analysis and recommendations. The briefing is intended to be short, informative, and selective. A commander does not traditionally make decisions during these briefings but rather gains a current understanding of the OE. This does not preclude, however, the commander from issuing direction and guidance (D&G) for required adjustments within this planning horizon.

每日更新簡報會議可以讓指揮官獲得在短期計畫作為所需分析資訊。一般而言，每日會召開兩種指揮層級的更新簡報會議，一種是對上報告內部狀況，另一種是對下所屬單位提供短期計畫作為分析與建議事項。簡報內容不應雜亂無章，應是簡短報告重點。指揮官通常不會在這些簡報會議下達決策，反而是從中理解當前作戰環境，這些會議不應阻礙指揮官在計畫作為中下達調整的命令與指導。

⁷ ATP 3-92, *Corps Operations* (Washington, DC: Headquarters Department of the Army, April 2016), p. 2-8.

Commanders or headquarters establish boards, working groups, and planning teams to coordinate actions and solve problems. The primary difference between boards and working groups is the level of authority granted by the commander during these events. Commanders chair boards or grant decisionmaking authority to senior staff leaders within a specific functional area. Working groups coordinate action and develop recommendations for approval by the commander during a board. The number, type, composition, and frequency of boards, working groups, and planning efforts depend on the type of unit, echelon, and operation. This coordination is traditionally managed by the chief of staff. While some boards and working groups, such as the Information Operations Working Group, the Resource Coordination Board, and the Joint Targeting Coordination Board, are required regardless of the situation, others should be run only as the situation dictates. The challenge is to identify, based on the tempo of the conflict, which meetings are needed.

不管是指揮官或指揮部為了協調行動並解決問題，都會籌組委員會、作戰工作小組或作戰計畫小組。委員會與工作小組主要不同之處，是指揮官在事件上的授權層級不同。至於指揮官主席委員會或是由高階首參代理行使決策權會議之召開，則只出現在特定的作戰功能領域。在委員會會議期間，工作小組協調行動並提出供指揮官採納的建議。至於委員會、工作小組及計畫作為之種類、組成份子及召開次數，則視單位、層級及作戰行動而定，這些協調事項通常都由參謀長統籌規劃。至於像是資訊作戰工作小組、資源協調委員會、聯合目標協調委員會等，不論當前情況如何都須設立，其餘的則視情況發展待命設立。誠然，主要的挑戰在於如何根據衝突情勢發展，決定須召開哪些會議。

A board is a grouping of predetermined staff representatives with delegated decision authority for a particular purpose or function. There are two types of boards: command and functional. The command board's purpose is to gain guidance or a decision from the commander. The two principal command boards at the joint level are the Joint Coordination Board (JCB) and the Assessment Board (AB) and traditionally happen at different ends of a battle rhythm cycle. Decisions made from these command boards focus future effects, actions, and assessment analysis across the joint force command.

委員會的組成份子是指定的參謀，其被授權對一個特別目的或功能行使

決定權。委員會可以區分為指揮型與功能型兩種，指揮委員會之目的在綜整指揮官的指導與決策，至於在聯戰層級有兩個主要指揮委員會，一是聯合協調委員會，另一個是評估會議，兩者各自在「戰鬥旋律」循環中扮演不同角色。從這些指揮委員會中所做的決策聚焦於未來作戰的效能、行動，以及對聯合部隊的指揮做評估分析。

The JCB, sometimes called the Commander's Decision Board, is the commander's principal decisionmaking meeting and traditionally occurs at the end of a battle rhythm cycle. Its aim is to direct future joint action, synchronize resources, issue command-level guidance across the echelons, and resolve disputes across the joint force. The JCB is an exhaustive review, covering the overall execution of the campaign. Analysis and recommendations from the staff and components are presented during the JCB, and the commander makes decisions about follow-on actions or adjustments to the plan issued to subordinate commands via a fragmentary order. Outputs from the JCB refine products such as the commander's critical information requirements (CCIR), decision support matrices, requests to higher headquarters, targeting and the defended asset lists, and risk management worksheets. The conclusion of the JCB allows the transition into the next battle rhythm cycle, beginning with the AB and follow-on working groups and functional boards to support the next JCB. The minimum composition of the JCB is the joint force commander; the chief of staff; subordinate commanders (in person, by video teleconference, or represented by their senior liaison officers); the political, strategic communications, and legal advisors; the joint operations center director; and other individuals as required.

