

# MDO, Leadership, and Doctrine - Warfighting Practice Test (Sample)

## Study Guide



**Everything you need from our exam experts!**

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# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## Questions

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- 1. Which of the following is an element of combat power?**
  - A. Mobility**
  - B. Supply**
  - C. Honor**
  - D. Stealth**
  
- 2. How does Mission Command affect agility in LSCO?**
  - A. It slows decisions due to centralization.**
  - B. It hinders initiative.**
  - C. It enables speed and initiative.**
  - D. It has no effect on speed.**
  
- 3. Historical leaders show Leadership Risk Management (LRM) through which combination, and where does strategic impact mainly come from?**
  - A. Character and intellect; ethical decisions.**
  - B. Physical strength and tactical cunning; aggression.**
  - C. Wealth and popularity; charisma.**
  - D. Authority and fear; coercion.**
  
- 4. According to Clausewitz's concept of chance, how should LSCO planning respond to friction and surprise?**
  - A. Plans must include branches and flexibility to adapt to friction and surprise.**
  - B. Plans should be rigid to prevent errors.**
  - C. Chance should be minimized by exhaustive enumeration.**
  - D. Planning should ignore uncertainty.**
  
- 5. What are the Warfighting Functions?**
  - A. Mission Command, Movement and Maneuver, Intelligence, Fires, Sustainment, Protection**
  - B. Planning, Command, Control, Communications**
  - C. Logistics, Intelligence, Maneuver, Fires**
  - D. Leadership, Management, Training, Operations**

- 6. How should a Warrant Officer use expert power without undermining unity of command?**
- A. By advising respectfully and supporting intent.**
  - B. By issuing direct orders beyond their authority.**
  - C. By commanding subordinate units.**
  - D. By withholding information.**
- 7. What is Army Doctrine?**
- A. Official guidance on how the Army fights and operates.**
  - B. A history of battles.**
  - C. A treaty with allied nations.**
  - D. A set of training manuals only for basic training.**
- 8. How does convergence challenge command structures, and how should leaders adapt?**
- A. Convergence requires faster coordination; leaders must build trust and empower experts.**
  - B. Convergence reduces cross-domain communication; leaders should centralize.**
  - C. Convergence allows slower decision cycles; leaders should micromanage.**
  - D. Convergence eliminates need for coordination; leaders should ignore domain differences.**
- 9. What is Army Leadership Doctrine?**
- A. It explains how leaders develop and lead soldiers.**
  - B. It describes artillery procedures.**
  - C. It covers logistics processes.**
  - D. It defines international law.**
- 10. What are the types of power in ADP 6-22?**
- A. Legitimate, Expert, Referent, Reward, and Coercive power**
  - B. Legal, Expert, Referent, Reward**
  - C. Legitimate, Charismatic, Informational, Coercive**
  - D. Informational, Economic, Social, Coercive**

## Answers

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1. A
2. C
3. A
4. A
5. A
6. A
7. A
8. A
9. A
10. A

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## **Explanations**

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## 1. Which of the following is an element of combat power?

- A. Mobility**
- B. Supply**
- C. Honor**
- D. Stealth**

Mobility is a fundamental part of combat power because it directly enables maneuver, tempo, and the ability to concentrate force where it matters. When forces can move quickly and fluidly, they can seize the initiative, respond to changing conditions, and strike at vulnerabilities before the enemy can react. This capability unlocks the effectiveness of other elements like firepower and protection by putting them where they will have the most impact and by reducing the time the enemy has to respond. Logistics or supply matters a lot for sustained operations, but it's typically categorized as logistics support rather than an element of combat power itself, even though it underpins everything you do. Honor is a virtue and not a military capability, and stealth, while valuable in practice, is a tactic or technique rather than an elemental attribute of combat power. The diagram of combat power recognizes mobility as one of the core forces that shape how a commander can apply strength at the right place and time.

## 2. How does Mission Command affect agility in LSCO?

- A. It slows decisions due to centralization.**
- B. It hinders initiative.**
- C. It enables speed and initiative.**
- D. It has no effect on speed.**

Mission Command increases agility in LSCO by pushing decision authority down to the level where actions actually occur, guided by a clear commander's intent. In Large-Scale Combat Operations, the pace is fast and conditions change quickly, so waiting for higher-level approvals can cost opportunities or critical time. By communicating the end state and boundaries, leaders at all levels are empowered to act promptly and adapt to evolving situations. This combination—clear intent plus empowered execution—drives faster decisions and more proactive, innovative responses, which is how agility is achieved. Centralization would slow decisions, and suppressing initiative would undercut the approach; claiming no effect on speed misreads the purpose of Mission Command.

