

TOOLS OF THE COMPANY COMMANDER

TROOP LEADING PROCEDURES

COMPANY DECISION MAKING PROCESS

IPB PROCESS

AO / AI / AOI

1. RECEIVE THE MISSION

INITIAL TIME LINE

2. ISSUE WARNO

3. *MAKE A TENTATIVE PLAN*

4. INITIATE MOVEMENT

5. CONDUCT RECONNAISSANCE

6. COMPLETE THE PLAN

7. ISSUE ORDER

8. SUPERVISE

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1. MISSION ANALYSIS

- ANALYSIS OF MISSION

COMPANY PURPOSE
HIGHER CONCEPT/INTENT
DETERMINE TASKS
SPECIFIED/IMPLIED/ESSENTIAL
DETERMINE LIMITATIONS
DEVELOP RESTATED MISSION

- ENEMY ANALYSIS

- TERRAIN & WEATHER ANALYSIS

OAKOC

- TROOP ANALYSIS

- TIME ANALYSIS

2. COA DEVELOPMENT

- ANALYZE RELATIVE CBT PWR

- GENERATE OPTIONS

DETERMINE DECISIVE POINT
DETERMINE DOCTRINAL REQUIREMENTS
ASSIGN PURPOSES
ASSIGN TASKS

- ARRAY INITIAL FORCES

- DEVELOP CONCEPT OF OPERATIONS

- ASSIGN RESPONSIBILITIES

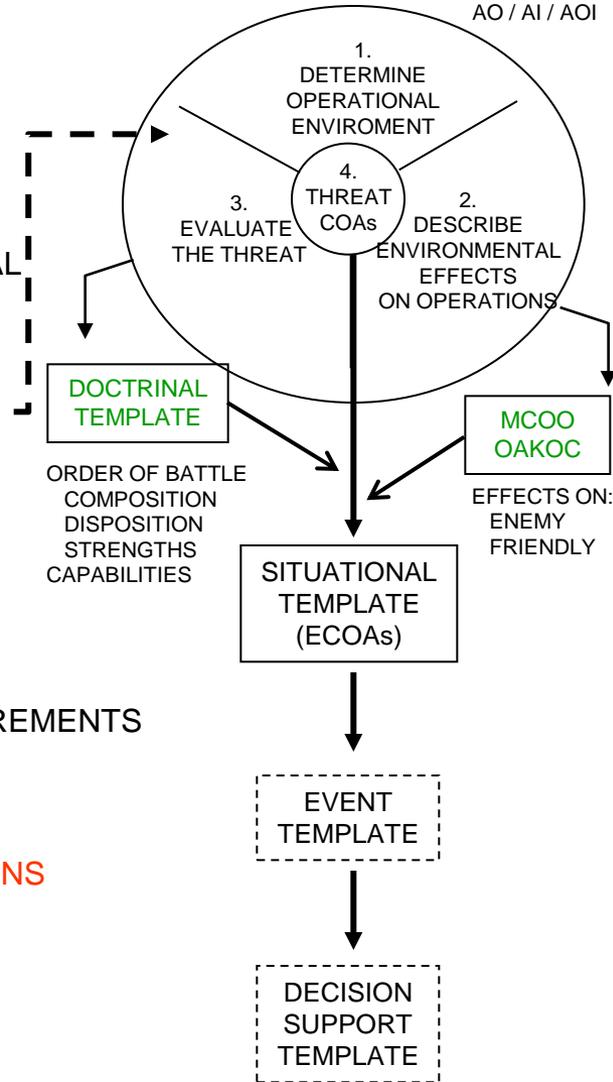
- PREP SKETCH & STATEMENT

3. COA ANALYSIS (WARGAME)

- BOX/BELT/AVENUE IN DEPTH

- RESULTS: Co SYNC MATRIX

4. COA COMPARISON & SELECTION



RECONNAISSANCE IS PLANNED BASED ON INFORMATION NEEDED TO COMPLETE THE TENTATIVE PLAN (ie CONFIRM/DENY ENEMY COA). THE INFORMATION IS THEN "PLUGGED" BACK INTO THE DECISION MAKING PROCESS, FORCING THE CONTINUOUS ANALYSIS OF MTET-TC AND OUR SELECTED COA

