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# Readings on Combat Decisionmaking

1. Brewster, MAJ Frank W. "Using Tactical Decision Exercises to Study Tactics." *Military Review*, November-December 2002.
2. Cherry, Wayne and Joseph McLamb. "Fighting a Hundred Battles." *Armor*, May-June 2001, pp 43-45.
3. Greenwood, Colonel John E. "Editorial: Intuitive Decisionmaking Properly Understood." *Marine Corps Gazette*, May 1996, p 4.

"The ability to do this [intuitive decisionmaking] is not some mystical power, it is the product of work—of prolonged study, extensive practice, repeated analysis of...combat situations."

"Few Marines take the time or expend the effort to achieve a high level of competence in the art of tactical decisionmaking."

"True tactical skill...comes only to those who have invested heavily in their own self-development. Tactics are at the very heart of the Marine profession, and Marines deserve leaders at every level who have made...the investment in tactical expertise."
4. Klein, Gary A., C. E. Zsombok, and M. L. Thordsen. "Team Decision Training: Five Myths and a Model." *Military Review*, April 1993, pp 36-42.

"Providing practice without effective feedback accomplishes little."
5. Klein, Gary A. "Strategies of Decision Making." *Military Review*, May 1989, pp 56-64.

"Proficient decision makers...use their experience to recognize a situation as familiar, which gives them a sense of what goals are feasible, what cues are important, [and] what to expect next..."

"Experienced decision makers deliberate more...about the nature of the *situation*, whereas novices deliberate more...about which *response* to select...Training can be more productive by focusing on situation assessment."
6. Krulak, General Charles C. "Cultivating Intuitive Decisionmaking." *Marine Corps Gazette*, May 1999.
7. MacGregor, Douglas. *Breaking the Phalanx*. Westport, CT: Praeger Publishing, 1997.

"The necessity for command...of dispersed formations increases reliance on subordinate officers' and soldiers' judgement...Organizational change...[benefits] armies with high quality manpower that encourages initiative..."

"Expanding battlespace increases...uncertainty and ambiguity...This is why greater autonomy at lower levels...is necessary to overcome the fog and friction of future war."

"The tasks that ordinary soldiers are being asked to perform now involve decisions which previously would have been made by officers...they will only make the right decision if they are trained, selected, and encouraged to do so."

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“In an environment characterized by sudden, violent, and...unpredictable change, the complexity of...military operations places the skilled, experienced, and educated military professional at the center of events.”

8. Picart, Major Jose A. “Expert Warfighters with Battlefield Vision.” *Military Review*, May 1991, pp 51-60.

“Battlefield vision is an explainable ability that leaders can develop...warfighting expertise...makes intuition and battlefield vision possible.”

“Producing an expert may not be...selecting someone who has special capabilities, but to create...the motivation needed for long-continued training.”

9. Rogers, Colonel Charles T. “Intuition: An Imperative of Command.” *Military Review*, March 1994, pp 38-50.

“There is a fundamental link between training, experience and...competence that provides the knowledge required to make...decisions...Officers should spend as much time as possible with troops and in the teaching and training environment.”

10. Schmitt, Major John F. and Gary A. Klein. “Fighting in the Fog: Dealing with Battlefield Uncertainty.” *Marine Corps Gazette*, August 1996, pp 62-69.

“Effective commanders...do not plan too far ahead...rely on simpler plans...explain their intent...and situation clearly.”

“Effective commanders anticipate...uncertainty...[and] hold a greater portion of their forces in reserve...Effective commanders...exhibit a higher-than-normal tolerance for uncertainty.”

“Effective commanders...realize that the enemy suffers from similar doubts. Effective commanders...exhibit a significant skill for improvisation and adaptation...They...encourage improvisation...and grant subordinates greater latitude.”

“Effective commanders...share situational awareness with others.”

11. Schmitt, Major John F. [“How We Decide.”](#) *Designing TDGs: A Tactical Decision Games Workbook*. Quantico, VA: Marine Corps University, 1998.

12. Van Riper, LtGen P.K. *Combat Decisionmaking Presentation*. Amphibious Warfare School, Quantico, Virginia, October 1998.

“How can we best develop our commanders’ judgement in order for them to make decisions intuitively? Battle Studies, Decision Games, Simulations, Exercises, and Combat.”

13. *The Human Dimensions of Battlefield Command*. Army Research Institute, 1994.

“Many decisions made by experts can occur instantaneously due to abilities to quickly visualize what is happening and courses of action.”

14. [War Games](#). Historical Division, Headquarters, U.S. Army Europe, 1952.

German General Rudolf M. Hoffman, along with generals Halder, Fangohr, and List, re-constructed for U.S. Army interviewers how the Wehrmacht had taught tactics before and during WWII. “As a division commander, I conducted a map exercise every four weeks.”