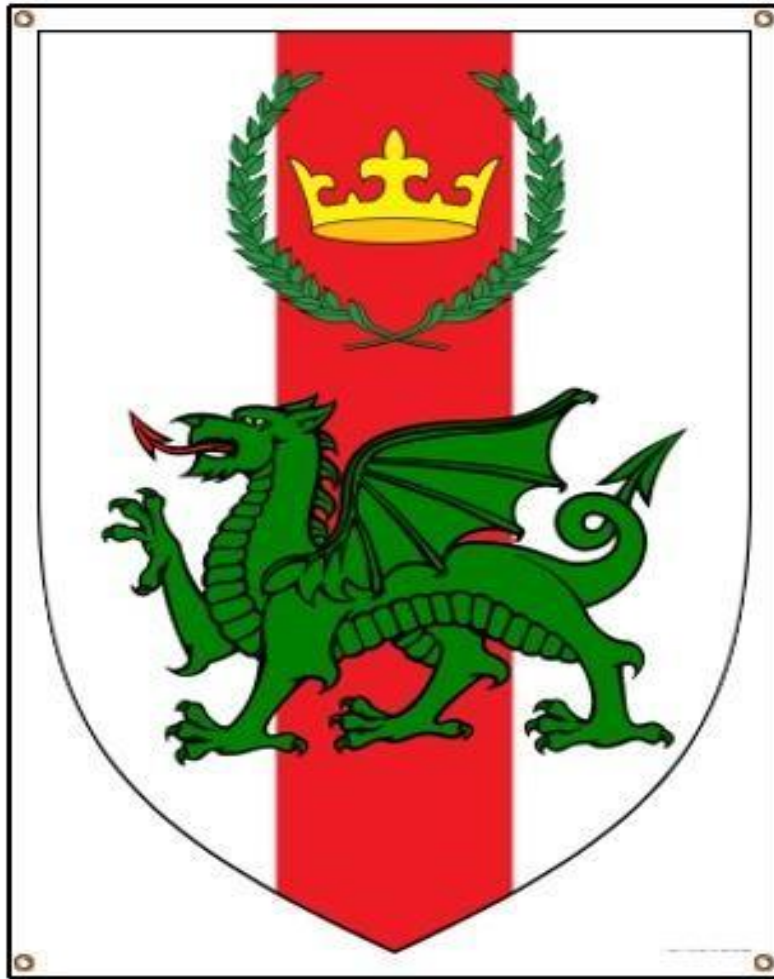


MIDREALM WAR MANUAL



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Notice: This work was written, compiled, and edited by Denewulf Ivarsson, AS XLVI. It is intended for the Commanders and Soldiers of the Army of the Middle Kingdom of the Society for Creative Anachronism. It is not to be distributed in public forums on the Internet nor otherwise freely made available to anyone other than those within the Midrealm Army structure or at the Crown's pleasure. This work is not an official document of the Society for Creative Anachronism and does not represent official SCA policy.

INTRODUCTION

This is the 2nd edition of the Midrealm War Manual. Master William Campion, CGC wrote the first Midrealm War Manual after being commissioned to do so by Sir Ivar Skurgarson (Midrealm Army General at the time) in AS XXXVII. Since then the Midrealm Army has seen many changes: army structure has been adapted to reflect a changing doctrine; the Orders of the Red Company and Gold Mace have been given ever increasingly defined roles in the army ranks; commanders and soldiers have put mind as well as body into the war effort; and we have grown.

What is contained within the pages of this document is the latest doctrine developed for the Midrealm Army. It is intended to be a guide for commander and soldier alike. What is here has been developed over the course of many years through trial, error, and practical experience. Many minds and many hands, SCAdian and mundane, historical and modern, provided input for the work you, the Midrealm Army Soldier, now read. Take what is here and apply it. Learn from it. Grow with it. Adapt it. Make it better.

Thanks

This manual could not have been developed without the work of many people. The following list is by no means complete, but represents those who have directly contributed to much of this document, either by being paraphrased or inspiring: HRM Eikbrandr (many of the diagrams; development of terminology; receipt of orders); Sir Ivar Skurgarson (commissioned the original war manual and providing a tactical foundation); Sir Straum von Bairzog, OP (tactical theory and his tireless work towards establishing a Midrealm Army doctrine); Master William Campion, CGC (wrote and compiled the original war manual; leadership and ethics of command, and instituting the Red Company Sergeant School); THL Iain Ruadh, CRC (After Action Reviews); Duchess Eanor of Amberhall, CRC (fighting timed battles); Jarl Ullr Vindstygge (SWOT); Bernhard Sturmaere (CoC chart); Captain Boris Movila (for setting me to this task); and many, many more. Each in their own way has helped write this manual as have the countless fighters who have and will take the field beneath the summer sun in search of The Dream.

DRACO INVICTUS!

Denewulf Ivarsson
11 June 2009, AS XLIV

SUMMARY OF CONTENTS

Chapter I: Army Structure discusses how the Midrealm Army is organized. It gives a breakdown of the chain-of-command as well as provides basic job descriptions for the various positions within the army, from King to soldier.

Chapter II: Strategy & Planning covers the basics of planning for a large scale battle, such as those at Pennsic. It also gives insight into grand strategy and how it applies to SCA combat.

Chapter III: The Battlefield Commander discusses the ethics of leadership and command in the SCA and troop morale.

Chapter IV: Battlefield Operations goes into detail about battlefield communication, receipt of orders, and task and intent, and lays out unit formations and battlefield movement as used within the Midrealm Army.

Chapter V: Tactics defines the tactics (and tactical theory) of the Midrealm Army. **Chapter VI: Training** covers the concepts of training and outlines items that the army should work on.

Chapter I: Army Organization

On becoming soldiers we have not ceased to be citizens.
– Oliver Cromwell, Lord Protector of England 1653-1658

The Midrealm Army is a war machine that is primarily geared towards the Pennsic War; the army organization and structure is thus built to serve that end, but our involvement in other wars has led to a structure that is adaptive to the campaign at hand.

Army Structure

Senior Command Staff

King, Prince, General of the army, Generals and Lt. Generals. These are the upper-level commanders who are responsible for grand strategy and overall decision-making regarding army matters, such as structure and organization, doctrine, and training.

General Staff

Chief of Staff, Intelligence Department, Operations Department, Training Department. This group operates with the Senior Command Staff to facilitate the various phases of grand strategy and to develop the effectiveness of the Midrealm army. Typically speaking, the general staff are responsible, in conjunction with the Senior Command Staff, for the majority of the “behind-the-scenes” work of the Midrealm Army. Specific tasks may include Ally Kingdom liaison, Non-Kingdom Ally liaison, and Audio/Visual coordinator.

Army Groups

The Midrealm Army is comprised of several different groups: Heavy, Siege, Rapier, and Target Archery. Each Army Group is headed by its own Lt General, who in turn answers to the War General. The organization, structure, and job descriptions that follow are all specific to the Heavy Group, with the understanding that due to their role on the heavy battlefield, the members of the Siege Group fall within the scope of this discussion.

Battalions (Pennisic)

For the Pennsic War the Midrealm Army is arranged into two battalions of three regions each. Battalion Commanders are responsible for the general operations of his/her battalion and the coordination of those operations with the Regional Commanders. This role is assigned for Pennsic operations.

Legions - Regional Units

North Oaken, South Oaken, Pentamere, Legio Draconis, Midlands, Constellation. These units are run by mid-level command staff, generally consisting of Legion Commanders, Lt. Commanders, Captains, and Sergeants. These are the operational battlefield commanders that the Senior Command Staff depends on to make tactical decisions on the field during engagement. The regional units are comprised of companies and lances, such as baronial and shire units, households, and independent war bands, each with self determined command structures. The Legions are designated as follows:

Legion I Legio Draconis
Legion II Midlands
Legion III Pentamere
Legion IV North Oaken
Legion V South Oaken
Legion VI Constellation

Company

Baronial Units, Shire Units, Households.
Generally considered to be 20 or more fighters.
Companies determine their own internal
command structure.

Lance

Lances are generally groupings of 3-5 fighters
with a recognized commander. They are the
basic building block of the Midrealm Army and
form the core of the company-sized unit.

Chain of Command

Chain of Command (CoC) is an important
element of the Midrealm Army; it allows for
effective and efficient communication up and
down the ranks, from King to Soldier and back
again. It gives troops an idea of their role on the
battlefield by defining their 'sphere of influence.'
It is essential that royalist troops know,
understand and operate within the CoC. Ideally,
everyone in the command structure should
know the job of the person above them and be
learning the job two ranks above them.

Job Descriptions

Of every one hundred men on the battlefield, ninety are nothing more than targets. Nine are fighters, and we are thankful for them, for they the battle make. But the one! He is a warrior, and he shall bring the others back.

– Heraclitus, 500 BC

Every soldier in the Midrealm Army, from the rank-and-file soldier to the senior-most commander on the field has a specific function within the army. Everyone is expected to fight; everyone is also expected to fulfill the role that they have chosen or have been asked to take. It should be noted that good soldiers and good commanders know, or are at least in the process of learning, the role and duties of the two positions above them in the CoC.

Terms of Service

With the exception of the Crown, and at the discretion of the Crown, the terms of service for the Midrealm General and the Regional Commanders is traditionally 3 years. This term may be adjusted as the Crown and Senior Command Staff see fit, and will take into account various factors.

King

The King, as the Sovereign of the Midrealm is the absolute head of the Army. The King of the Midrealm is the final authority on the appointment of Midrealm Command Staff above the Company Commander position.

General of the Army

Magister Militum Draconis; Midrealm Army General. The General of the Army is the strategic head of the Army being the primary strategist and tactician of the Army. His responsibilities include the development of campaign grand strategy, negotiations with foreign Kingdoms (Pennsic, Gulf Wars, etc), development and finalization of battle plans, and general oversight of the Army.

Generals (Armored and Rapier)

The Generals of the Army are conditioning the army in means of preparation for wars as well as helping the Regional commanders set up various regional practices throughout the year.

Lt. General (Armored and Rapier)

The Lt. Generals of the Midrealm Army is involved in grand strategy, battle planning and the general duties of the Army Command Staff. In addition, the Lt. General is responsible for overseeing deployment of the Army upon the field and maintaining accurate troop counts on the field.

Chief of Staff

The Chief of Staff reports directly to the General as an aide and advisor, oversees the General Staff (comprised of the Intelligence Department, the Operations Department, and the Training Department), and compiles, publishes and distributes the post-Pennsic AAR. The Chief of Staff is further responsible for creating the Pennsic dossiers for Midrealm and Allied Commanders, setting up the Allied Command Internet forum to facilitate prePennsic communications, developing and maintaining the Midrealm Army Command chart and roster, arranging time and space for Command Meetings at events throughout the year, keeping and publishing notes on command meetings, and at Pennsic, preparation of the meeting area and keeping “the books” for the Army.

Intelligence Department

The Army Intelligence Department is responsible for collecting and compiling information relevant to the tactics, command structures and troop counts of foreign armies and units, including mercenaries and independent warlords; further the Intelligence Dept. is responsible for collecting and analyzing Midrealm troop numbers throughout the year, and collecting the actual and reported troop counts at Pennsic. To this end, the Intelligence Department is responsible for audio/visual documentation of the Pennsic Battles.

Operations Department The Operations Department handles pre-battle preparations and logistics, and assists in developing and coordinating training and intelligence distribution.

Training Department

The Army Training Department is responsible for the training of commanders at all levels, the development and dissemination of training materials, and running or assisting commanders with training at events.

Legion Commander

The Legion Commanders fulfill the role of guiding their troops on the field during engagement; they must have a good grasp of small unit tactics and be able to read the field. Legion Commanders are also responsible for understanding Task vs. Intent; they become the first level of the Command Structure that must be ready to make immediate tactical decisions on the localized level. They need to know and understand the greater battle plan of the Army.