聯合協調委員會有時亦稱為指揮官決策委員會，這是指揮官主要從事決策的會議，時機點通常在「戰鬥旋律」循環中的最後部分。其主要目的在於指示未來的聯合行動、統整資源、向各層級頒布指揮層級的指導，以及解決聯合部隊內的分歧。聯合協調委員會對整體戰役執行做通盤檢視，並在會議期間提出參謀分析與各單位意見，接著指揮官下達爾後行動之決策，或是透過部分修正之行政命令方式，以調整向下頒布給各單位的計畫。從聯合協調委員會所產出的結果，足以校準像是「指揮官情報需求」、各式決策支援矩陣、向更高層指揮部的申請需求清單、目標與防禦資產清單，以及風險管理表等。在聯合協調委員會之後，接下來就是執行下一個「戰鬥旋律」循環，也就是評估會議及其附屬的作戰工作小組、功能委員會之登場，主要作用在支援接下來又準備召開的

聯合協調委員會。聯合協調委員會的組成份子至少是聯合部隊指揮官、參謀長及所屬下級各主官（與會方式有親自到場、視訊及授權資深聯絡官代表與會）、從事政治或戰略溝通的人士、法律顧問、聯戰中心主任及其餘特定需與會人員。

The AB is the second principal meeting for the commander and traditionally occurs at the beginning of a battle rhythm cycle. The AB primarily informs the commander if the operation is being conducted according to the plan and if the joint force is achieving desired results. Routinely the AB will recommend what effects or decisive conditions should be the focus for the upcoming battle rhythm cycle. This provides focus to the Joint Staff and subordinate commands. A typical agenda divides the operational assessment across three distinct planning horizons: short, mid, and long term. However, to make this command board as effective and concise as possible, the operational assessment should focus only on the priority of analysis provided by the commander's D&G during the previous JCB. The desired output is to seek the commander's endorsement of the staff's operational assessment and recommended adjustments to the plan. A commander has the option to either make decisions during this board or wait to issue additional D&G at the next JCB. The desired composition of the AB mirrors the JCB.

評估會議是指揮官第二個主要會議，通常召開的時機點是在「戰鬥旋律」開始之際。評估會議主要讓指揮官知曉作戰行動是否依表訂計畫進行，聯合部隊是否達到預期結果，循例會建議應置重點於何種效能與決定性條件，以因應接下來的「戰鬥旋律」循環，這能讓聯參與各部隊指揮部掌握重點所在。評估會議的議程通常是對短、中、長期的計畫作為做作戰評估；然而，為了使該委員會既有效率又儘可能簡明，該作戰評估應置重點於優先分析先前在聯合協調委員會時指揮官下達的命令與指導。評估會議所要做的是使指揮官認同參謀的作戰評估，以及讓指揮官採納作戰計畫的修訂建議。指揮官可以選擇在評估會議中做出決定，抑或等到下一次聯合協調委員會時再額外頒布命令與指導，也就是評估會議產出的結果會納入聯合協調委員會。

Three Considerations for a Unit Battle Rhythm

制定「戰鬥旋律」的三項思維

Developing a battle rhythm is a topdown process, and a strategic-level headquarters must develop and implement its battle rhythm first and quickly to subordinate units. The aim of the higher headquarters battle rhythm is driven

by the information necessary for military and political leaders to make decisions. Without these information requirements, driven by the higher headquarters, a subordinate unit or component command is unable to design its battle rhythm to answer these requirements and focus activities within the battle rhythm cycle to coordinate and assess its military actions.

思維一：「戰鬥旋律」之發展是一個由上至下的過程，戰略層級的指揮部必須先發展並執行其「戰鬥旋律」，同時將之快速向下傳達至各單位。高層指揮部的「戰鬥旋律」是以必要資訊為前提下制定，旨在協助政軍領導人下達決策。高層指揮部若缺少這些必要資訊將無法制定「戰鬥旋律」，下轄所屬單位與各部隊指揮部便無法制定各自的「戰鬥旋律」，以因應在「戰鬥旋律」循環中的各項需求及重點活動，造成無法協調並評估各項軍事行動。

An additional consideration within a command's battle rhythm is the targeting cycle that synchronizes effects and actions in all domains and component commands. Complementing the targeting cycle are the intelligence, surveillance, and reconnaissance (ISR) requirements to plan and execute joint effects. At the joint level, there are risks associated with accelerating the targeting cycle due to the required planning, ISR requirements, resource allocation, and target approval process that must be coordinated and synchronized prior to an operation taking place. The air tasking order is a good example of a cyclic process that sequences required resources to execute effects within a joint operation that has negative consequences if not synchronized properly or speed up.

