

what gives them freedom of movement.

“That’s what we want to do and we are doing with revised, renewed counterinsurgency doctrine. We’re trying to show the Soldier why an insurgent has the ability to conduct operations and why the insurgent organization garners, uses, and maintains freedom of movement in the same operational environment we’re conducting operations in.”

Part of the need to revise COIN doctrine and instruction stems from a shift in the Army’s approach to counterinsurgency operations, Johnson said.

“What we’ve developed in counterinsurgency is this thing we used to call ‘clear, hold, build,’ but what we’re moving to and what we’re understanding more is that it’s not just ‘clear, hold, build,’” Johnson said. “I don’t just go and clear the threat away because if I do that, I haven’t identified the vulnerabilities that allowed that threat to exist in the first place. Then, the threat continues to repopulate, re-emerge, and regenerate to exploit those vulnerabilities.

“We’ve moved from ‘clear, hold, build’ to ‘shape, clear, hold, build, transition. ...What shape allows the commander to do is to try and understand that environment and either shape the current existing conditions through planning or allow that environment to adjust, modify, and create a level of flexibility with planned operations before executing.”

While the Army’s future as an active player in Afghanistan is uncertain, Johnson said there will continue to be a need for COIN doctrine and instruction to be as up to date as possible.

“In my mind’s eye, counterinsurgency is not going to go away,” he said. “I think there’s always going to be a level of traditional warfare, a level of irregular warfare, but more importantly it’s going to be trying to identify the crossover between the two and how to effectively leverage our assets to win a particular objective. Our doctrine has to support the most effective way of understanding that and showing how to employ the host of assets we have available to us in order to consolidate the gains achieved along a particular line of effort in what are very complex environments.”

(Nick Duke writes for the Fort Benning weekly newspaper Bayonet and Saber.)

MCoE ROLLS OUT SELF-STUDY PROGRAM

NICK DUKE

The Maneuver Center of Excellence (MCoE), in support of Armywide plans for leader development, has instituted the Maneuver Self-Study Program (MSSP).

The program, which was identified by MCoE Commanding General MG H. R. McMaster as one of his initiatives in 2012, consists of books, articles, doctrine, films, lectures and practical application exercises to help educate maneuver leaders about the nature and character of war, as well as their responsibilities to prepare Soldiers for combat, lead them in battle, and accomplish the mission.

The online program includes an introduction and list of topics, as well as recommended publications for each topic, at the MSSP website at www.benning.army.mil/mssp/.

Participants in the program take part

in discussion forums through the use of LinkedIn, a social networking website for people in professional occupations.

MCoE staff members can moderate the discussion forums and ensure discussions are productive and on topic.

The effort to build the program began roughly a year ago, said LTC John Argue, program manager.

A pilot program went online in March, with the first students using the program in May. However, that pilot version of the program featured a major difference from the version that will be used going forward. “For a student to be able to access the program, they had to have a common access card and a computer that is CAC-card accessible,” Argue said.

“It limits so many people, such as retirees who might want to be mentors.

There are retirees who have published

Figure 1 — MSSP website - www.benning.army.mil/mssp

Purpose of Self Study Program

This self study program consists of books, articles, doctrine, films, lectures, and practical application exercises to help educate maneuver leaders about the nature and character of war, as well as their responsibilities to prepare their Soldiers for combat, lead them in battle, and accomplish the mission. The intent is to enhance understanding of the complex interaction between war and politics and to improve the effectiveness of maneuver leaders in complex environments and in combat against determined, adaptive enemies. Our Army must be prepared to fight and win our nation's wars and accomplish missions across the range of military operations. A commitment to learning across your career is critical to ensuring that you continue to grow as a leader and are prepared for increased responsibility.

This series supplements the formal education you receive in our Army with a guide for self-study. ADRP 6-22 states, "Lifelong learning involves study and reflection to acquire new knowledge and to learn how to apply it when needed." Leaders do not have the time or opportunity to learn every lesson in a classroom. Soldiers must take it upon themselves to seek self improvement and gain knowledge through self study. Our Army values education and Self Study has been an important aspect of leadership development since its founding.