Legion Secretary

The Legion Secretary serves as an aid to the Legion Commander and the Army Chief of Staff by helping the Legion Commanders keep accurate and up-to-date rosters, troop counts, battle details for after-action-reports, battle schedules, battlefield time keeping and any other determined duties.

Company Commander

Like Legion Commanders, Company Commanders are responsible for making immediate tactical decisions basic on their situational awareness; they must have a working knowledge of their region's role in the battle plan and use this knowledge to make decisions on the local level to positively impact the tide of the battle.

Lance Commander

Leading the smallest cohesive unit on the field, Lance Commanders are generally responsible for 2-8 troops. They need a solid understanding of basic tactics and should know how their company fits into the battle plan.

Soldier

Without its soldiers the Midrealm Army could not be. Every soldier on the field is intended to be a weapon at the disposal of his or her commanders. Depending on how they are armed and their deployment within their unit, each soldier has a specific role to fill on the battlefield; each soldier should have a grasp of that role, basic small unit tactics, their immediate command structure, battle scenarios and victory conditions, and battle orders and commands.

Executive Officer/Lt. Commander Executive Officers/Lt. Commanders (XO's) serve mid- and large-size units (companies and regions) by operating as their second-incommand. Their

primary function in the unit is to aid the commander as his right-hand. They are responsible for ensuring that commands are communicated down to the troops, troop counts are reported to the Sergeant Major or his adjutants, replacing the commander should he fall in battle, deploying the unit to their position on the field, and otherwise seeing to the commander's well-being (making sure the commander stays hydrated and rested as needed). When the unit commanders are called to the King or General it is the XO's who remain with the unit and make sure that it remains organized and ready to arm and move as needed.

Draconarius/Standard Bearer

Every unit of the Midrealm Army has its own heraldry, and many have standards or banners of some sort that display that heraldry. Within the unit the Standard Bearer is a position of honor, and if the XO is the right hand of the unit commander then the Standard Bearer is the left hand. The Draconarius, or Standard Bearer, has earned through whatever means (appointment, tourney victory, election, etc) the right and responsibility of carrying the unit's colors to and on the battlefield. They serve as a mustering point during deployment for the unit's troops and if the banner is carried in battle it becomes an identifier for that unit's commander's location (the Standard Bearer should remain with the unit commander on the field).

Support Staff

No army or army unit can function at maximum efficiency without some sort of support. In the SCA, the most immediately recognizable support staff are the water-bearers, who serve the field at large; however, there are several other positions that commanders may opt to fill with volunteers who seek to serve as part of the Midrealm Army. Fighters or non-fighters can fill these roles equally well, and individual unit commanders should determine exact details of job duties.

Unit Quartermaster

The unit quartermaster is responsible for maintaining and cataloguing the unit's group materials, such as banners, unit tabards, weapons, armor, shields, battlefield pavilion, etc. The unit secretary and quartermaster positions can reasonably be combined into a

single office, based on unit size and need. Unit inventory that would fall under the Quartermaster's responsibility should at the least include a field toolbox that allows for field repairs to armor and weapons. Items that are useful include: duct tape of multiple colors, lacing, a small anvil, rivets, rivet set, a hammer, a utility knife, foam padding, and small pieces of extra armor.

Water-Bearers

The Midrealm considers its water-bearing corps as a functional and essential part of the army, and many units have an organized water-bearing group within them. A unit's water-bearing staff is responsible for maintaining ready supplies of water or Gatorade (or similar drinks) for the unit, and may include among their provisions light foods (such as fruit, jerky, cheese, etc) that keep the unit hydrated and fueled on the field between battles or during long resurrection battles.

The Order of Chivalry

The Chivalry of the Midrealm hold a unique place in the ranks of the army; they are often looked upon as leaders on the field, and many of them hold positions in the command structure, from Senior Command Staff down to Company and Lance Commanders (such as when leading their own households). Independently, the Knights and Masters-atArms are examples of the highest levels of individual prowess, and their very presence in the lines can (and often does) influence those lines. They quickly become targets for the enemy, who perceive them as threats and leaders. Members of the Chivalry best serve the Midrealm Army by working with the Command Staff as well as being killers on the field.

The Orders of the Red Company & Gold Mace

Within the Midrealm Army the Orders of the Red Company & Gold Mace serve as mid-level commanders. For Pennsic operations many members of both orders serve as Regional Commanders, Administrative Command Staff and Company Commanders. Those that aren't directly employed in such positions are relied upon to assist the command structure in keeping the army disciplined, motivated, and operational through training and battlefield action.

At war events where the Midrealm Army is significantly smaller and the full army structure isn't warranted (such as at Gulf War), the Captains and Sergeants are often called on to serve more directly as commanders. How exactly is determined by the Senior Command Staff.

Captain

The Captains of the Gold Mace form the heart of the Midrealm Army Line Command. Typically serving as the army line commanders, they are the glue that holds the Army together and unify lances into cohesive units. The Captains maintain discipline among the ranks, keeping lines together in accordance to Mission Intent. Unless they are holding positions within the overall command structure Captains are ideally placed 3-4 ranks behind the front line where they can observe the engagement and assist the command staff in maintaining battle formations, directing troop traffic, and communicating up and down the ranks. Captains are asked to serve the greater good of the army in this capacity, though they are also expected to step into the lines as needed in order to influence the immediate tactical situation.

Sergeant

Battles are sometimes won by generals; wars are nearly always won by sergeants and privates.

– F.E. Adcock, British classical scholar

Where the Captains are the heart of the Army, the Sergeants of the Red Company are the backbone. They are the front-rank fighters who form groups of independent soldiers or disordered units into solid lances, acting as the swords, spears, and shields of the Captains. Sergeants add to the prowess of the army at large through front-line leadership, understanding of small-unit tactics, and decision-making at the localized level of engagement.

It should be apparent that the levels of Grand Strategy relate to the levels of chain-of-command (General > Battalion > Region/Block > Company > Lance/Soldier). It would be a mistake though to assume that each level of command only relates to the phase of Grand Strategy that it corresponds with.

Grand Strategy

At this level, the senior-level Midrealm Army

Chapter 2: Strategy & Planning

A good battle plan that you act on today can be better than a perfect one tomorrow.
– General George S. Patton

The majority of the Midrealm's war effort is dedicated to the Pennsic War. We focus the majority of our strategy and planning to the scenarios and numbers of Pennsic but other conflicts such as Gulf War, Border Raids, and Border Skirmish, require significant planning and thus it is important for Midrealm Commanders to understand how Grand Strategy in SCA combat works.

Grand Strategy

The will to win is nothing without the will to prepare to win.

– Vince Lombardi

Grand Strategy breaks down into five stages:

1. Grand Strategy
2. Strategy
3. Grand Tactics
4. Tactics
5. Small Unit Tactics

Command Staff (King, General, Lt. Generals and any others they deem important) are working towards how a war such as Pennsic will play out. This means that they are involved in the pre-war negotiations such as negotiations for allies, battle scenarios & war points, and begin estimating troop numbers. At this stage the senior command staff is seeking to create advantages that will ultimately contribute to an overall victory in the war. Virtually this entire step is done at the negotiation table or in the war room on paper months in advance of the war.

Strategy

In this step the senior command staff begin using the knowledge they acquired in the previous step to begin the actual campaign planning. Here they begin to analyze battle scenarios and assess which battles they deem are important to an overall victory and which battles we can win and which battles we can afford to lose. This action occurs over the course of the months leading up to the war, and as in the previous step is done on paper at the war table.

Grand Tactics

In this phase of Grand Strategy the actual battle plans are developed. Unit deployments are determined, and task and intent is assigned.

Again, this is done on paper in preparation for the war; most battle plans are shaped about a month before the war, but ultimately they are not firmly set until the night before the battle, with last minute changes typically occurring in the minutes just prior to the battle. It is at this step where the mid-level commanders begin to become involved, receiving their orders and providing feedback at command meetings. The information that these commanders provide at the command meetings (projected numbers of troops for the battle, whether or not they feel their units can perform the assigned tasks, etc) is used to adjust the plans if necessary.

Tactics

Tactics are the decisions that are made on the field once the battle has started, just prior to engagement with the enemy. Here, the midlevel command staff (especially at the Battalion and Regional level) make decisions regarding tactical positioning and maneuvering, attempting to fix the positions of the enemy, performing flanking and counter-flanking maneuvers and attack based on their mission task and intent. It is especially critical at this level that commanders understand their ability to alter their unit's task in order to achieve mission intent.

Small Unit Tactics

Ground Zero. At this point engagement with the enemy has occurred and local unit commanders are applying tactics to perform tasks intended to achieve mission intent. It is at this level that local unit commanders have the ability to influence the tide of the battle and ultimately where victory or defeat is decided.

Fundamentals of Battle Planning

All commanders regardless of their place in the chain-of-command must make preparations prior to battle. These preparations require acquiring troop counts, seeing to the morale of your troops, learning or creating battle plans, and many other tasks. It is important for commanders of all levels to understand how

battle planning happens from the top down so that they can make competent decisions and take right action on and off the field that supports the army as a whole.

Know Battle Rules & Victory Conditions

Commanders must know the battle scenario. They must be familiar with the rules (are holds local or general?) and thoroughly understand victory conditions (is victory determined by total time of possession or just possession at the end of the time limit?). Knowing the rules and victory conditions enables a commander to use strategy and tactics to determine how to win the battle.

Blocks, Not Numbers

Battle plans should be built around the 'block' concept, as opposed to predicted troop numbers or unit identity. Building on blocks with assigned tasks allows for flexibility in reassigning units and troops on the field just prior to the battle and allows you to feed units into those blocks based on what the commanders feel they are best at.

Expect To Be Outnumbered

All good commanders expect the worst and hope for the best. Expect actual troop counts to be lower than predicted troop counts. Expect the enemy to have more troops than you. Expect target-rich environments.

Get Input

Discuss the battle plans with allies and subcommanders. Ask for their input on the plan and ask them how they think their units will best fit into those plans. Units will operate better performing the tasks that they enjoy doing. Keep in mind that it will not be possible to make everyone happy, so be prepared to make concessions to commanders that will keep morale up.

Job Assignment

Simply put, it is the commander's responsibility to put his units in the best possible position to win. Units and troops are the commander's tools. It's his job to use those tools properly.

Communication

Talk to your sub-commanders and troops. Make sure that they understand the battle plan and

their role in it. Get feedback before and after the battle. Reward them with praise for a job well done, help them learn how they can do things better when things go wrong (and be sure to assume blame for that defeat). Also, understand and practice battlefield communication. Know how to issue orders in combat, and especially understand receipt of orders.

Respect Your Troops Respect commanders' knowledge of their troops. Nobody knows them better. They have the pulse of the fighters under their command and become the voice of that unit when communicating up the chain-of-command to you. Encourage troops to use the chain-of-command, but be willing to listen to them when they come to you.

On Campaign Assignment

Assign your units at Pennsic (or whatever the relevant event is). Assign them based on the block concept your battle plan is built around, the numbers they have brought, and the input they have given. Have an idea ahead of time how you'd like to assign them, but keep it loose until you actually report to the command meeting.

Plan Ahead

For long campaigns such as Pennsic, battle plans should be roughly formed and shaped a month or so ahead of time. Take care to keep tasks adaptable to intent and make plans adaptable to unexpected changes.

Self-Importance

Know your own worth in the grand scheme of the battle plan. Ask yourself, "How can I influence the battle?" The answer will be in part dependent on your actual role in the battle. Are you the overall battle commander? Are you assigned to a lance or company command? How large of a battlefield picture will you have or will you be required to have? Knowing these things ahead of time allow you to be confident and ready, something that will translate to your sub-commanders and the troops.

Know Your Enemy

Attempt to understand your enemy's army doctrine. Know their mind. Understand how they are playing the game of Grand Strategy. Be one step ahead of them.