思維二：指揮部層級制定「戰鬥旋律」的思維是運用目標處理作業循環，這將能統合各領域的效能與行動以及各部隊指揮部。目標處理作業循環需要配合情監偵，才能規劃並執行聯戰效能，但在聯戰層級中仍存在諸多風險，諸如在計畫要求下加速目標循環、情監偵所需條件、資源配置及目標核准過程等，這些事項都須在作戰行動前完成協調與統合。空中任務派遣令是目標處理作業循環的一個最佳案例，其為發揮聯戰中的作戰效能，依序要求所需支援，然若未能適切統合或加速程序，將產生負面後果。

The third consideration is a joint force commander's planning horizon focus. At the strategic and operational levels, the desired timing of an action drives the orders process and, subsequently, a battle rhythm. These levels are responsible for shaping the environment for future tactical actions, which, if not properly timed and resourced, will prevent the joint force from executing

orders successfully. Military and political considerations, particularly with sustainment, force protection, and civil-military cooperation, all require strategic- and operational-level involvement to shape the environment for tactical units. Shaping desired effects, sometimes known as notice-to-effect, takes time and even in high-intensity operations realistically cannot take place within 72 hours. Therefore, a 96- to 120-hour cyclic battle rhythm is appropriate to coordinate and assess the joint effects required to properly shape a high-intensity environment.

思維三：聯合部隊指揮官計畫作為之重點所在。在戰略與作戰層級，作戰行動的時間律定驅動著命令程序，以及後續的「戰鬥旋律」。這些層級主要負責形塑未來戰術行動的環境，如未能適時規劃並給予資源，將導致聯合部隊無法成功執行命令。至於如何為戰術單位形塑環境，戰略與作戰層級的參與不可或缺，尤其是涉及在兵力維持、兵力防護及軍文合作的政軍思維。要達成所望作戰效能是透過「通知生效」，這部分在高強度作戰行動實際上並無法在 72 小時內完成，因此 96 至 120 小時為合適的「戰鬥旋律」時間，如此才有餘裕做協調並評估所需聯合效能，以因應高強度作戰環境。

The Essence of Decisionmaking and Staying in Front of the Commander **決策本質與走在指揮官之前**

In early 2018, former Chairman of the Joint Chiefs of Staff General Joseph Dunford stressed that leaders in the U.S. military “must be prepared to make decisions at the speed of relevance. . . . We must further develop leaders capable of thriving at the speed of war.”⁸ As the speed and complexity of war increase, the requirement for faster decisionmaking resides at every level of war and “is as applicable, and dangerous, to battlefield commanders as it is to strategic leaders.”⁹ In high-intensity operations, speed of action requires timely decisions and adjustments to the joint force plan. As mission command systems improve and information-gathering sources increase, a consistent challenge for a staff is determining the relevant information to analyze for decisionmaking. In contemporary military operations, Chairman of the Joint Chiefs of Staff General Mark Milley notes that “the sheer volume and speed of conflicting information can easily bring decisionmaking to a screeching halt.”¹⁰ Normally, proactive commanders do not like to wait for the staff to methodically develop and issue orders to lower echelons. In this

environment, the commander often can get ahead of the staff's decisionmaking cycle. This is not a poor reflection on the staff, but rather falls within the nature of the commander's desire to make timely decisions and execute effective mission command for subordinates.

2018 年初，時任參謀首長聯席會議主席約瑟夫·鄧福德上將強調：「美軍領導者必須準備好在各環節快速地下達決策……我們必須讓領導者能在戰爭的速度中存活。」⁸隨著戰爭的速度與複雜性增加，勢須在戰爭各層級做更快速的決策下達，這種快速決策方式對戰場指揮官而言是可實行的，但卻具危險性，同樣狀況也適用於戰略領導者。⁹在高強度作戰行動中，行動的速度需要即時決策與適時修訂聯合部隊計畫。即使任務式指揮體系改善、資訊蒐集來源增加，但對參謀而言持續不變的挑戰是如何取決供決策使用的相關分析資訊。在當代軍事作戰行動中，現任參謀首長聯席會議主席馬克·密利上將指出，與衝突情事相關的資訊往往排山倒海而來，極為容易造成決策的嘎然而止。¹⁰但就常理而言，具企圖心的指揮官不會坐等參謀的常規建議後才向下級層級發布命令，像這類的指揮官通常會走在參謀的決策循環之前，這並非意指參謀的能力不足，而是單純探討指揮官的本意是要下達即時決策，並執行對下級單位有用的任務式指揮。

