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role in asymmetric warfare than in high-intensity conventional war. It entails the integrated use of operations security (OP-SEC), military deception, psychological operations (PSYOP), electronic warfare (EW), and physical destruction, all supported by intelligence, to influence, degrade, deny information to, or destroy adversary command and control capabilities while protecting one's own command and control against such actions. It is applicable across the entire spectrum of conflict.¹⁰ In contrast to high-intensity conventional war, operational C2W should be focused less on physical destruction and more on the synchronized use of PSYOP, EW, and deception.

Asymmetrical warfare calls for nonlethal rather than lethal *operational fires* – the application of firepower for a decisive impact on the course and outcome of a campaign or major operation. Nonlethal fires usually require more time and effort than lethal fires to be effective. They are also rather diffuse in nature and difficult to concentrate on a specific enemy force. The two most important types of nonlethal fires are EW and PSYOP. *Operational logistics* should be fully deployed theaterwide; otherwise, operational commanders would have great difficulty in synchronizing logistics and operations. Broadly defined, the term *operational protection* pertains to a series of actions and measures conducted in peacetime, crisis, and war that are designed to preserve the effectiveness and survivability of military and nonmilitary sources of power deployed or located within the boundaries of a given theater. This task is considerably more difficult in low-intensity conflict than in conventional high-intensity war, because the enemy forces might operate throughout a large part of a given theater. Full protection of key installations and facilities and friendly forces is an especially difficult problem in the urban environment. Only a single commander can successfully integrate and then synchronize all aspects of defense and protection in a given part of a theater.

The commander

The commander's character and personality traits are as critical to ultimate success in asymmetric warfare as they are in conventional high-intensity war. Operational commanders and planners must acquire operational thinking and have "operational vision." Among other things, they also must

¹⁰ Joint Pub 3-13.1, *Joint Doctrine for Command and Control Warfare (C2W)* (Washington, DC: 7 February 1996), p. 1-4.

have a thorough knowledge of the enemy's politics, society, traditions, and ideology. Operational commanders must have the ability to properly sequence and synchronize all sources of power under their command in asymmetrical warfare. Decisions and actions at the tactical level might sometimes have not only operational but even strategic consequences. This, in turn, requires more centralized command and control. It also requires that tactical commanders and their subordinates act with due regard for the possible negative political consequences of their actions.

Planning

In planning a campaign in a low-intensity conflict such as insurgency or counter-insurgency, the desired (strategic) end state is much harder to determine than when planning for a conventional campaign. Because the nature of the strategic objective is more nonmilitary, the intermediate objectives in such a campaign are predominantly major or even minor tactical in their scale. One of the difficult problems is to properly match the ends and means with ways to accomplish a strategic objective that is predominantly nonmilitary. The method of destroying or neutralizing the enemy's strategic center of gravity requires not only physically eliminating the top and mid-level leadership but also countering the ideological appeal and support among the populace. This would include effective measures and actions aimed at delegitimizing the enemy leadership, disrupting or cutting off the insurgents' or terrorists' support networks (political, financial, propaganda, arms supplies, etc.). At the same, as a strategic center of gravity, the legitimacy of the friendly government must be continuously enhanced. The importance of strategic and operational deception is considerably enhanced in asymmetrical warfare. The new information technologies provide more, not fewer, opportunities for both the stronger and weaker sides to effectively use deception for accomplishing their respective objectives.

Conclusion

The application of operational art is much more complicated in asymmetric warfare and generally requires great knowledge and skill on the part of operational commanders and their staffs. The main reason for this is that the strategic objective is predominantly political, diplomatic, psychological, economic, and social rather than military. This, in turn, requires more judicious use of one's military power. In contrast to conventional high-intensity conflict, a campaign in asymmetric warfare

consists largely of a series of tactical actions rather than major operations. The enemy presents few opportunities for the stronger side to achieve decisive victories on the battlefield. Hence, asymmetric wars are inherently protracted and require longer and highly intensive efforts in synchronizing both nonmilitary and military sources of power to achieve the final victory. ■

Hanspeter Ruckli, Adrian Urscheler

Das Überwachungsgeschwader 1992–2005

Die letzten 14 Jahre der traditionellen Berufsformation der Luftwaffe
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Dieser eben erschienene Band vervollständigt die Geschichte des Überwachungsgeschwaders, welches Ende 2005 aufgelöst wurde. Es kommen einige Protagonisten der letzten vierzehn Jahre des UeG selber zu Wort. Eingebettet in die Aktualitäten der einzelnen Jahre, nimmt man an interessanten, bewegenden sowie emotionalen Momenten in der Welt der Militärfliegerei teil. Untermalt werden die Berichte durch Bilder, welche die Faszination, die Leidenschaft und das Leben in der dritten Dimension, widerspiegeln.

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