

## INTRODUCTION

The Army's ability to manage change directly affects mission accomplishment in war and operations other than war. Force integration is the doctrine that describes how the Army systematically introduces, incorporates, and sustains new doctrine, new organizations, and new materiel. Thus, the doctrine contained in FM 100-11 supports the statutory functions to organize, equip, and train for prompt and sustained land combat.

The first effort to document the doctrine of management of change in 1988 was a result of the "bow wave" of modernization that saw new doctrine (AirLand Battle), new organizations (Division 86 and Army of Excellence), and 400+ new materiel systems (notably the Abrams tanks, Bradley fighting vehicles, Blackhawk helicopters, Patriot air defense systems, multiple launch rocket system, and multiple subscriber equipment) enter the active and reserve components. The 1988 version of FM 100-11 documented the complexity of the force integration mission and the volatile nature of the systems that supported it.

The 1994 doctrine describes the current functional systems that structure, man, equip, train, sustain, deploy, station, and fund Army organizations. The effective management of organizations is the common denominator of all functions with a focus on measurable output; in war, the attainment of operational objectives, and in peace, the attainment of readiness objectives. This doctrine prescribes the structure, tasks, and philosophy to manage change effectively.

This manual is primarily directed toward managers of change who determine force and alternative means of resourcing requirements, allocate resources, and assess resource utilization. It is of equal value to the executors of change; the commanders and leaders who must understand how the Army organizes, trains, and equips forces as well as to understand how the Army fights. The ability to fight wars presupposes the ability to manage the functions that build and sustain combat power; this doctrine serves both purposes.