In most cases, the commander will always have a better situational understanding than does the staff due to his or her experience, the numerous interactions he or she has had with the higher headquarters, and battlefield circulation with subordinate units. Over the course of these multiple higher and lower echelon engagements, a commander may receive new guidance or issue numerous new tasks to subordinate commands that the staff may not be aware of until the commander's return. Using modern command and control technology and available information systems should minimize the lag time between a commander directing subordinates and updating the staff. Once the staff is informed on the outputs of these engagements, it should

⁸ Joseph F. Dunford, Jr., "The Character of War and Strategic Landscape Have Changed," *Joint Force Quarterly* 89 (2nd Quarter 2018), available at <https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-89/jfq-89_2-3_Dunford.pdf>.

⁹ Joe Dransfield, "How Relevant Is the Speed of Relevance? Unity of Effort Toward Decision Superiority Is Critical to Future U.S. Military Dominance," *The Strategy Bridge*, January 13, 2020, available at <<https://thestrategybridge.org/the-bridge/2020/1/13/how-relevant-is-the-speed-of-relevance-unity-of-effort-towards-decision-superiority-is-critical-to-future-us-military-dominance>>.

¹⁰ Mark A. Milley, speech, 1:27:02 video, at Dwight D. Eisenhower Luncheon, Association of the U.S. Army, Arlington, VA, October 4, 2016, available at <<https://www.dvidshub.net/video/485996/ausa-2016-dwight-davideisenhower-luncheon>>.

immediately analyze the new information, update staff estimates, and ensure the entire headquarters is aware of new requirements.

在大部分的情況下，指揮官由於經驗豐富、與高層指揮部有眾多互動，以及負責所屬單位人物力的戰場流動管制，因此往往比參謀有較佳的戰況理解。隨著各個上下層級投入作戰，指揮官可能會接收新的指導或是對下級主官指派新任務，這時候參謀可能因資訊落差關係並不知情，勢須等到指揮官返回崗位才能理解。為消弭指揮官在下達命令時參謀是否先期掌握最新訊息的這種時間落差，必須善用現代指管科技與現有資訊系統。一旦參謀掌握各部隊投入作戰的相關資訊，就應立即分析新出現的資訊、更新參謀預測，以及確保指揮部知悉其新的作戰需求。

Although the commander may desire to make an immediate decision, there must be a balance between the effect the commander wants to achieve versus the relevance of that decision within a given time. Within complexity there is an art and science to decisionmaking. Simply acting faster than an adversary may not achieve the desired effect if there are gaps in the commander's situational understanding. Although warfare is arguably more complex today, historically the need to make high-quality decisions faster than an adversary was a fundamental tenet for success.¹¹ John Boyd, a U.S. fighter pilot during the Korean War, developed his OODA (observe-orient-decide-act) loop decisionmaking theory precisely to outthink an adversary. He believed that by observing, orienting, deciding, and acting faster, one can exploit opportunities to defeat an adversary, and this theory arguably applies to all levels of war.¹²

雖然指揮官意在下達立即決策，但也必須在所望作戰效能與特定決策時間之間取得平衡，其中的複雜性涉及藝術與科學。如果未能解決指揮官在戰況理解上的落差，一味追求比敵人快一步行動或許無法達到所望作戰效能。今日的戰場已較以往更為複雜，但借鏡歷史可以得知比敵人快一步下達優質決策，將是致勝的根本之道。¹¹約翰·博伊德是一位在韓戰期間的美空軍飛行員，其為人所知的是創立名為「觀察、指導、決心、行動」(OODA)的決策循環理論，讓美軍得以在決策思維上超越敵人。他認為加快 OODA 決策循環，就可以掌握擊敗敵人之機會，同時該決策循環也適用於戰爭各層級。¹²

¹¹ Dransfield, "How Relevant Is the Speed of Relevance?"