Troop Leading Procedures Outline

- 1) Receive the mission
 - 1) Initial timeline, possible mission
- 2) Issue the WARNO
 - 1) 5 Paragraph format
- 3) Make a tentative plan
 - 1) Mission analysis
 - 2) COA development
 - 3) COA analysis
 - 4) COA comparison
 - 5) COA selection
- 4) Initiate movement
 - 1) XO, 1SG
- 5) Conduct recon
- 6) Complete the plan
 - 1) Orders production
- 7) Issue the order
 - 1) Verbal, terrain model, paper
- 8) Supervise
 - 1) Confirm briefs
 - 2) Back briefs
 - 3) Rehearsals
 - 4) PCC – 1 up = check equipment
 - 5) PCI – 2 up = company, mission

- Type of operation
- General location of operation
- Initial operational timeline
- Reconnaissance to initiate
- Movement to initiate
- Planning and preparation instructions
 - To include planning timeline
- Information requirements (IR and CCIR)

MTETT-C

- Summary of mission analysis
 - Restated mission
 - Initial risk assessment (tactical and accidental)
 - Tentative decisive point
 - Initial commander's intent

- Analyze relative combat power
- Generate options
- Array forces
- Develop concept of operations
- Assign responsibilities (2-5)
- Prepare COA statement and sketch

COA Analysis (war game)

Action – Reaction – Counteraction

- Methods
 - Box
 - Belt
 - Avenue in depth
- COA must be
 - Distinguishable
 - Feasible
 - Acceptable
 - Complete
 - Suitable

Mission

- Mission, Intent, Concept
 - 1 up and 2 up
- Purpose
- Tasks
- Specified, Implied, Essential
- Constraints
- Restated mission
- *Significant conclusions

Time

- Battalion times
- Hard times
- Company troop leading procedures
- Light data
- Enemy data
- 1/3, 2/3 rule
- *Significant conclusions

Terrain

- AO
- AI-CAR
- Weather
 - Visibility
 - Wind
 - Precipitation
 - Cloud coverage
 - Temp/humidity
- Terrain
 - Obstacles
 - Avenue of approach
 - Key terrain
 - Observation/fields of fire
 - Cover and concealment
- *Significant conclusions

Enemy

- General situations
- Disposition
- Composition
- Capabilities by WFF elements
- PCOA
- MPCOA
- *Significant conclusions

Troops

- Morale
- Training and experience
- Capabilities by WFF elements
- Leadership
- *Significant conclusions

Purpose of the Operation

- Form of maneuver/defensive technique
- Decisive point and why
- Main effort with task and purpose
- Supporting efforts with task and purpose
- Endstate

Civil

- Areas
- Structures
- Capabilities
- Organizations
- People
- Events
- *Significant conclusions