Know Your Troops

Know and understand the troops under your command. Trust their commanders. Trust the troops. Personal contact with soldiers keeps them involved and makes them feel important. Visit the camps of the units in your command. Get their input on how things are going or should go. Involve them. Troops who are recognized for any contribution, no matter how small ("Good to see you here!") are going to perform better than those feel that they don't matter.

Be Prepared

Use the tools at your disposal as a Commander in the Midrealm Army to be prepared for the coming conflict. Have a grasp of tactics, strategy, communication, chain-of-command, command and control, and know your troops. Set an example for those above and below you in the command structure. Know the job of the person above you so that if and when you are called to take on those responsibilities, you are prepared.

After-Action Review

Two important tools for the Midrealm Commander are the After-Action Review (AAR) and the SWOT evaluation. The AAR becomes a tool for the commander to learn from; using the AAR the commander can look back at previous engagements and the tactics used and develop an understanding of what worked, what didn't, and why. The SWOT evaluation is an opportunity for commanders to assess the combat effectiveness of their units.

Field AAR

Also known as a 'hot wash,' the field AAR is an informal AAR done immediately following a battle. The commander brings his subcommanders together and discusses what happened and why. This process is intended to be a short one that allows a brief discussion of the battle while it's still fresh in the mind. Immediate questions that should be asked and answered are: What was the intended plan? What actually occurred? What worked and why? What didn't work and why?

Commanders running a field AAR must keep it focused; it is not a complaint or critique session,

merely an immediate review of battlefield events while they are still fresh in the mind. Its purpose is to recall the facts for all present, making available the individual points of view of every commander (or soldier) involved in the AAR.

Formal AAR

The formal AAR should be done by all commanders after the campaign is over and they've had time to absorb and reflect upon it. The formal AAR process begins with the field AAR; commanders should make notes of relevant details that will be useful later on (this is an instance where a Unit Secretary would be useful).

Formal AAR's are typically requested of all Regional Commanders after Pennsic and are then used to develop the Kingdom AAR. A well-developed AAR will follow this format:

Battle: The name of the battle, victory conditions, and any other relevant information.

Outcome: Victory or Defeat.

Numbers: How many troops were in your unit for this battle? **Deployment:** How and where the unit deployed.

Mission: Unit orders, with emphasis on the Mission Intent. **Opposition:** Who were the enemy units you engaged?

Support: What units were supporting you and your position?

Action: This should be a detailed description of what happened during the battle, from deployment until the battle's end. The more detailed this section is, the better. Someone reading this should be able to 'see' the battle through your eyes.

SWOT

The SWOT evaluation is a tool that commanders should use to assess their unit's current and future capabilities. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. Wise commanders will perform a SWOT evaluation after every major engagement (war) and at the beginning of every war season and should be included as part of the formal AAR.

Strengths – What makes your unit effective and successful on the field?

Weaknesses – What aspects of your unit need improvement?

Opportunities – What can you do to improve your unit?

Threats – What obstacles are in the way of improving your unit, both in the immediate future and the long term?

Chapter 3: The Battlefield Commander

First our honor. Then our people. Last ourselves.
– Gunnar Halfdann of Lund, Ealdormere

Commanders in the Midrealm Army serve the Crown and their troops. Each commander is

afforded a great degree of autonomy in the development, training, and battlefield decision making of their unit, but as has been the case throughout history, commanders are only as effective as their troops allow them to be. This is truer in the SCA because of the nature of our organization.

The minimization of the risk of severe injury and death in SCA combat breeds a warrior that has little to fear on the battlefield other than loss of honor or defeat. We face a foe that we presume to be honorable and chivalrous and seek to present ourselves as such to him. We fight in a volunteer army in a hobby organization; our command structures work only because everyone playing the game allows them to. SCA battlefield commanders are therefore tasked with being leaders that set an example that motivates and inspires their troops and plays to their individual morals and ethics.

Leadership

An SCA commander leads through influence. Within the context of the SCA there are four common sources of influence that we are likely to encounter, as well as a rare fifth one. Any of these sources of influence can make a commander a leader, but the best commanders build their leadership upon each source of influence. Commanders successful in building upon the types of influence create trust in their troops.

Positional Influence

Positional influence means that the leader has been placed into a position of leadership, either by appointment or election. Troops are expected to follow the commander because he is 'in charge.' This type of influence relies on coercive motivation, or the punishment of a soldier for failure to follow orders. In the SCA this coercive power is minimal and it is entirely dependent upon the individual to accept the authority of those above them. This is the gateway influence for most SCA commanders.

Inter-Relational Influence

This is the most common type of influence in the SCA; people follow a commander because they

like him. It is a social influence that relates to the commander's relationship with his troops. They follow him because they want to, simply for the reward of the social interaction and the 'good time' to be had from the activity. Commanders who lose touch with their troops can damage their relationship with them and affect their willingness to follow them.

Reciprocating Influence

This type of influence is earned by commanders who have delivered results to the group as a whole. A commander with reciprocating influence is followed because they have proven their worth as a leader and the troops know that following that commander will likely lead to success.

Individual Influence

Commanders who have earned their own renown, proven to their troops that they matter and demonstrate competence as a leader begin to earn individual influence. This type of influence is earned from the individual fighter who has benefited personally from their commander's leadership.

Renown Influence

This the rarest type of influence in the SCA, earned by those who have spent years establishing themselves as leaders who have helped others and the group. Individuals with this type of influence are looked upon as an ideal and are followed because they are what others aspire to be.

Trust

Trust is the bond that binds leaders and followers together. Commanders only have influence over those troops that trust them. In order for trust to be given, a commander must display honesty, fairness, and caring. Honesty is acting truthfully, sincerely and without deception or fraud. Fairness is acting justly, without bias, prejudice or preference when dealing with others. Caring is being genuinely interested in and concerned with the well-being of others. All of these traits combined breed trust among the troops and develop integrity in the commander; actions speak louder than words and reflect stated goals and objectives.

Morale

Regard your soldiers as your children, and they will follow you into the deepest valleys. Look on them as your own beloved sons, and they will stand by you even unto death!

– Sun Tzu, The Art of War

Morale on the SCA battlefield isn't dictated by the fear of loss of life and limb, but primarily by the honor of the individual. In the SCA we have the unique position of being able to go into combat with a realistic expectancy of minimalized risk of injury or death. The benefits of victory on the field of battle are neither tangible nor measurable by any means other than in the hearts and minds of those in the fight and those who witnessed the fight. In theory, the soldiers of the Midrealm Army are asked to follow their commanders into battle against the enemy of the Crown to defend the lands and people of the Middle Kingdom. The reality is that in the SCA we fight the wars the Crown asks us to not for some piece of land or because of the threat of oppression by a foreign ruler, but for the demonstration of the worth of our Kingdom.

Who is the enemy of the Crown? Whoever the Crown says it is. The individual fights that enemy because to do so is honorable and we seek to uphold the honor of our Kingdom. We seek the joy of combat and we follow commanders because we trust them to lead us to an honorable end on the field, whether it be in victory or defeat. Commanders lead because they've been asked to and because a certain amount of their fun comes from being in the role of a commander.

When fighting ceases to be fun, the morale of the soldier drops. Commanders must take care to see to the needs of the soldiers by putting them in the best possible position to have fun. We do so by seeing to the needs of the honor of the Kingdom, then seeing to the needs of our troops, and lastly seeing to our own needs.

First, Our Honor

SCA wars are fought to demonstrate the worth and integrity of the kingdoms involved. As a Kingdom the Midrealm is not great because its army can take the field and demonstrate the greatest discipline or tactics – it is great because the soldiers of the Midrealm Army care enough for each other and their honor that they will don armor and march to field as one rather than watch their friends go fight alone. We are great because we will not cheat, wrong, or defraud our

enemies or ourselves by challenging the honor and integrity with which we take the field.

Then, Our People

Commanders must tend to the needs of their troops in order to maintain high morale. This first means seeing to their honor, but it also means taking of care those things more traditionally associated with military operations. Does your unit have a name and device? Do the members of your unit feel like they belong to the unit, and that it is theirs? Does your unit have the support staff, equipment and supplies it needs to be successful on the field, whether on campaign or for a one-day war?

Unit identity is a critical element of morale. The easiest way to create unit identity is through heraldic display; unit device and colors, readily displayed on a banner, tunics, tabards or in other ways allow troops to have a point of common reference that bonds them to one another. The simple act of putting on a unit tabard, tunic, or helmet mantle can place a fighter in a certain mindset – that of being ready to fight beside his brothers and sisters and share in the honor that must certainly come from doing so. Fighters within a unit will feel more valuable if they have a function within that unit.

They need to know their job and its responsibilities. A fighter who feels that they are important to the unit's overall purpose and functionality is likely to arm and take the field with his fellows because of that importance – the feel like they matter in the overall scheme of things, no matter how new or how seasoned a fighter they are.

The well-supplied and well-supported soldier is a happy one. Each of us is ultimately responsible for our own equipment and campaign materiel, but the unit that maintains its troops with support staff and community supplies will see a consistently higher troop count on the battlefield. Maintain a field repair box; have extra armor pieces and weapons available to replace those that are damaged or lost on the field; have basic medical treatment available in the form of a first aid kit; have community rations for rehydrating and refueling on and off the field. Accommodate non-fighters within the unit, and recognize them as members of the unit. Those who don't fight but support the unit by serving as waterbearers, chiurgeons, cooks, and camp-aides want to be included, and their recognition and inclusion will only serve to bolster the morale of the troops.

Last, Ourselves

It is easy for a good commander to become caught up in attending to the needs of his troops, but we must remember that if we don't take care of ourselves we cannot be good commanders. Seeing to ourselves means several things: we must physically take care of ourselves on and off the field by making sure to rest, rehydrate and refuel; we must maintain our own combat prowess – troops expect their commanders to be competent not only in strategy in tactics, but also in armor; and we must see to our own honor.

Your troops depend on you to be on the field leading the way for every battle. They expect you to have a certain level of prowess and a certain level of command knowledge. Only by applying ourselves to our own training at fighter practice and in the library can we achieve and maintain that prowess. Afterwards we must rest our minds and bodies to prevent fatigue and injury. Train with your troops; push them to greater heights and they will reciprocate.

Commanders must carry themselves with honor; indeed, they bear the honor of those above them in the chain-of-command and the honor of the troops under them. If our own honor is tarnished it will negatively impact those under our command and their morale will drop; how can we uphold the honor of the Kingdom and our troops if our own integrity is compromised?

Reserve negative thoughts for yourself. Ask nothing of your troops that you would not willingly and happily do yourself. If a battle is lost, bear the defeat as your own; if it is won, give the victory to the troops. Interact with your troops. If they do not camp with you, visit their camp; know their names and make them important to you. Be ready to inspire them with a few well-timed words on the field. Know the tales of the deeds of the soldiers under your command and be able to relate some feat of theirs, no matter how great or small, to their peers. Know them for their honor and valor, and they will recognize you with trust and love.

Chapter 4:

Battlefield Operations

Do nothing which is of no use.
– Miyamoto Musashi, The Book of Five Rings

The Midrealm Army has seen a marked shift towards organized command & control (C&C) on the battlefield resulting in greater discipline and execution of orders and tactics by the troops. C&C is vital to maintaining battlefield discipline, enabling effective battlefield communication, and creating a sense of purpose and involvement in every soldier on the field.

Battlefield Communication

The secret of war lies in the communications.
– Napoleon Bonaparte

Communication is of vital importance on the battlefield. Battlefield communication needs to be clear and concise in order to be effective and efficient, especially in regards to communicating battlefield commands and orders. Commanders, Captains and Sergeants should be aware of their battlefield sphere of influence when communicating during engagement. The average fighter will be able to effectively communicate with between 3 and 5 other fighters during a tactical engagement. Beyond this immediate sphere of influence, the chaos and noise of battle diminish the ability to communicate to anyone more than a couple bodies away. Unit commanders need to rely not only on their sub-commanders to efficiently and effectively lead troops to the accomplishment of mission objectives but also proper communication concepts.