¹² Colin S. Gray, *Airpower for Strategic Effect* (Maxwell Air Force Base, AL: Air University Press, 2012), pp. 205-206; Robert R. Leonhard, *The Art of Maneuver: Maneuver-Warfare Theory and AirLand*

Boyd's theory has theoretical linkages with the purpose of designing a battle rhythm. But within a complex environment, Boyd's theory is effective only when the commander has a true understanding and perspective of what the enemy is doing and the cause and effect of those actions within the OE. Furthermore, if subordinate and component commands do not have the capability to "act faster," based on resources, geography limitations, and competing tasks, then acceleration could increase the risk to one's force. When discussing opportunities and time-sensitive decisions, General Douglas MacArthur famously stated, "The history of failure in war can almost be summed up in two words: too late."¹³

博伊德的決策理論與「戰鬥旋律」之設計目的，兩者間互有理論上的鏈結，因為只有當指揮官在作戰環境中真正理解敵行動、成因及影響，博伊德的理論才能在複雜戰場上發揮效用。再者，若所屬各部隊指揮部的「快速行動」未能根據資源、地緣限制條件、任務屬性做判斷，將導致欲速則不達，徒增部隊風險。關於在討論作戰時機與決策時效性方面，麥克阿瑟將軍曾指出：「歷史上戰爭失敗的經驗教訓，幾乎可以總結為兩個字：太遲。」¹³

Instilling the commander's true understanding should be the goal when developing the battle rhythm. Consistent gaps in a headquarters' understanding are indicators that its battle rhythm is not effective. Continuously updating staff estimates and enemy threat templates can assist the commander with understanding friendly and enemy capabilities, opportunities, and vulnerabilities. In addition, assessments that determine what the headquarters has learned from previous actions enable better judgment by the commander. Covering this relevant analysis during the daily update brief will increase the commander's understanding, enable better decisionmaking, and minimize risk.

如何建立指揮官真正理解敵行動係發展「戰鬥旋律」之目標。指揮部對共同作戰圖像理解持續存在落差，將是「戰鬥旋律」無法發揮功效的指標。持續更新參謀評估和敵威脅態樣，可以用來協助指揮官理解敵我雙方之能力，並找出作戰時機和敵弱點所在。此外，汲取指揮部過往在各行動的經驗教訓，也能使指揮官做出更佳判斷。在每日更新簡報中呈現一些有意義的分析，將有效提

Battle (Novato, CA: Presidio Press, 1991), p. 51.

¹³ Robert R. Leonhard, *Fighting by Minutes: Time and the Art of War* (Westport, CT: Praeger, 1994), p. 107.

升指揮官的戰場理解，進而做出更佳決策並減少可能肇生之風險。

One method by which the plans section can remain ahead of the commander's decisionmaking cycle is to use the commander's critical information requirements to anticipate future planning requirements and decisions. Ongoing CCIR and assumptions, analyzed and approved by the commander, should already have branch plans developed based on the likelihood they could happen. As the situation evolves in favor of or against the joint force command, a disciplined staff should anticipate future actions and decisions the command should make. CCIR and the decision support matrix both assist with this anticipation. To remain ahead of the commander's decisionmaking cycle and ensure that decisions flow seamlessly down through the echelons to remain at the speed of relevance, branch plans should include "draft" changes in task organization and in synchronization and troop-to-task matrices.¹⁴ Once the situation dictates a decision by the commander, these prearranged planning products allow the staff to immediately finalize and issue the necessary orders to any subordinate component commands and minimize the friction of a commander being ahead of his or her staff. Using unit liaison officers will assist in allowing parallel planning with subordinate commands to minimize the notice-to-effect lag time.

在制定作戰計畫中，有一個走在指揮官決策循環之前的方法，那就是使用「指揮官情報需求」^V來預測未來的計畫需求與決定。雖然當前的「指揮官情報需求」與假定事項已先呈報指揮官核准，但仍應根據戰場情勢發展額外備妥備用計畫。身為一位專業參謀應提供指揮官未來行動預測和可行建議，而「指揮官情報需求」與各式決策支援矩陣^{VI}則可以成為預測的工具。在速度的環節上著手，才能走在指揮官決策循環之前，也能確保決策順暢地向下傳達至各層級，至於備用計畫也因有順應情勢變化的草擬作為，如變更任務組織、統合作法，