**3. Historical leaders show Leadership Risk Management (LRM) through which combination, and where does strategic impact mainly come from?**

**A. Character and intellect; ethical decisions.**

**B. Physical strength and tactical cunning; aggression.**

**C. Wealth and popularity; charisma.**

**D. Authority and fear; coercion.**

Leaders who manage risk effectively rely on who they are and how they think. Character provides a stable moral compass and credibility; followers trust leaders who act with integrity, even when costs are high. Intellect brings judgment, foresight, and the ability to weigh tradeoffs, anticipate unintended consequences, and adapt as conditions change. When ethical decisions flow from that combination, strategic impact comes from choices that protect people and mission while preserving legitimacy and long-term viability. Patterns built on force, wealth, popularity, or fear may yield quick effects, but they typically introduce hidden risks or erode trust, making durable strategic impact less likely.

**4. According to Clausewitz's concept of chance, how should LSCO planning respond to friction and surprise?**

**A. Plans must include branches and flexibility to adapt to friction and surprise.**

**B. Plans should be rigid to prevent errors.**

**C. Chance should be minimized by exhaustive enumeration.**

**D. Planning should ignore uncertainty.**

Flexibility in planning is essential when facing friction and surprise. Clausewitz treats war as inherently uncertain, with “friction”—the countless small forces that disrupt even the best-laid plans—and chance that can alter outcomes in unpredictable ways. To counter this, LSCO planning must embed branches, alternatives, and decision points so commanders can adapt as events unfold, seize opportunities, and mitigate setbacks. This approach acknowledges that no plan survives contact intact and that the ability to adjust is what keeps the operation effective. That’s why plans built with adaptable pathways, reserves, and clear pivot criteria best address friction and surprise, rather than rigid, exhaustive, or ignore-uncertainty approaches.

## 5. What are the Warfighting Functions?

- A. Mission Command, Movement and Maneuver, Intelligence, Fires, Sustainment, Protection**
- B. Planning, Command, Control, Communications**
- C. Logistics, Intelligence, Maneuver, Fires**
- D. Leadership, Management, Training, Operations**

At the highest level, warfighting functions are the functional groupings commanders use to plan, synchronize, and execute operations. The six recognized are Mission Command, Movement and Maneuver, Intelligence, Fires, Sustainment, and Protection. Mission Command covers how authority and decision-making are exercised to direct operations. Movement and Maneuver focuses on positioning forces and shaping battles through movement. Intelligence encompasses gathering, analyzing, and sharing information about the enemy, environment, and terrain to inform decisions. Fires represents the use of weapons and effects to achieve desired outcomes. Sustainment ensures the force has the supplies, maintenance, and support needed to stay effective. Protection includes measures to safeguard personnel, equipment, and information from threats. These functions provide a comprehensive framework for integrating capabilities and maintaining tempo across operations. Other options mix terms that aren't the official set, such as Planning, or Logistics as a separate function, or Leadership and Training, which are important but not listed as warfighting functions.

## 6. How should a Warrant Officer use expert power without undermining unity of command?

- A. By advising respectfully and supporting intent.**
- B. By issuing direct orders beyond their authority.**
- C. By commanding subordinate units.**
- D. By withholding information.**

Using expert power means influencing through knowledge and earned credibility, not issuing commands. A Warrant Officer should leverage their technical experience to inform decisions while preserving the commander's authority and intent. When you advise respectfully, you present analyzed information, potential options, and well-reasoned recommendations in a way that supports the commander's goals. This kind of input helps the team understand risks and tradeoffs without stepping into decision-making or altering the chain of command. Advising in this manner keeps unity of command intact because the commander remains the sole authority to approve courses of action. It also builds trust and credibility: you're contributing valuable expertise, not directing or coercing subordinates. In contrast, issuing direct orders beyond your authority bypasses the command structure and can cause confusion and discipline issues. Commanding subordinate units oversteps your role and disrupts the established hierarchy. Withholding information erodes trust and deprives the command and the team of the data needed to make informed decisions.