The two fundamental communication concepts that commanders use to directly and immediately communicate with and direct their

troops during combat are Active Command and Directive Command.

In Active Command the commander leads by doing. The commander leads the unit from the front and the unit follows. Little or no verbal communication occurs because the troops all understand that they are simply following the leader wherever he takes them on the field.

Directive Command relies on the commander giving verbal direction to his troops during combat, regardless of his position on the field.

Pre-Battle Orders (TIMS)

In the absence of orders, go find something and kill it.

– Field Marshall Erwin Rommel

Any set of orders given prior to a battle should be based around the four fundamental parts of an order (TIMS). These are:

1. Task – This is the specific course of action the unit receiving the order is to take in order to achieve mission intent.
2. Intent – This is desired outcome of the order.
3. Main Effort – This is included to reinforce the Mission Intent; the Main Effort is the unit of primary focus and their actions.
4. Schwerpunkt – This is the commander's vision of how the battle will be won; it is an internal process that dictates the orders he gives out and determines what will be his main effort.

Once a commander has determined the orders he will give out he needs to communicate them in a manner that is clear and concise so that his sub-commanders will be able to understand, repeat and communicate them in proper fashion to the troops. The base formula for communication of orders should be:

“(Unit A) is to perform (Task X) in order to allow (Unit B) to perform (Task Y).”

The first part of any given order should be the Task of the unit; the second part (defined by ‘in order to’) describes the Intent of the unit.

Commanders need to be aware of the general perception of the average line soldier – “Tell me what to do, why I’m doing it, and let me go do it.” Most soldiers don’t want to be burdened with the nuances of command and control as it operates above them or prior to and after battles. They want to be given a simple order, know why they are being given that order, and then released to do it. The ‘why’ of an order is what gives the soldier motivation by making that task important, and thus the fighter, important.

Operational Process for Receipt of Orders on the Battlefield

Phase 1 – General

10 minutes prior to start of battle – The Battlefield Commander assesses the prebattle situation. This includes becoming aware of last minute changes to the rules of the battle, the terrain layout (banners, walls, gates, combat archery/siege, etc) and receiving counts from the Sergeant Major and his/her staff. He then takes a central position on the field with his banner.

Phase 2 – Battalion

Battalion Commanders attend the General and receive their final battle orders.

Phase 3 – Region/Block

Battalion Commanders take a position on the field and are attended by the Regional Commanders and their Lt. Commanders for communication of orders.

Phase 4 – Company

Regional Commanders are attended by Company and Unit Commanders (at this level these are the Household, Baronial, and other larger units) and orders are communicated to them.

Phase 5 – Lance & Soldier

Company and Unit Commanders transmit their orders to any smaller units and all other soldiers in their command. At this stage all soldiers should have awareness and understanding of their role in the battle and how it affects the level of command structure above them.

Task & Intent

Every order should include a task (the function being assigned to the unit) followed by intent (the goal to be achieved). Unit tasks are assigned by commanders based on the intent of their orders. Soldiers in a unit should know how to perform the job they are being assigned to (which means fundamental understanding of tactics), but it is important for commanders to understand their mission intent. Obstacles on the battlefield often interfere with a unit’s initial assigned task; commanders at all levels are responsible for (and expected to be) making decisions that alter their unit’s task in order to achieve mission intent.

Battlefield Receipt of Orders It is critical that all levels of the chain-of-command (CoC) understand receipt of orders on the battlefield. Understanding of this fundamental concept enables efficient communication of orders from the highest level of the command structure to the lowest. Further, troops knowing how they fit in to this structure are made to feel included in the overall CoC and thus feel important in the larger scheme of things.

When orders are communicated from one level of command down to the next (such as from Regional Commander to Company Commander) the following process should be followed:

- A. The Regional Commander communicates orders to his Company Commanders.
- B. He then asks for understanding of those orders from the Company Commanders.
- C. One Company Commander repeats those orders back to him.
- D. If the orders are not repeated correctly, the Regional Commander repeats the orders and has a second Company Commander repeat them.

Battlefield Commands Commanders utilize a variety of terms to communicate battlefield orders to their troops; a well-disciplined army maintains its effectiveness and efficiency through common language on the field.

Battlefield orders should follow a

'command-execute' formula, such as "Prepare to charge: Charge!" The formula works by the commander priming his troops with a command ("Prepare to charge."), every troop in the unit receiving the order echoing the command, and the execution order

("Charge!"). By priming the troops with a 'prepare' order, every troop is given the opportunity to become aware of the order and process it; this is reinforced by their repetition of the command. Once the execution order is given troops are able to execute it without hesitation.

Muster & Marching

Muster is a critical time for a unit. Commanders have the opportunity to gauge unit morale, get troop counts and otherwise become aware of the general condition of the unit. At Pennsic commanders are given muster times and deployment orders the night before a battle and it is important that commanders ensure that their units are in place on time so that pre-battle operations can occur efficiently; it is not uncommon for there to be last minute changes to the battle plan which can affect deployments and mission orders, and if troops are mustered in place and on time this gives the Senior Command Staff the ability to make such changes with educated confidence. Units should have specific muster times and locations prior to the battlefield muster at Pennsic (or at smaller wars). Most units tend to camp together, but commanders should ensure that the unit is mustered and prepared to march to the field with sufficient time to make the muster timeline that the Senior Command Staff has dictated. Once the unit is mustered it is ideal to set the troops into a marching column (typically two-wide) and take a head count. If the unit has a banner it should be at the head of the column. At the commander's order the column will march to its muster point on the battlefield, reform into a deployment column, and drop their gear in place. Once in place the unit commander should report immediately to the commander immediately above them in the CoC for further orders while the unit takes its ease.

The march to the field serves two purposes: the first is organization. Commanders can maintain troop counts and Senior Command Staff on the field can see what units are coming in. The second purpose is morale. Troops marching to the field with their comrades-in-arms develop a sense of camaraderie that can boost their spirits.

Battlefield

ADVANCE – T that directs the walk.

CHARGE – T that directs the fastest possible keep in mind effective when and that charged ordered if they slowest troops.

FALL BACK command that backwards which The command "fall back five banner."

FAST ADVANCE command that forward at the unit together in

FORM UP: (formation column) command that the formation column").

OBLIQUE LEAN movement command advance diagonally facing.

REFORM – T that directs the another command

SLIDE LEFT/RIGHT command that laterally (sideways)

WHEEL LEFT/RIGHT movement command turn left of right

Unit Heraldry

Unit heraldry plays an important role on the battlefield because of its use as an identifier. It enables commanders to see where their units are in the chaos of battle and at a glance determine the current condition and strength of that unit. It is also useful as a morale builder, not only for the troops in the unit, but also for friendly troops; troops unified by wearing unit colors feel like they are part of something greater than themselves and are more likely to live up to any ideals held of that unit.

Every army has units within its ranks that have won great renown and are held as heroes by the rest of the army; within the Midrealm Army it is the same. When a unit of such standing marches to the field it is recognized by its heraldry first, and troops seeing such a unit arriving on the field can be positively affected by their presence. Enemy units will also recognize the heraldry of particularly famous units; this can affect the enemy morale and create an advantage on the field.

Every unit in the Midrealm Army is encouraged to display its heraldry in whatever manner it chooses. For smaller conflicts such as Gulf War every soldier is encouraged to wear the Kingdom colors (typically in the form of a paled tunic or tabard); Regional Commanders and above are expected to wear Kingdom colors with the mark of their rank on them (four stars – General; three stars – Lt. General; two stars – Regional Commander; one star – Regional Lt. Commander). Additionally, Captains of the Gold Mace and Sergeants of the Red Company are strongly encouraged to wear the trappings of their station (red cloaks or some means of displaying their gold or silver maces).

Maneuvering

The art of concentrating strength at one point, forcing a breakthrough, rolling up and securing the flanks on either side, and then penetrating like lightning deep into his rear, before the enemy has time to react.

– Field Marshall Erwin Rommel

The goal of basic tactical movement on the battlefield is to move a unit from point A to point B while maintaining unit cohesiveness, or battle order and formation for the purpose of creating positional advantage.

Advancing

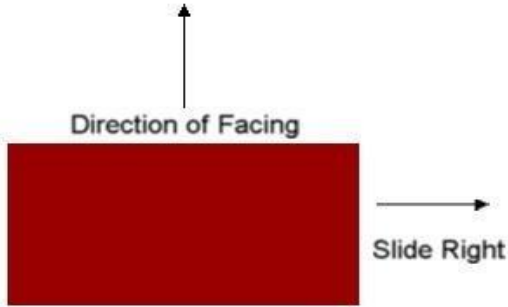
Units advance forward at a pace ordered by the commander, typically at a walk, fast-walk, or charge. Advances may be called on the step, such as when the commander orders the unit to advance five steps. When advancing, the unit moves as a single entity, with the rear ranks keeping pace with the front rank.

Falling Back

Retreating has little need or value in SCA combat, but there are times when it is tactically advantageous to fall back (for example: the unit has advanced beyond the target of its Mission Intent, or terrain is tactically superior behind the unit's present location, or to regroup). When falling back the rear ranks control the pace of movement and it is crucial that line commanders communicate from rear to front in order to keep the unit ordered during the movement; a pile-up of the ranks caused by the front moving too quickly into the rear can create a lethal situation against an assault.

Slide

When sliding, the unit moves as a whole to the left or right while maintaining its current facing.



Wheel

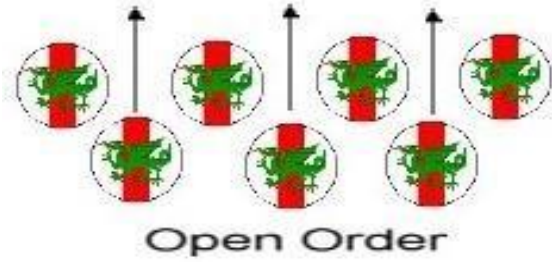
Wheeling is the act of turning a unit ninety degrees. It performed by the unit moving around one of its front corners; if wheeling right the unit will move around its front right corner and if wheeling left it will move around its front left corner. That corner becomes the axis around which the unit pivots. The opposite corner of the front rank begins the motion of the pivot, with the rear ranks following.

Battle Order

Battle order is the tactical formation of a deployed combat unit. Battle orders include the column, the oblique/echelon, and the flying wedge and inverted wedge. Tactical order also refers to the physical arrangement of troops within a unit, such as in open order, closed order, or loose order.

Open Order

Troops deployed in an open order are generally arranged evenly spaced but fairly close to one another. This order gives spears and pole arms room to work in a shield wall while keeping them reasonably protected.



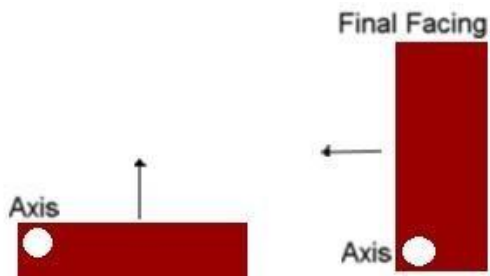
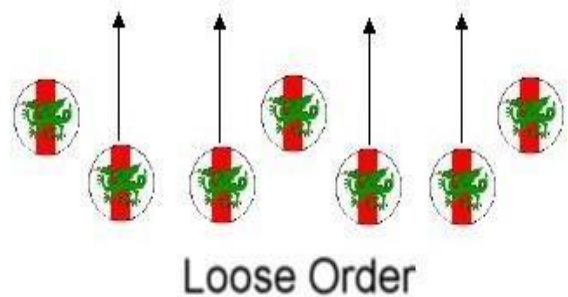
Closed Order

When deployed in closed order, troops are arranged in a tight formation designed to prevent penetration by enemy units. Shields generally form the front ranks and flanks of the unit, with spears and poles protected in the center, but limited in their effectiveness.