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1. MISSION ANALYSIS

- TIME ANALYSIS
- ANALYSIS OF MISSION

HIGHER MISSION/CONCEPT/INTENT
COMPANY PURPOSE
DETERMINE TASKS

SPECIFIED/IMPLIED/ESSENTIAL
DETERMINE CONSTRAINTS
DEVELOP RESTATED MISSION

- TERRAIN & WEATHER ANALYSIS
- OAKOC**

- CIVIL ANALYSIS
- ENEMY ANALYSIS
- TROOP ANALYSIS

2. COA DEVELOPMENT

- ANALYZE RELATIVE COMBAT POWER
- GENERATE OPTIONS
- ARRAY FORCES

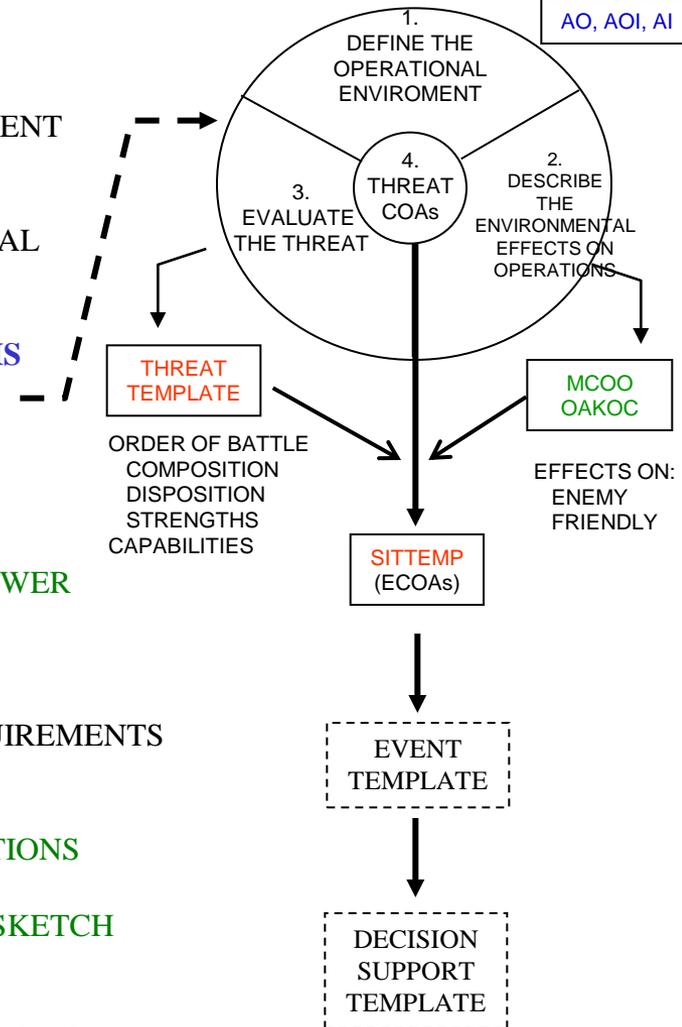
CONFIRM DECISIVE POINT
DETERMINE DOCTRINAL REQUIREMENTS
ASSIGN PURPOSES
ASSIGN TASKS

- DEVELOP A CONCEPT OF OPERATIONS
- ASSIGN RESPONSIBILITIES
- PREPARE COA STATEMENT AND SKETCH

3. COA ANALYSIS (WARGAME)

- BOX/BELT/AVENUE IN DEPTH
- RESULTS: CO SYNC MATRIX AND HPTL

4. COA COMPARISON & SELECTION



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1. Receive the mission

Initial timeline, possible mission

2. Issue the WARNO

5 Paragraph format (min info)

3. Make a tentative plan

- Mission analysis
- COA development
- COA analysis
- COA comparison
- COA selection

4. Initiate movement

XO, 1SG

5. Conduct reconnaissance

6. Complete the plan

Orders production

7. Issue the order

Verbal, terrain model, paper

8. Supervise

Confirmation briefs

Back briefs

Rehearsals

PCC – 1 up = check equipment

PCI – 2 up = company, mission

- Type of operation
- General location of operation
- Initial operational timeline
- Reconnaissance to initiate
- Movement to initiate
- Planning and preparation instructions (to include planning timeline)
- Information requirements
- Commander's critical information requirements

METT-TC (or TMT-CET)

- Summary of mission analysis
 - Restated mission
 - Initial risk assessment (tactical and accidental)
 - Tentative decisive point
 - Initial commander's intent

- Analyze relative combat power
- Generate options
- Array forces
- Develop concept of operations
- Assign responsibilities (2-5)
- Prepare COA statement and sketch

COA Screening Criteria at end of COA Dev
COA must be:

- Suitable
- Distinguishable
- Feasible
- Complete

- Acceptable
COA Analysis (war game)

- *Action – Reaction – Counteraction*
- Finalized HPTs based on COAs
- Methods
 - Box
 - Belt
 - Avenue in depth

Mission

- Mission, Intent, Concept
 - 2 up and 1 up
- Purpose
- Tasks
 - Specified
 - Implied
 - Essential
- Constraints (require / limit action)
- Restated mission
- *Significant conclusions

Terrain

- AO (OBTF)
- AOI (CARR)
- Terrain
 - Obstacles
 - Avenues of approach
 - Key terrain
 - Observation & fields of fire
 - Cover and concealment
- Weather
 - Visibility
 - Wind
 - Precipitation
 - Cloud coverage
 - Temp/humidity
- *Significant conclusions

COA Statement

- Form of maneuver or defensive technique
- Decisive point and why
- Risk and mitigation
- Tasks and purposes of the decisive, shaping, and sustaining operations
- Reserve planning priorities
- Purposes of critical WFF elements
- Endstate

Time (HOPE-L)

- Higher's timeline
- Operational timeline
- Planning timeline
- Enemy's timeline
- Light data
- 1/3, 2/3 rule
- *Significant conclusions

Enemy

- General situation
- Disposition
- Composition
- Strength
- Capabilities by WFF elements, HVTL
- PCOA & MDCOA
- *Significant conclusions

Troops

- Leadership
- Morale
- Training and experience
- Capabilities by WFF elements
- *Significant conclusions

Civil Considerations

- Areas
- Structures
- Capabilities
- Organizations
- People
- Events
- *Significant conclusions