^V 參謀針對會影響到任務遂行或我軍行動之戰場環境、敵我狀況等提出「情報需求」，呈指揮官核定後成為「指揮官情報需求」(CCIR)。我國《國軍軍語辭典》(民 92 年修訂本)對「情報需求」之定義：針對敵情威脅，提供策定決心及計畫作為，所需獲得瞭解的情報項目。區分為情報蒐集要項及其他情報事項兩大項：

一、情報蒐集要項：情報需求作業主要部分。在某一特定時間內，基於完成任務，提出蒐集敵方及有關國家或地區，對建軍、備戰及作戰任務構成嚴重威脅，或妨礙我任務達成的重要情報蒐集項目。

二、其他情報事項：情報需求作業之一部。為情報蒐集要項以外的情報需求，意即可能影響，但不能阻止我任務達成之敵可能行動、特點、弱點及有關之情報事項。

^{VI} 決策支援矩陣最為人所知的是美陸軍的 MDMP(軍事決策程序)，我國陸軍在民國 90 年引進美軍這套 MDMP 指參作業程序，同時修正為適合我國國情之運用。我陸軍指參作業程序區分計畫作為與執行兩階段，在這兩階段中，指揮官藉著參謀不同程度之協助，遂行指揮思維及作戰行動。至於美軍 MDMP 則區分為計畫作為、準備、執行三階段。

以及部隊面對任務的矩陣分析。¹⁴一旦情勢演變促使指揮官須下決策，這些先前準備的規劃作業，將使參謀能立刻向所屬各部隊指揮部發布指揮命令，同時減少指揮官決策走在參謀作業之前的問題。另外，善用單位聯絡官將有助於統合指揮部對下級指揮部的計畫指導，進而減少通知生效的延遲時間。

Three Recommendations

for Improving the Battle Rhythm in High-Intensity Operations

在高強度作戰行動中精進「戰鬥旋律」的三項建議

Focus Command-Level Daily Update Briefs to Describe Only the Information a Commander Needs to Know Within the Short-Term Planning Horizon

一、指揮層級的每日更新簡報只須呈報指揮官在短期計畫作為中的重要資訊

A concise update brief will keep the commander's attention on providing D&G to assist the staff with making adjustments to the current plan. Every staff principal should not be required to brief if their analysis does not directly assist with the commander's understanding or assist in synchronizing the conduct of the operation. Blending current operational assessments into the daily update briefings, while ensuring it is focused to answer command-level questions and understanding, will negate the need for short-term assessments during the AB.

一份簡明的更新簡報會引導指揮官將注意力置於命令與指導，因為這有助於參謀對當前計畫做出判斷。如果各首參的分析對指揮官理解戰況或統合當前作戰行動無所助益，則毋須要求他們逐一報告。當前作戰評估應整合至每日更新簡報，同時將重點置於解決指揮部層級的問題與理解戰況，這能有效減少在評估會議中須做的短期評估作業。

Combine the JCB and AB

二、合併聯合協調委員會與評估會議

Although the JCB and AB have different purposes and take place at different times during a unit's battle rhythm, they fundamentally strive to provide the commander with analysis to understand the environment and make decisions. Since both boards require staff-wide collaboration to be effective, the Joint Coordination and Assessment boards should be combined to synthesize this analysis. If the AB explains what needs to be done and the

¹⁴ Dransfield, "How Relevant Is the Speed of Relevance?"

JCB provides the commander with options detailing how it can be accomplished, then combining these two command boards saves time in producing orders and can reduce the battle rhythm cycle. To further streamline the analysis presented in the board, the operational assessment portion should focus only on the commander's priority of analysis in the mid- to long-term planning horizon. Under this construct, the deputy chief of staff for operations or the J3 should lead this planning effort and direct the necessary working groups across the joint functions to achieve the needed inputs of this singular command board.