Loose Order

Loose ordered troops are generally deployed across a larger front, with greater spaces between individuals. Loose order allows for a greater fluidity of movement in the unit but loses the efficiency of easy communication down the line. Localized lance commanders must become more aware of the overall situation and prepared to react and lead as the situation unfolds.



Battle Formations

The Midrealm uses a variety of battle formations, most common of which is the column. Each formation is suited to a purpose; it is ultimately the responsibility of the Regional and Company Commanders to know these formations and how they work on the tactical level, and then deploy their troops accordingly.

Column

The column is the fundamental formation that most SCA combat units line up in. Columns tend to point, depending on how many ranks can be formed. Because the column formation is primarily focused on the regional unit, there will typically be around 60 fighters in each column. Commanders should remember that the column is not a fighting formation; it is a means of delivering fighters to engagement. Once engaged, Company Commanders must have the awareness to re-deploy their troops out of the column and into the fight.

The basic formation of the regional column should be as follows: the front two ranks should be heavy shieldmen supported by a rank of long weapons (ideally a majority of pole arms and a couple spears). The ranks then fill in according to their orders, with a shieldman on the end of each rank, forming a defensive line on the flanks.

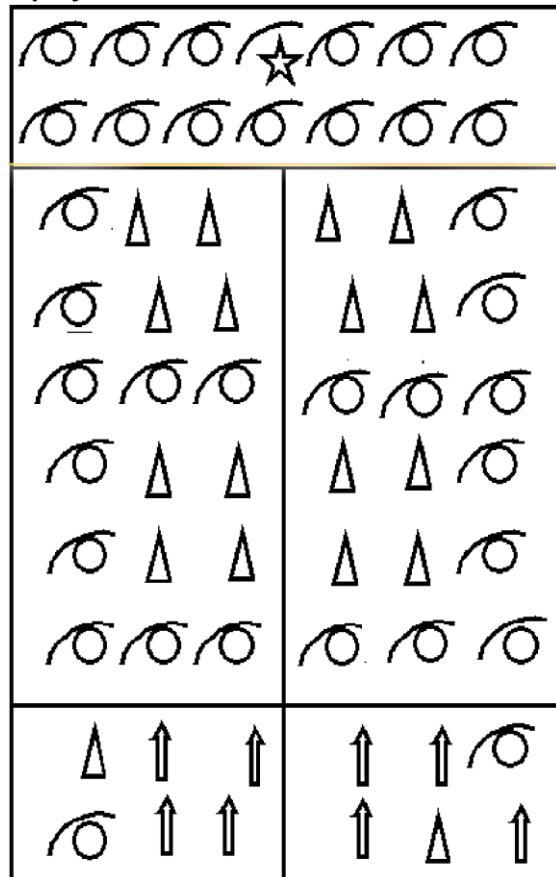
As a delivery system, the deployment column is intended to take the fight to the enemy. The front rank troops must understand that their role is to seek out and engage the enemy in shield-to-shield combat (hard engagement), not engage them in speardueling (soft engagement). Once hard engagement occurs the rest of the column deploys to flank and envelope the enemy.

The breach column is a column 1-2 fighters wide and 4-6 fighters deep and should generally be comprised of heavy shields, perhaps with one or two pole arms in support. Its purpose is the delivery of a lance into hard engagement with the enemy in a column charge.

to form the basic building block of an SCA army, being deployed on the battlefield as the battle plans dictates. From the column formation, well-trained troops can be deployed into most other battle orders.

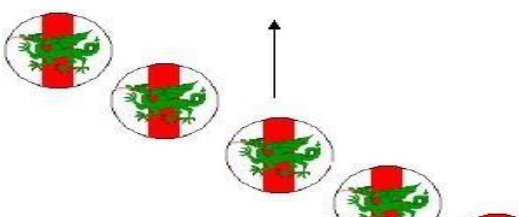
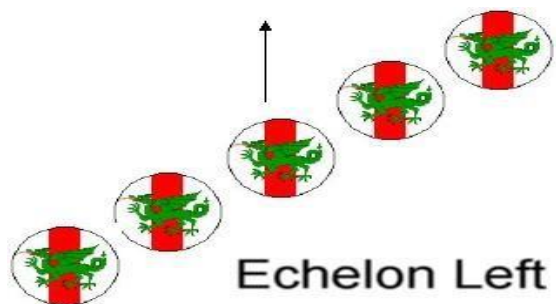
There are two types of columns: the deployment column and the breach column. There is no set rule on how wide a deployment column should be, though a breadth of seven fighters is a good starting

Deployment Column Formation:



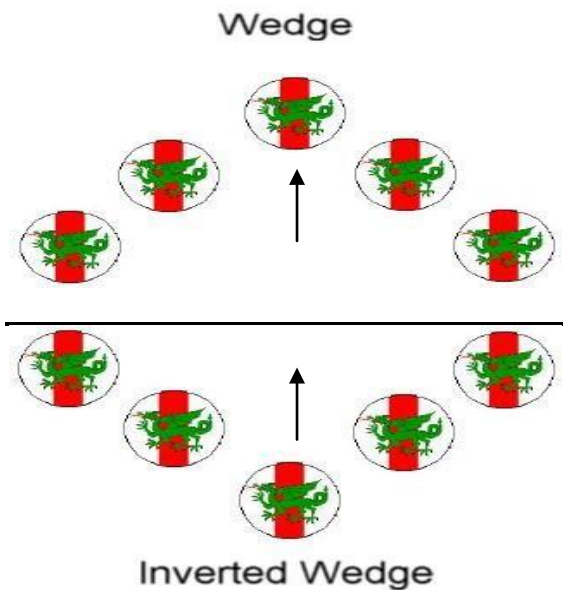
Echelon

In the echelon formation troops (or columns) are deployed in a staggered formation. Echelon formation is most generally designed to allow a focused, localized attack on a point in the enemy lines while denying engagement in weaker friendly lines. Echelon formations are defined by their overall facing, not the lead element; i.e. Echelon Left means that the lead element of deployment is on the ride side, so

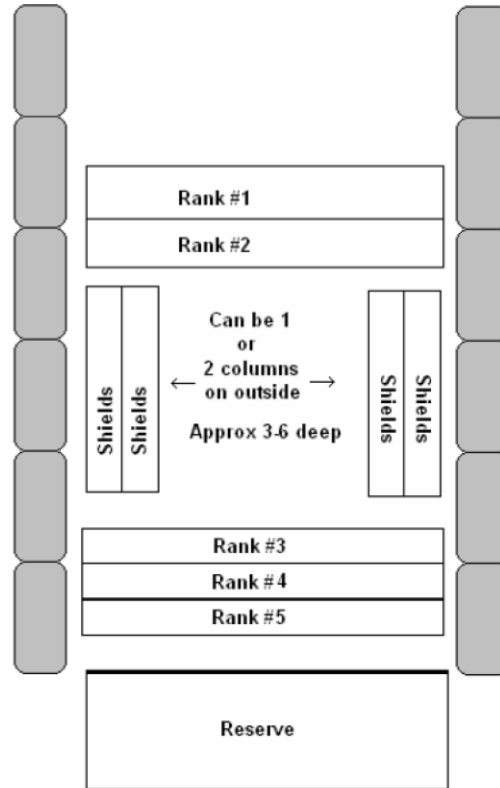


that the facing of the entire line is to the left.

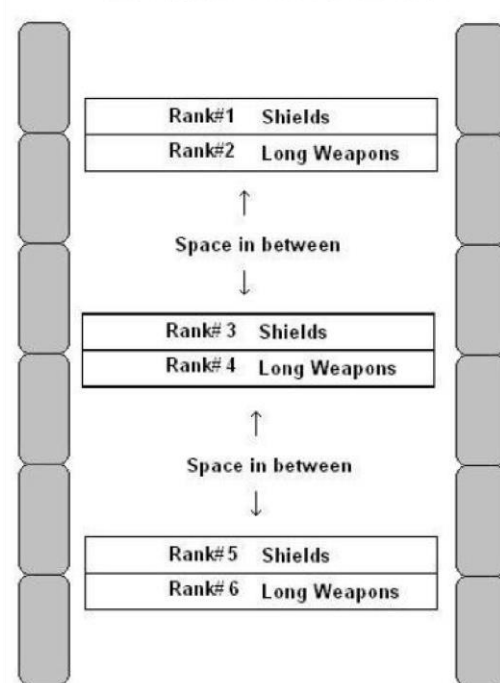
with its point towards the enemy. It is designed to penetrate enemy lines and allow for the deployment of troops within those lines. In the inverted wedge troops are deployed in a



Frame Formation



Ladder Formation



Used for limited front engagements (especially bridges) the frame formation allows for an ordered deployment. In the frame formation the lead troops within the deployment area deploy in square formation with one or two ranks of shields on either side. The hollow of the square becomes a command & control point. Reserve units are deployed in an ordered formation to the rear of the square (typically in a ladder formation if they are within the limited front area). This formation is useful for defending against enfilade fire from combat archers.

Ladder

Like the frame formation, the ladder formation is used for limited front engagements, especially bridges. Troops are arranged into 'ladder rungs' of two ranks each, with a gap of approximately five feet between each rung. These gaps serve as command & control points and allow for the easy movement of reinforcements to the front ranks.

Wedge/ Inverted Wedge

In the wedge troops are arranged in a pyramid

'V' formation. It is designed to allow troops to create an enveloping front that can enclose and collapse on an enemy target.

Chapter 5: Tactics

*Hard pressed on my right. My center is yielding. Impossible to maneuver.
Situation excellent. I am attacking.*
– Ferdinand Foch, at the Battle of the Marne

Tactics are the techniques used by melee units to engage and destroy enemy forces. Tactics are used in support of the original battle strategy

and its intent. Strategy is what happens before the battle; tactics are what happen during the battle. Battlefield commanders and well-trained troops with a solid grasp of tactics will be more effective on the battlefield and will be able to

make tactical decisions that support the mission intent of their unit.

Tactics are necessary for units to be combat effective. The command staff of the small unit, the captains and sergeants, need to know and understand tactics and their concepts so that they can impact the flow and tide of a battle at the local level. All soldiers should be taught at the very least fundamental tactics and tactical concepts, so that when they are asked to perform them, they can. Recent history has demonstrated how use of tactics on the SCA battlefield has affected, and in some cases changed, the outcome of a battle.

Anyone can learn tactical concepts. Most people can be taught how to apply them. Some are gifted with the ability to almost instinctively read and react to a tactical situation by applying tactics on the fly. The most important part of tactics is making decisions. It is better to make any decision than no decision at all. Fortunately, in SCA combat, after action review of every battle by every combatant in that battle is possible. Figure out whether or not a tactic worked after the battle, and why. Learn from that situation. Keep making decisions.

Caveat Emptor

As mentioned, presented here are several core concepts and techniques that will empower any commander on the field if he/she has an understanding of them. These concepts enable local commanders to make tactical decisions that increase the chance of victory under most battlefield conditions. There are, however, three fundamental concepts that every commander should keep in mind:

- 1 – No tactical situation is ever 'ideal.'
- 2 – If the enemy is too compliant with your tactics, assume something's wrong.
- 3 – All tactics are subject to the needs of the battlefield situation; everything is mutable.

Tactical Theory

Good commanders need to understand the theory behind tactics so that they can adapt those tactics to the immediate battlefield situation.

The OODA Loop

On the battlefield, whether in single combat or in melee, every fighter goes through a process that takes them from one moment of the fight to the next. Good battlefield commanders will understand this process and work to develop it; from this will come greater battlefield awareness and thinking.

The process is known as the OODA Loop and is outlined as follows:

Observe – In this phase you are making yourself aware of the current situation and taking into consideration all factors present (position, number, and strength of troops, terrain, time, mission objectives, etc.).