Welcome Back to the Maneuver Leader's Self Study Program. Please select the Topic you wish to participate in.

- [Introduction to the Maneuver Leader's Self Study Program](#)
- [NCO Corner \(AKO/CAC Authentication Required\)](#)

Active Topics

- [Afghanistan](#)
- [Armor and Cavalry Heritage](#)
- [Combined Arms Operations](#)
- [Counterinsurgency](#)
- [Leader Development](#)
- [Learning Adaptation and Innovation](#)
- [Logistics](#)
- [Military Leadership](#)
- [Mission Command](#)
- [Moral, Ethical, and Psychological Dimensions of War](#)
- [Nature and Character of War and Warfare](#)
- [Profession of Arms](#)
- [Strategy and the Political Dimensions of War](#)
- [Study and Use of Military History](#)
- [Technology, Doctrine and Combat Development](#)
- [Training](#)

some of the documentation that is part of the program, and they weren't even able to participate."

At the behest of McMaster, Argue said the MSSP team eventually found a way to open the program to everyone through the use of online library collaborative tools and LinkedIn.

The public-facing version of the program went into its own brief pilot stage last week, with students from the Maneuver Captains Career Course using it and providing feedback before the program was unveiled Tuesday and made open to the public and operational force.

Already, Argue said the two pilot versions have shown there is a benefit to using the program in conjunction with pre-course required reading.

"What we're finding is that when students read those topics, it better prepares the student for in-class conversation," he said. "They're already ready to talk about the topic when they come in. Also, they've already collaborated. Even if they don't know each other, they've met each other virtually. It enhances the group dynamic before the class even starts."

All courses and commanders are now required to implement and promote MSSP, but Argue said how each organization chooses to do that is up to them.

"When we say implement, we're not talking about implementing it into the core instruction," Argue said. "You can't do that because instruction is rigid. To add something, you have to remove something. So, that's why we're doing it as pre-reading and we're following course material that's already in the program. The topics

chosen should assist classroom discussion."

The topics chosen for the program were suggested by McMaster and his initiatives group. Argue said topics will be updated to ensure relevancy, and that other ways to improve the program are already in the works.

"One thing we're looking at is the incentive," Argue said. "Do the students see enough incentive to participate in the program? We know as leaders that the incentive is the habit of lifelong learning, but we need to make sure there's enough incentives for young sergeants or lieutenants to participate."

The program could also see expansion and could be used for leader development exercises within various units.

"Commanders in the force are mandated to do leader development once per quarter," Argue said. "This is a package that will already be available that involves a low amount of planning. They'll already have the documents and topics that have questions to use or that lend themselves to creating new questions. ...It'll be there and set up for commanders that want to use it."

Argue said the program could also see expansion to an international level if it is well received.

"International liaison officers are taking on some topic management assistance, so they're helping us facilitate conversation with students," he said. "If the program grows, we'd like them to help us facilitate with students in other international militaries."

(Nick Duke writes for the Fort Benning weekly newspaper Bayonet and Saber.)

SUBMIT YOUR ARTICLES TO INFANTRY

As we continue our transition to a web-based publication, please continue to send us your articles. Topics for articles can include information on organization, weapons, equipment, and experiences while deployed to Iraq and Afghanistan. We can also use relevant historical articles with emphasis on the lessons we can learn from the past.

Our fully developed feature articles are usually between 2,000 and 3,500 words, but these are not rigid guidelines. Shorter articles can be used in our Professional Forum and Training Notes sections. We prefer clear, correct, concise, and consistent wording expressed in the active voice. Also, please spell out all acronyms/abbreviations the first time you use them.

Sketches, photographs, maps, and line drawings that



support your article are encouraged. When you submit your article, please include the original electronic file of all graphics (jpeg, tiff, Powerpoint, etc.). Please also include the origin of all artwork and, if necessary, written permission for any copyrighted items to be reprinted.

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