雖然兩個委員會在單位的「戰鬥旋律」中各自有其不同功能與召開時機，但本質上都是提供指揮官分析事項，以利理解戰場環境或制定決策。既然兩個委員會都需要參謀與會合作才能獲致成果，何不將兩者合併並在同場與會中產製分析結果。這過程就像是評估會議提出執行需求後，聯合協調委員會則提供指揮官可行選項並詳述該如何完成，合併的作法可以節省命令產製的時間，也可以減少「戰鬥旋律」的循環。為進一步使所提作戰評估分析事項在委員會中順利進行，作法是應只聚焦於指揮官中、長期計畫作為的優先重點事項。在這種合併成單一委員會的架構下，作戰署署長或聯三應主導這個計畫作為，並指示在各聯戰職能中的作戰工作小組提供所需必要分析資訊。

Build a Culture Across the Staff That Promotes Interface and Collaboration

三、建立跨參謀文化以促進合作介面

To build this culture and minimize stovepiping, use effective collaboration methods rather than scheduled meetings to develop staff inputs. Decision support is enhanced when functional expertise from across the staff is brought together via cross-functional cells to enable unity of effort and direct support to the commander's decisionmaking cycle.¹⁵ Effective cross-functional staff integration will minimize meetings and working groups within a command that do not feed directly into command-level boards. This recommendation can be achieved only if the command group makes this a priority and grants the necessary authorities for staff members to speak on behalf of their respective staff principal. One effective method to create this culture is by locating functional areas such as intelligence, operations, planning, sustainment, and assessments in close proximity to one another. Locating these groups in one area within the headquarters and not distinguishing them as separate staff

sections with their own internal meetings should naturally build a cohesive relationship.

為建立跨參謀文化並統合各參謀意見，須使用一種有效的合作方式，不能只是用既定會議的方式提出參謀意見。如能經由跨職能小組統合跨參謀間的專業職能意見後，就能強化決策支援，有效統合意見，進而真正有助於指揮官的決策循環。¹⁵有效的跨職能參謀意見統合，將能有效減少會議次數，而且指揮部內的作戰工作小組就毋須直接納編在指揮部層級的委員會底下。指揮部要將此建議視為優先事項，同時對參謀人員做必要授權，使之得以代替首參發表意見，如此才能成功。建立此種文化的有效方法之一，是對各職能領域如情報、作戰、計畫、支援、評估等做定位，拉近彼此間的關聯性，並將各職能的小組定位成指揮部內的一個領域，而不是認為各小組的參謀專業屬性不同而分別看待之，如此才能逐漸建立具凝聚力的關係。

Conclusion

結論

The current joint force battle rhythm design involving coordination and assessment boards does not provide the commander with timely analysis and recommendations given the speed and frequency of high-intensity operations. Current designs of battle rhythms involving numerous boards and supporting working groups are tailored to—and should be used only in—low-intensity operations, where changes to the environment occur at a much slower rate.

鑒於高強度作戰行動的快速步調，聯合部隊當前「戰鬥旋律」設計中的聯合協調委員會與評估會議，並無法有效提供指揮官即時分析與建議。當前的「戰鬥旋律」設計中編組許多委員會和特定的支援工作小組，這種模式只適用於低強度作戰行動，因為其中的安全環境變化較為緩慢。

The strategic-level headquarters must define the character of a conflict and quickly identify the military- and political-level information requirements while directly supporting the strategic commander's ability to make decisions and execute effective mission command. Therefore, a battle rhythm should be constructed on a hierarchical basis, by managing the time of the staff and commander to interact with higher and subordinate commands. Once complete, the operational-level headquarters can develop its battle rhythm to best answer information requirements and organize the cyclic events required

¹⁵ Deployable Training Division, Joint Staff J7, *Joint Headquarters Organization, Staff Integration, and Battle Rhythm*, p. 1.

to drive the conduct of operations.

戰略層級的指揮部必須界定衝突的特徵，同時快速找出政軍層級的情資需求，才能真正支援戰略指揮官下達決策並執行有效的任務式指揮。因此，「戰鬥旋律」應建立在各層級互動的基礎上，意即有效管理參謀與指揮官的時間，並維持對上與對下的良好溝通。若能掌握要領，作戰層級的指揮部就可以發展良好的「戰鬥旋律」，俾利因應情資需求與策劃作戰行動所需的周期事件。

Although not necessarily fixed, the chief of staff should be cautious about making any major alterations to the battle rhythm unless there are clear gaps in the headquarters' overall understanding of the OE. Two broad principles should apply when developing a unit's battle rhythm: It should not be a slave to the rate of information flow, and it should maintain a rate of effectiveness and efficiency that enables understanding across the headquarters and decisionmaking by the commander. It is the headquarters that controls the battle rhythm, not the battle rhythm that controls the headquarters. In high-intensity operations, the battle rhythm should remain adaptive based on the operational tempo and ensure it remains ahead of an adversary and, when possible, the commander's decisionmaking cycle.