## 7. What is Army Doctrine?

- A. Official guidance on how the Army fights and operates.**
- B. A history of battles.**
- C. A treaty with allied nations.**
- D. A set of training manuals only for basic training.**

Army Doctrine is authoritative guidance that defines how the Army fights and operates. It provides the enduring principles, concepts, and methods that commanders and staffs use to plan, train, and conduct operations across different environments and contingencies. This guidance shapes how forces coordinate across domains, integrate effects like fires, intelligence, and sustainment, and apply mission command to adapt to changing conditions. It's not a history of battles, not a treaty with allied nations, and not merely a set of manuals for basic training; instead, it offers a common framework and language that guides decisions and actions across all levels of warfighting.

## 8. How does convergence challenge command structures, and how should leaders adapt?

- A. Convergence requires faster coordination; leaders must build trust and empower experts.**
- B. Convergence reduces cross-domain communication; leaders should centralize.**
- C. Convergence allows slower decision cycles; leaders should micromanage.**
- D. Convergence eliminates need for coordination; leaders should ignore domain differences.**

Convergence blends multiple domains into tightly coupled capabilities, so command and control must operate with speed, shared understanding, and flexible authority. When actions across domains must be synchronized, traditional hierarchies built around silos struggle to keep up with the tempo and interdependencies, making it essential for leaders to shift toward faster coordination. The best approach is to foster trust across domain experts, align on a clear intent, and empower those experts to make timely decisions within defined boundaries. This means establishing common operating procedures, a shared picture of the situation, and pre-authorized decision rights so specialists can act quickly to seize opportunities or mitigate risk as convergence unfolds. By enabling expert judgment and cross-domain collaboration, leadership maintains coherence while accelerating action and leveraging domain-specific strengths. Convergence increases the need for cross-domain communication rather than reducing it, so centralizing authority slows tempo and overrides valuable expertise. Micromanagement undermines the empowerment necessary for rapid, adaptive action, and ignoring domain differences jeopardizes interoperability and risk management.

## 9. What is Army Leadership Doctrine?

- A. It explains how leaders develop and lead soldiers.**
- B. It describes artillery procedures.**
- C. It covers logistics processes.**
- D. It defines international law.**

Army Leadership Doctrine is about how leaders develop people and lead units in the Army. It provides the guidance on leading with character, presence, and intellect, and on developing subordinates, making sound decisions, communicating effectively, and building cohesive teams so missions are accomplished ethically and successfully. It also emphasizes mission command—trusting subordinates to exercise initiative within the commander's intent—so leaders adapt to changing conditions while staying responsible for the outcome. This focus is distinct from topics like artillery procedures, logistics processes, or international law, which cover technical methods, sustainment tasks, or rules of war, respectively. The essence of leadership doctrine is guiding how leaders develop and lead soldiers, not detailing specific technical operations or legal frameworks.

## 10. What are the types of power in ADP 6-22?

- A. Legitimate, Expert, Referent, Reward, and Coercive power**
- B. Legal, Expert, Referent, Reward**
- C. Legitimate, Charismatic, Informational, Coercive**
- D. Informational, Economic, Social, Coercive**

Power in ADP 6-22 comes from five bases leaders can draw on to influence others: legitimate, reward, coercive, expert, and referent. Legitimate power stems from formal authority and the position within the organization; people comply because the role carries recognized responsibility and entitlement to certain actions. Reward power arises from the ability to provide desirable outcomes—such as promotions, recognition, or favorable assignments—so others follow to gain those rewards. Coercive power is about the capacity to impose punishment or negative consequences, which motivates compliance through fear of drawbacks. Expert power rests on the leader's knowledge, skills, and competence, making followers defer to informed judgment and rely on expertise. Referent power comes from personal qualities that inspire respect, trust, or admiration, causing people to identify with and willingly follow the leader. Other options mix terms that aren't part of this ADP 6-22 set, or substitute concepts like legal, informational, or economic powers that don't align with the five bases defined in this doctrine. The listed five—legitimate, reward, coercive, expert, and referent—are the ones ADP 6-22 uses to describe how leaders influence others.

## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

**<https://mdoleadershipdoctrinewarfighting.examzify.com>**

**We wish you the very best on your exam journey. You've got this!**

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