Orient – In this phase you are aligning yourself to any actions being taken by your opponent.

Decide – At this stage you make a decision for a course of action based on information gathered from the previous two phases.

Act – In this stage actions are taken to implement the decision made. At this point the cycle begins over again.

The process of the OODA Loop needs to be fast for battlefield application; the faster you move through it the more likely you are to 'get inside' your opponent's own cycle and disrupt it, enabling you to create small advantages that lead to victory.

The OODA Loop process presented here is an overly-simplified one; commanders are encouraged to research this concept independently.

The Four 'F' Model

Find 'em. Fix 'em. Flank 'em. Finish 'em. Quite simply, a commander's job is to select his target, fix that target's position to his advantage, outflank that position, and then apply offensive firepower to eliminate the target.

Finding a target is dependent on Mission Intent. The commander should pick a target that is in keeping with the intent of his orders. Once a commitment is made on the target, it is binding, until the target is destroyed or unless Mission Intent dictates the need for

change. Situational awareness is a crucial skill for picking appropriate targets.

Fixing a target means putting that target in a position that is advantageous to you for the purpose of minimizing their advantages and exposing their weaknesses, or using your unit's action to limit the enemies mobility or ability to react to your flanking efforts.

Flanking allows the localized commander to bring the most amount of his troops to bear against the least amount of enemy troops, even if technically outnumbered.

Gaining & Creating Tactical Advantage

The Four F Model presents the basic outline for creating and exploiting tactical advantage in combat. All combat, from single combat between two individuals up to the grand chess game of army-to-army engagement, is fundamentally about creating and exploiting advantage so that you can defeat your opponent.

There are 3 theoretical types of advantages on the melee field: numerical, positional, and technical. Numerical advantage comes through the ability to bring a greater number of fighters to bear on a smaller number of fighters. Positional advantage comes from being able to gain a tactically superior position on your opponent, such as high ground or limiting their front when they have numerical advantage. Technical advantage is more of a perceived advantage, such as using a smaller force of veteran fighters to overcome a numerically superior force of 'green' fighters, or trusting your skill over that of your opponent.

As outlined by the Four F Model, gaining numerical and positional advantage over your opponents is fundamental to the ideas presented here; technical advantage is something that the battlefield commander must use at his or her discretion in combination with the other advantages. Keep in mind that gaining advantage of any kind is useless if it is not exploited.

The Chess Piece Model

A battlefield leader can realistically only effectively command a small group of fighters or units (3-5 individuals) on the field. Beyond this immediate sphere of influence, the chaos and noise of battle diminish the ability to communicate to anyone more than a couple

bodies away. Unit commanders need to rely on their sub-commanders to efficiently and effectively lead troops to the accomplishment of mission objectives. Each commander is responsible for leading a group of pieces. Each fighter or unit in his command is a 'piece' of the chessboard that is the battlefield. The commander is responsible for giving mission orders to each piece under his command.

Chain of Command

This is a crucial element of the Chess Piece Model. Using the concept of pieces, commanders are responsible for giving action commands only to their immediate subordinates; i.e., the army General gives commands to his Regional Commanders who in turn command Company Commanders, who in turn command Line and/or Lance Captains & Sergeants. The commands handed down should carry task and intent, but the local commanders are left to determine how to use their individual pieces. There should be a clear designation within the unit of the chain of command, so that as commanders fall all troops know whose orders to follow. The actual structure of command within the unit is left up to the unit, but within the army structure, Lance Commanders should know who the Company Commander and XO(s) are, and who the Regional Commander and XO(s) are. While there is a natural, and perfectly acceptable and proper inclination to defer to members of the Chivalry for leadership on the field, the Midrealm Army depends on the ability of its Sergeants and Captains to be able to competently take initiative and lead. Good leaders train their subordinates to do their own jobs, and know the job of the person two levels above them in the chain of command.

The Fog of War

Because melee combat is fluid and chaotic it can be difficult to see everything all the time. The more you try to force order on the battlefield the less control you will have. Making timely and creatively sound decisions based on situational awareness (remember that task is subject to intent) can mean the difference between victory and defeat. Bad decisions learned from are better than no decision at all.

Attack the Weak Point of the Enemy Attacking an equal or superior force head on is suicide and

gains you no advantage. Seek thin points in the enemy line if in a static engagement; in a field situation, attack the corner or flank. Attacking a corner allows for numerical superiority against a focused point, and forces the enemy unit to re-order or begin suffering attrition.

Surfaces & Gaps

An enemy line can be broken into two basic points of contact: surfaces and gaps. Surfaces are the 'hard' points of an enemy line; they are the strong points likely to give the most resistance. Gaps are the 'soft,' or weak points of an enemy line, and provide the greatest opportunities for defeating the enemy. Tactical situations are fluid by nature, which means that local commanders at the company and lance level must be able to recognize gaps in enemy lines and be able to exploit them or, if necessary, create them through sound tactical decision making.

Attack Commanders and 'Heroes'

Taking out the enemy command structure can create chaos and disorder in the enemy ranks. 'Heroes' such as Knights or known figures are deadly foes that can create utter havoc for your unit. When recognized they should be terminated with extreme prejudice at minimal cost; once removed from the fight their presence is less likely to inspire their troops and intimidate yours. Heroes will do far more damage to your unit on their own than the rest of the less experienced/skilled fighters in their unit.

Know Thy Enemy...

It is perfectly acceptable (and honorable to your opponent) to know his unit (name, device, colors, renown, etc.). It is wise to have an understanding of his basic tactics. Do your research. There are Kingdom war manuals available that lay the foundations for how their armies are designed to work. Having a basic knowledge of the units that form the core of those armies allows commanders to have the advantage of knowing the strengths of those they engage (are there a lot of 'heroes' of renown in the unit you are engaging? Is that unit known for any particular tactic/strategy/maneuver?).

...Know Thyself

Good commanders know their troops. They know who is good at what, who prefers what armament/position/ etc. They take all those things into account and use it to maximize the tactical efficiency of the unit.

Speed

This is the pace and tempo of the fight itself, not how fast you can move on the battlefield. The rate at which you can observe, orient, decide and act (also known as the OODA loop) is the tempo of the battle. Because of localized command and control and the authority of local commanders to make real-time decisions on the field the Midrealm Army has the capability to increase its battlefield speed and control the tempo of the battle.

Read & React

Effective battlefield commanders read the field as it unfolds, looking for tactical advantages that they can exploit. Observe the enemy deployments and movements. Allow them to commit into a course of action, and then use those observations to make critical decisions that will impact the battle. Be prepared to react to whatever situation the enemy creates. Reading and reacting gives the battlefield commander the ability to control the pace and timing of the fight and forces the enemy into playing your game.

Unit Composition

Having a unit that is well balanced between shieldmen and long weapons and faster troops and slower troops adds to the efficiency of that unit. In addition, it is wise to have elements of your unit assigned to specific tasks within the unit. Typically, these should include: the lead element, who is responsible for direction and pace of movement and initial engagement with the enemy; the reactionary element, who is responsible for enveloping with the lead element pins through secondary tactics such as flanking and counter-flanking; and the support element, who is responsible for reinforcing the lead and reactionary elements as necessary as well as performing secondary tactics.

Tactical Techniques

They are in front of us, behind us, and we are flanked on both sides by an enemy that outnumber us 29:1. They can't get away from us now!

– Lt. Gen. Lewis B. "Chesty" Puller, USMC

What follows here are the small-unit tactics that have made the Midrealm Army the mighty force that it is. These tactics are discussed on the small unit (company and lance level), but many of the principles are applicable to the larger scale. Commanders should know these tactics and the associated terminology and teach them to their troops.

Shield Wall Formation & Function

The ultimate basic unit formation, but often taken for granted, or worse, misused. Actual function is dependent on the unit's mission, which dictates loose, open, or closed order. Most units, from lance to army generally use this formation, which lends itself to defense or assault equally well.

Charging

Charging to assault an enemy position is quite probably the most common tactic used in SCA combat, but rarely is it used correctly. An assault (full) charge should be executed in formation (typically a column), with the front rank moving and hitting as one, supported by the secondary and rear ranks. On impact, the front ranks should spread from the center outward, allowing the rear ranks to push deeper into the enemy unit. This creates a divide & conquer situation, as well as disordering the enemy unit and allowing for overwhelming firepower to be deployed against smaller numbers.

It should be noted that when a unit receives the order to charge it does not necessarily mean that they should run screaming as fast as they can at the enemy as soon as 'lay-on' or the order is called. Commanders should consider distance and timing. The more distance a unit covers while charging the less of a unified impact they will

have upon engagement. Units will only stay ordered as long as they move as fast as their slowest soldiers. To execute the 3-step charge, the unit moves to engage the enemy at an orderly pace, then charges about 3 steps from them. Aside from being used for all-out assault, charges can be broken down into 4 basic types, detailed below.

Counter-Charging/Receiving A Charge

Counter-charging can be an effective means of stopping a charge or taking advantage of a charging unit that is disordered by their movement. This tactic relies heavily on the ability of the unit commander to read the unfolding situation and time the counter-charge appropriately.

Front-line troops receiving charges should not stand tall and soak up the charging unit. This creates the problem that the longweapon support is unable to target and kill the enemy. Front rank troops receiving charges should take a strong almost-squatting position (lower center of gravity) that forces the enemy up and over them, standing them up as targets for long weapon support.

Pulse Charge

Also known as an 'Out & Back,' 'Smash & Grab,' 'Hit & Run,' etc. This is a short charge by the front 1 or 2 ranks of a shield line intended to clear the 'no-man's' land between opposing lines. Lines making a Pulse Charge should charge out 2 or 3 steps, take two or three swings at enemy targets and immediately fall back to friendly lines.

Press

This is a charge by a line into shield-to-shield contact with the enemy line intended to take and hold the 'no-man's' land between opposing lines while forcing the enemy to retreat ground or die where they stand. It is not intended that troops should penetrate enemy lines when given a 'Press' order.

Column Charge

Column charges are best done with lance-sized units ranging from 3 to 6 fighters. The purpose of a column charge is to create a weak point in an enemy line; they are not intended to be suicide runs but they typically expect a high casualty rate, especially when unsupported. The charging lance should leave their line from the second rank in a single column, expanding as they impact the target, and engage and kill the enemy until the primary line has advanced in support of the column charge. Multiple consecutive column charges staggered from alternating points in the line and timed correctly can create disorder in enemy lines that can be taken advantage of by a pulse charge or a full assault, allowing the attackers to gain and hold ground.

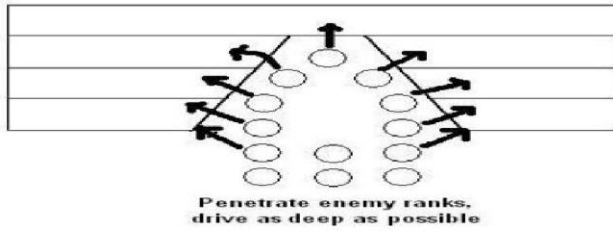
Pin & Envelope

When two or more fighters attack another fighter, the leading attacker should be designated as the 'pin;' the role of the 'pin' is to pin the target's weapon(s) and or shield, allowing successive attackers the ability to quickly kill the target from flanking positions. The pin & envelope technique illustrates at the most basic level the Four F Model and should be the basis of any tactical considerations the battlefield commander is making. The pin & envelope maneuver is the foundation of the classic 'hammer & anvil' tactic, which is the performance of the pin & envelope on a large scale.

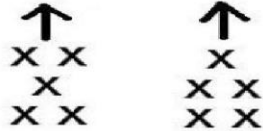
Sweep

Sweep charges are performed using 2-3 fast shieldmen in static lines, and is a focused version of a column charge. Their purpose is to attack and destroy or otherwise neutralize a specific target, such as heroes, commanders, or significant threats within the enemy formation. Like column charges, they are not intended to be suicide runs; rather, once the shieldmen achieve the objective of killing or otherwise neutralizing their target (by driving them from a threatening position) they should fall back into safe ranks.