「戰鬥旋律」並非是一個固定樣板，然除非指揮部對整體作戰環境的理解存在明顯落差，否則參謀長不應對「戰鬥旋律」做出任何重大的改變。至於在發展「戰鬥旋律」時仍適用現行兩個委員會的設立原則，但要注意的是不應受到資訊流通速度所控制，須維持有效能與有效率的資訊流通速度，重質不重量，才能促進指揮部與指揮官決策之相互理解。指揮部控制「戰鬥旋律」，並非「戰鬥旋律」控制指揮部。在高強度作戰行動中，「戰鬥旋律」應視「作戰節奏」發展現況保持調整彈性，確保走在敵人與（儘可能走在）指揮官決策之前。

譯後語

「戰鬥旋律」(battle rhythm)與「作戰節奏」(operational tempo)兩者不同，前者係指揮官、參謀及單位活動三者間所形成的一個程序循環，旨在統合當前與未來的作戰行動；後者係戰爭中具有規律性的作戰過程，一般是指作戰過程的快慢、作戰規模的大小、作戰情況的激烈程度，以及攻勢極限與決戰間隙等問題。簡言之，「戰鬥旋律」就是指揮官與參謀在作戰準備會議中產製各單位須執行的結果。美軍在指揮部指揮層級現行的兩個主要會議為「評估會議」與「聯合協調委員會」，程序為先召開評估會議提出執行需求後，接著在聯合協調委員會提出供指揮官採納的可行選項，並依循這種周期模式。美軍「戰鬥旋

律」之內涵類似於我國的「指揮官會議」與「作戰會議」。^{IV}

本文作者指出美軍為因應未來高強度作戰行動的快速步調，勢必要更精簡現有「戰鬥旋律」的流程，因為在優化流程中才得以提升作戰效能與效率，甚至掌握致勝先機，如同參謀首長聯席會議主席鄧福德將軍所言：「美軍領導者必須準備好在各環節快速地下達決策。」再者，作者也強調會議不能冗長、毫無重點，應在簡報上呈現有意義之分析，才能有助於指揮官做出正確判斷與決策。至於預測的工具，作者提出參謀應善用「指揮官情報需求」、各式決策支援矩陣，才能使決策思維走在指揮官之前，而不是讓指揮官的決策思維走在參謀之前。

譯者歸納本文對國軍啟示如後：

一、化繁為簡

各式會議的召開，承參將承受最多壓力來源，不外乎會議資料與簡報內容一再修正，資料越做越厚，其實資料並非厚才完整，應講求精簡，報告重點。這些風氣的轉變須由指揮官下達指導，由上而下做改變，才能真正減輕參謀作業，使各承參致力於重點所在。

二、建置各種軍事資訊系統

我國具備一定程度的科技實力，應陸續建置相關軍事資訊系統，俾利發揮作戰效能與效率，如效法美軍建立「聯合經驗學習資訊系統」(JLLIS)，用於歸納各演訓的經驗教訓，讓指揮官與參謀得以參考相關資訊；另也可參考近期美軍測試中的 BIZINT 應用程式建置，以強化後勤支援能力，該功能為將在地供應商資料做群眾外包，並在地圖上標註供應商位置（類似 Google Map 地圖），只要點選就會顯示供應商的方框資料，諸如聯絡方式、供應品項與服務、評分等級、配送距離及最後一次有效性認證等資訊。

三、準則應與時俱進編修

國軍近期為強化聯合作戰效能，陸續在組織編制上做重大調整，如繼成立「聯合兵種營」後，又著手準備將各軍團改為作戰區。首當其衝的便是準則的編修，準則是軍隊行動參考依據，我國應參考美軍準則並加入自身演習的各項參數與數據，發展出適合我國國情的準則，如此才能強化指揮官與參謀的作戰判斷。

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^{IV} 我國《國軍軍語辭典》(民 92 年修訂本)對於「作戰會議」之定義：指揮官對其所屬指揮官下達作戰命令之會議，亦為計劃及執行作戰所召集之協調會議，可以指揮官會議或參謀會議方式行之。至於「指揮官會議」之定義：係由指揮官或其代理人主持，各下級指揮官出席，司令部參謀人員列席之會議。

in Stavanger, Norway.

美陸軍中校馬修・普雷斯柯特係北約組織位於挪威斯塔凡格的聯合作戰中心訓練顧問組成員。

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