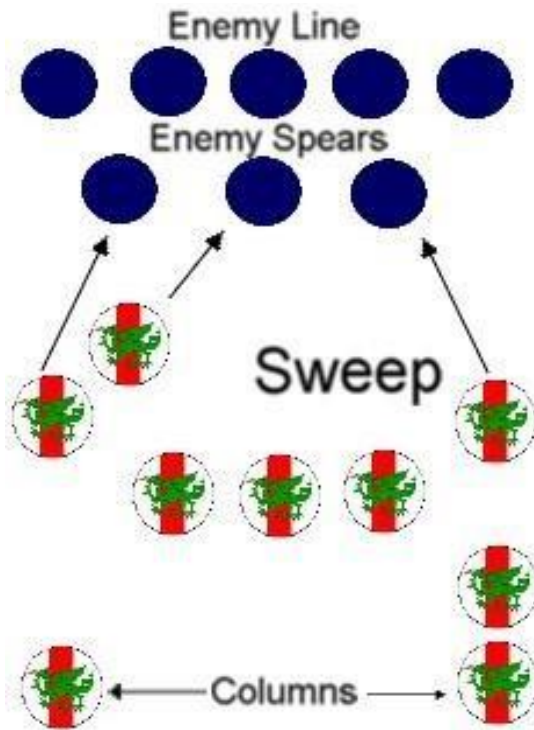
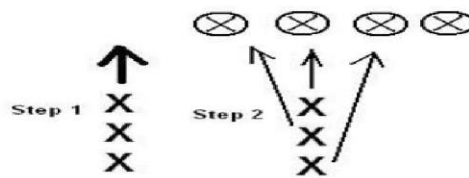
Column Charge - Acts like a wedge

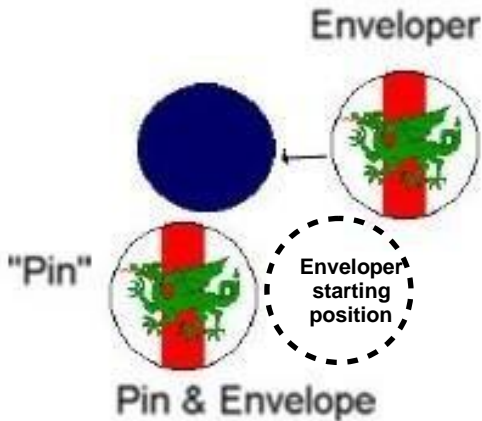


Alternate Column charge configurations



Important Note:
Warriors must charge at
different angles,
especially on start of
charge, otherwise a grid
lock occurs, which stops
our own momentum.





Reforming After Contact

Reforming is one of the most critical tactics of melee – the unit that stays together lives. Most fighters make the effort to find friends once the lines fall apart, but they fail to do it on the move. Reforming on the move prevents stagnation of the unit; a fighter not moving in a melee is a dead fighter. Reforming after a hold is especially critical. While observing the rule of not talking during a hold each fighter should survey the field and mentally identify friends and enemies, threats and weak points, and objectives. When lay on is called, the unit should move **forward** towards the objective, a weak point, or some other previously communicated rally point. Moving backwards after a hold only gets people killed.

Reforming en Masse

Essentially the second phase of reforming after contact is reforming en masse. Reforming en masse means that pockets of formed up troops should be seeking out their comrades while engaging and killing forces smaller than their own. It also means that units significantly outnumbering smaller units need to detach a portion of their forces to regroup with the main effort. For example, after initial contact and reforming of troops, a Midrealm force is broken into 2 groups of 15 and 30 fighters. The unit of 15 fighters (Unit A) is engaged with an Eastern force of 5 fighters while the unit of 30 fighters (Unit B) is engaged with an Eastern force of 25 fighters. With 3 to 1 odds Unit A should send at least 5 of its fighters to form with Unit B, creating a better division of numerical advantage.

Flanking & Counter-flanking

Typically done by skirmish units, the purpose of flanking is to create disorder in the secondary ranks of an enemy unit, either by assaulting directly into those ranks, or drawing key elements of those ranks (commanders, heroes, critical reinforcements) out of them; a flanking unit can also cause the corner of the enemy's front ranks to hesitate and string out rather than moving forward, creating a weak point (gap) in the line.

Counter-flanking is best suited for skirmish units. The most effective form of counter-flanking is denial of engagement. The key is to have troops specifically assigned to this task without pulling from key reserves or unit commanders.

Fouling vs Engaging

This tactic is better suited for the individual or lance coming into the rear of an already engaged enemy unit. It is more efficient to foul your enemy and allow the fighter he/she is engaged with to kill them than to try and gain engagement with them.

Denial of Engagement

The purpose of denying engagement is to keep your unit from fighting an enemy until **your** terms of engagement are met (reinforcements, terrain, positioning, etc.). This is achieved by moving your unit just out of weapons range while remaining close enough to be a threat to the enemy. Oblique order is an ideal formation for this technique.

Ignoring the Wounded

Legged opponents are easily enough dispatched after the greater force is defeated; aside from pulling valuable manpower, time, and energy from the larger fight, legged opponents can create an obstacle for their allies. Of course, if those same legged opponents are an obstacle to achieving your unit's mission objective then they should be removed.

Screens

The screen tactic is used to give the enemy a false impression of your mission intent. Screen units typically start as the first couple ranks of a block, and as tactical movement progresses

they break from the block, concealing the movement of the block. Screens are most functional in open field situations.

Kill Pocket

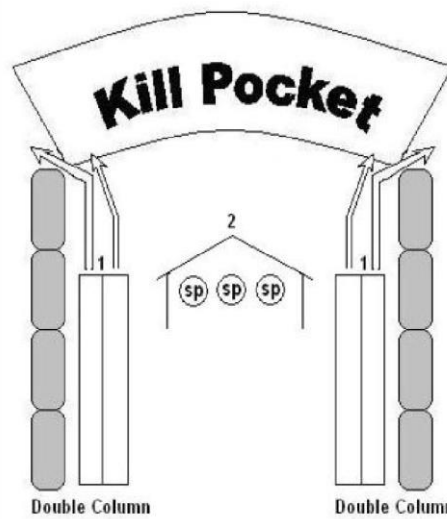
This is done utilizing a shield wall in typically in open inverted wedge order. Spearmen move out in front of the shield wall, extending their range. The shield wall in open order allows the spears to retreat if charged. Ideally suited for a static limited front, such as the end of a bridge.

Kill pockets are defeated by using sweeps, smash & grabs to clear the enemy, crossover column charges to break through the hinge points of the pocket, and supporting with pulse charges and assaults.

Rolling A Corner

The mistake most often made by units attempting to roll a corner is that they try to circumvent the end of the enemy line altogether. This defeats the purpose, as it generally only spreads the enemy line out allowing them to deny engagement while reinforcing from the secondary ranks. A unit attempting to roll a corner should attack that corner and drive into it. They then turn down the line engaging and killing while secondary ranks envelope the pinned corner.

Defeat hinge points to eliminate a kill pocket



#1 & #2 happen simultaneously

1- Both column charges go at the same time. They must charge doing a "Double Punch". (1st shield charges forward to push on corner. 2nd remaining shields oblique into and through hinge point, creating a breakout.

#2 - Rest of unit advances with spears to pressurize the kill pocket and keep opponent from targeting column charges

Block Doctrine & Maneuver Warfare

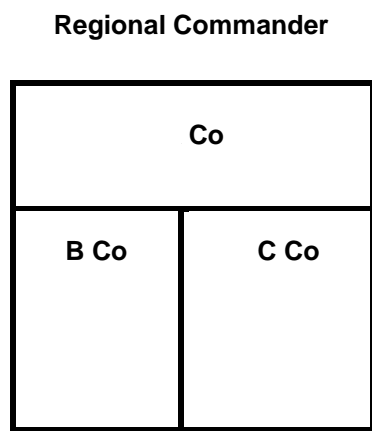
The core philosophy of block doctrine and maneuver warfare is to facilitate the true battlefield necessity of being able to tactically move to the best capacity of the unit and upon arrival at the target being able to deploy into a successful attack or defense position. Movement and formation has been previously discussed under 'Battlefield Operations;' what will be discussed here is the application of block doctrine as a tactical tool for the battlefield commander.

Fundamentals

Block doctrine relies on a few basic points that give it focus and define its purpose:

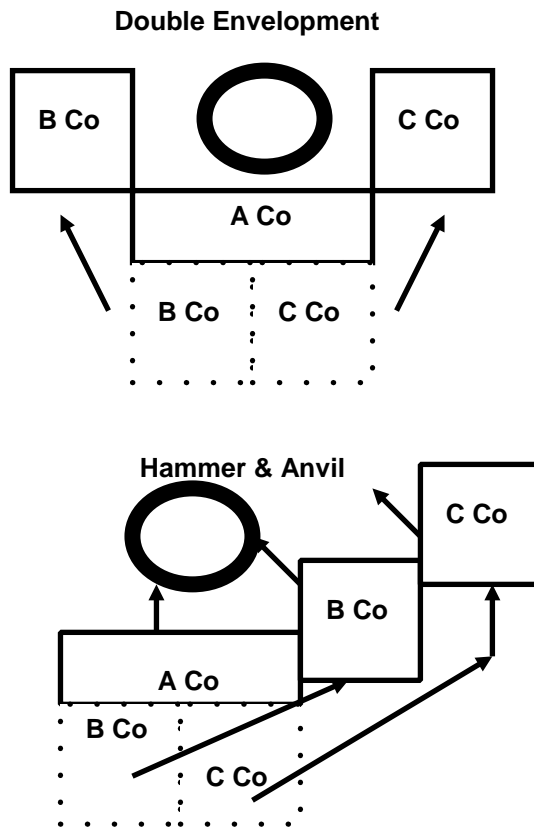
Initial Deployment – Initial deployment of a block (column) is determined by the battle

commander's plan; at the local level however, deployment of troops within the block is determined by the block commander (typically the Regional Commander). Initial deployment should be done in such a manner that the mission intent or task is not revealed to the enemy. Averaging 40-60 fighters in 2 or 3 mixed companies, the Midrealm block is ideally deployed with a wider frontage than depth. The Regional Commander should be out front of the block where he is visible and can direct the block; the XO should be in the front lines of the block. The most advantageous initial deployment of the block is in three groups:



Maneuvering – In block doctrine the purpose of maneuvering is to move your unit into a position so that it can initiate attack protocols or defend against flank attacks. In the standard block deployment the A unit determines the direction of the columns movement as dictated by the commander and the B and C units are tasked with being prepared to move out to facilitate attack tactics such as double envelopment or the hammer-and-anvil; should the column become the target of the flank attack the B and C unit commanders are responsible for making the decision to detach troops to act as screens against the attack without destroying the columns integrity. As always, mission intent must dictate task and any adjustments to task.

Modification – Successful block doctrine relies on the ability of the commander to modify the frontage and appearance of his column in order to attack, defend, or even draw out the enemy. Mission intent should ultimately define the formation of the unit, but a unit whose sub-commanders are properly informed and educated on their task and intent can be relied on to be ready to modify formation at a word from the column commander.



Fighting Timed Battles

Special attention must be paid to battle scenarios that involve time in the victory conditions. Commanders must be aware that the true enemy in such a scenario isn't the opposing force, but rather it is the clock itself.

Single Fixed Time Possession

In this type of battle victory is determined by possession of a defined point at the end of the time limit (for example, control of a banner or the center point of a bridge after a set amount of time). The strategy for this type of battle and the tactics that are used during it should focus on the waning moments of the battle. All major tactical accomplishments are going to occur in the final stages of the battle. Battles of this nature can result in 'last man standing' victories, but wise commanders will avoid throwing away troops in premature engagements that have no strategic bearing on the end game. The longer this type of battle is the more difficult it can be to keep troops from getting bored and taking risks that jeopardize the final plan; because of this it can be difficult to execute the final plan in an organized manner.

Multiple Check Fixed Time Possession

In this type of battle scenario possession checks (typically of a banner) are announced as occurring at preset times (such as every 15 minutes); at the time check a hold is called and possession of the banner is checked, with points being awarded to the possessor. It is common for the final check at the end of the battle to award double points to the possessor. Overall strategy and tactics for this type of battle are similar to the single fixed time scenario, but work on a shorter scale. Commanders must assess and reorganize their position after each check, as well as assess their opponent's position. Communication is of vital importance in this type of battle and there must be some sort of accounting for communication in the battle plan. The benefit of this type of scenario is that the battle plan can be tested and customized after the first check; further, it is possible to win this type of battle prior to the expiration of the time limit, if enough points are accrued (depending on their allocation and number of checks).

Random Check

This type of battle is similar to the previous scenario, except that the possession checks are done at random; only the marshals will know when these will occur.

For this type of battle a constant possession strategy is necessary, and it must include aggressive attack plans as well as solid defenses. Time itself becomes less of an issue,

with the overall length of the battle being considered.

These types of battles are often resurrection scenarios and afford a lot of fighting. Small unit commanders get the opportunity to shine because the flow of the battle is constant and communication cannot be immediate enough.

Fastest Time

In this type of battle both sides take turns being the aggressor and defender, with victory going to the side that accomplishes the victory conditions in the shortest amount of time. Being the second aggressor has the benefits of learning from the first aggressor's mistakes and having their final time as a guide by which to operate. The defender only has to focus on one tactic, and that is to hold the enemy back for as long as possible. Commanders in this type of scenario must focus on victory conditions.

Continuous Time Held

In this type of battle victory is determined by the side that controls a fixed point (such as a banner) for the longest amount of time. Strategy and tactics will work similarly to the multiple check battle, if the possession point changes possession multiple times. When this occurs it is crucial for commanders to have an accurate means of tracking the time. Victory conditions for this scenario can be achieved prior to the expiration of the battle's time limit, but commanders must be aware of the time, and wise commanders who believe they have achieved victory conditions will continue to hold the possession minute for several minutes longer than they need to, just to be sure.

Timekeeping

Every battlefield commander should have at least one stopwatch so that they can monitor time during a battle such as those described. Commanders must also pay special attention to how holds affect the time (do holds stop the clock?).

or spear work. The key to the caracole is that once the archer has fired he or she moves to the rear of the column and reloads.

Battery

One or more lances of archers used in a battery formation can prove at worst a harrying threat to an opponent and at best a force of death. In battery, archers will volley fire, either by rank or by block, raining a hail of arrows on the enemy. If the lance chooses to volley by rank then one rank will fire while another reloads.

Combat Archery

Combat archery as a battlefield tool has great potential for unit commanders. The range and accuracy of the bow allows a battlefield commander to change the battle for the enemy

Chapter 6: Training

Arm yourselves, and be ye men of valor, and be in readiness for the conflict...

– Winston Churchill

and gives them a new threat to think about. Not every battle will involve combat archery and siege, but battlefield commanders should be prepared to utilize this tool when it is available.

The combat archer is a long-range fighter who can kill with deadly accuracy. The average combat archer carries between 50-100 bolts or arrows. Archers can fill two roles on the SCA battlefield: that of sniper and that of battery.

Sniper

Snipers have the ability to kill enemies from a distance and this makes them particularly suited to taking out enemy commanders and heroes. They do not have to be limited to such targets though; when properly used a caracole of archers can be used to wither away enemy ranks with minimal risk to heavier troops.

The caracole is a rotating column in which archers line up single file and in turn move to the front and fire. When used in this fashion a lance of archers will provide nearconstant fire on the enemy, forcing their exposed troops to seek cover that prevents tactical maneuvering

The combat-effective, disciplined unit is the one that trains with purpose and regularity. Training is where commanders get the opportunity to teach tactical concepts to their troops and put them into practice in a low-pressure environment; the cost of mistakes is minimal because there is nothing at stake. What commanders must remember first and foremost, however, when training, is that their troops are there because they want to be. Thus, it falls upon the commander to ensure that training isn't simply

drilling the troops until they are physically and mentally exhausted – it must be fun, first and foremost.

How To Train

Most fundamental melee training is done at the local fighter practice with small groups. The advantages here are that soldiers get to work together on an intimate level and develop the bonds that make a unit strong; the disadvantage is that it can sometimes be difficult to work on things that might require greater numbers on the field. This disadvantage must be overcome with creativity.

Fun vs. Work

To those that it falls upon to train others comes a daunting task: how to make training fun and not work. We are soldiers in a hobby army and are spending our free time, vacation time, and money to enjoy ourselves; most fighters do not want their fun to be impeded upon by the 'work' of training, yet most are willing to devote themselves to being better soldiers in the army. Commanders should keep certain things in mind when devoting time at practice or events to training:

Terminology – 'Scenario' vs. 'Drill;' Simply using a different term can affect the tone of the training session. Practice fighting specific scenarios instead of doing drills. Doing drills implies doing work; fighting a scenario is just that: fighting (fun!) under specific conditions.

Time – Manage the amount of time you run training scenarios. Too long and you lose interest, increase the risk of fatigue and injury and lose the ability to keep optimum numbers on the field. Too short and troops aren't given the opportunity to learn what's being taught, nor can you observe and evaluate if they're learning it correctly.

Goals – Have specific goals set for training; use AAR's and SWOT evaluations to determine what your unit needs to improve on and work on that. If you're preparing for an event, know the

battle scenarios and victory conditions you'll be fighting in and use those as guides to prepare your unit. Work with the command staff; they will often have goals themselves of what they'd like to see the army working towards and you can use training to support those goals.

What To Train

There are fundamental concepts that every soldier should know about melee fighting, based on their experience, choice of weapon, and rank. There are many methods of training and each has its own merits; ultimately though, regular practice of melee techniques will develop a group into a unit that will positively affect the battlefield and aid in victory for the Midrealm Army.

Every Soldier Fights

Every fighter in a Midrealm unit is a killer; no one's sole purpose on the field is to 'just stay alive.' Some fighters might be placed in a defensive position with the primary objective of keeping someone else alive, but they are also expected to kill the enemy when they can do so within the intent of their mission.

How To Fight In A Line

Every fighter should know their role in a line, whether front rank or rear rank, and that they are responsible for the soldier immediately to their right, left, rear, and front. Based on their weapon style they need to know how their presence affects the line.

How To Charge & Receive Charges

Every fighter needs to understand the basics of charging, whether in a column or in a line. More so, they need to know how to receive a charge in the front line – do not back up; take a strong stance, lower your center of gravity and get low so that the long weapons behind you can kill the charging enemy.

Reforming

All fighters should practice reforming on targets after a charge or other action that cause a unit

to lose overall cohesion. It is also useful to work on reforming from a starting scattered position; this is a common starting point in large battles after a hold. Fighters need to look around, assess the situation, the position of friends and enemies (targets) and evaluate each within the context of their mission intent.

Commands, Formations & Tactics Every fighter needs to know the common language of the Midrealm Army so that when commands are issued everyone understands what's being said and they can respond quickly and appropriately. They also need to know the formations that are used in the Midrealm Army and how they work. Every fighter should have at least a basic knowledge of the tactics that will be used in a given situation, and they should know their role in the unit for those tactics.

Weapon & Shield

Shieldmen should work on charging, receiving charges, breaking through enemy lines, reforming on targets and working as a team to pin & envelope opponents for the efficient kill.

Pole Arm/Great Sword

Polemen should train to support the front rank, both by stepping up to receive charges and kill over the heads of the shieldmen and by knocking away spears that hook shields. Polemen should work on footing and shot placement as well.

Spear

Spearmen should work on fighting in teams. They should focus on accuracy and working together to eliminate targets.

Combat Archers

Combat archers must work on accuracy and rate of fire. It can be difficult for combat archers to train in live fire situations at their local practice; one way that they can work on this is by fighting as a spear when they are not able to be shooters. By doing so they will learn to work with spearmen and develop the situational awareness to look for and exploit the momentary gaps that can open in an opponent's defense.

Sergeants/Lance Commanders

Sergeants and Lance Commanders need to pay particular attention to developing tactical knowledge that will enable them to build groups

of individual fighters into combat effective lances.

Captains/Line Commanders

Captains and Line Commanders must continue to build on their knowledge of tactics. These individuals are called upon to make mid-level decisions on the battlefield and must develop situational awareness at that scale.

The Body

It usually goes without saying that a certain level of physical ability is required to fight, let alone withstand the rigors of large melees. Fighters are therefore encouraged to maintain a level of physical training that will enable them to take the field beside their sword-brethren.

The Mind

As the body must be trained, so must the mind, especially for those in command positions or who aspire to such. Immersion in treatises on warfare, ancient, medieval, and modern will only serve to strengthen the commander's ability to draw from a wealth of information and become better at what they do.

Appendix: Resources

A nation that draws too broad a difference between its scholars and its warriors will have its thinking done by cowards, and its fighting done by fools.

– Thucydides, 424 BC

Included here are works that the Commanders of the Midrealm Army may find useful in developing and understanding any of the theories, concepts, and practices described in this document. This list by no means comprehensive but provides a base that the student of strategy and tactics can build on.

Sun Tzu – *The Art of War*

<http://suntzusaid.com/artofwar.pdf>

One of the most referenced manuals on strategy, Sun Tzu's *The Art of War* focuses on how to fight an efficient war. It describes methods by which a numerically inferior force can defeat a superior one through the strength of unity rather than numbers, the necessity of being able to react on the battlefield, maneuvering, timing, and many other concepts relevant to SCA combat.

Miyamoto Musashi–*The Book of Five Rings*

<http://www.bookoffiverings.com/> Though it focuses on kenjutsu, *The Book of Five Rings* is an indispensable work for developing the commander's mindset. At its heart, commanding a melee unit is the same as single combat – opponents are trying to out maneuver and out-position each other to create exploitable gaps in defenses. Musashi advocates the Zen philosophy alongside a common sense approach to combat; good battlefield commanders will develop these traits, which aid in situational awareness and battlefield readiness.

Marine Corp Warfighting Manual

http://www.dtic.mil/doctrine/jel/service_pubs/mcdp1.pdf
MCDP 1 is the foundational document of the US Marine Corps warfighting

doctrine. Understanding maneuvering is critical on the SCA battlefield, and the concepts contained in MCDP 1 translate well to our combat. ***Truppenführung*** – “Unit Command” An early 20th Century German war manual, *Truppenführung* outlines basic German military doctrine. It is useful for knowing the psychology of the constantly changing battlefield, and offers a set of tools that commanders can use to apply to the battlefield in flux.

Carl von Clausewitz – *Vom Kriege*

<http://www.clausewitz.com/readings/OnWar1873/TOC.htm>
Vom Kriege (“On War”) is considered to be one of the most important works on strategy to ever be written. It discusses war as an extension of political, social, and economic goals.

Jester of Anglesey – SCA Melee Fighting

<http://scamelee.freesevers.com/>

Pentamere Free Company

<http://www.pentamerefreecompany.com/docs/docsindex.htm>

Legio

<http://www.legiodraconis.com> ‘Melee Combat’ section under ‘Documents’

Draconis

Ansteorra Melee Tactics

<http://www.io.com/~caladin/AnEssayonMeleeTactics.htm>

An Tir War Manual

<http://home.comcast.net/~dansolum/onlinestorage/finalhomepage.html>

Northshield War Manual

<http://norske.tripod.com/ERIC/>

Outlands War Manual

<http://warcouncil.outlands.org/OutlandsWarBook/tabid/588/Default.aspx>