

“In an effort to change this situation armored leaders developed several techniques. One, nicknamed thunder run, involved the use of armored vehicles in all-night road marches using machine gun and main tank gun fire along the roadsides to trigger potential ambushes. While this procedure increased vehicle mileage and maintenance problems, it often succeeded in discouraging enemy road mining and ambushes.”

Above all, this is indeed a combat operation when the enemy is operating around the clock in all sectors and the restrictions and techniques developed are similar to those encountered and used in Vietnam.

Aviation/Forward Support Battalion (FSB) Assembly Area Security

There may be an occasion when platoons from the armor/mech may be sliced to support the security plan of assembly areas. The tendency for these unit planners is to lock these mobile units into static positions. By doing this, the unit — whether they realize it or not — has now brought the fight to its perimeter, most likely meeting the enemy commander’s intent of disrupting operations in those areas.

“The success of the defense hinged on the mobility of the armored units, the heavy firepower-artillery and air support, and the tactics used. The armored vehicles had not been dug in and were not fenced in with wire. Throughout the attacks, ACAV’s and tanks continuously moved backward and forward, often for more than twenty meters, to confuse enemy gunners and meet the attack head on. The movement added to the shock effect of the vehicles, for none of the enemy wanted to be run over. In addition, reinforcing platoons carried extra ammunition on their vehicles and provided resupply during battle.”

One of the more successful techniques again is using the combined arms team, preparing a defense outside the wire similar to that of defending a battle position developing an engagement area on the most likely avenues of approach to the assembly area for both mounted and dismounted forces. By doing this again, the unit can capitalize on all its capabilities; that is, killing the enemy where we want to, engaging at maximum ranges with aviation, indirect, and direct fires.

In an environment of combat teams, task forces and expeditionary forces, the need for understanding combined arms operations continues to be a challenge during real-world contingency missions and at the Joint Readiness Training Center. The armor/mech team is a viable combat force in any environment and should not be counted out in any mission, once a proper analysis has been completed determining limitations and capabilities required for the mission.

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BATTALION MDMP IN A TIME-CONSTRAINED ENVIRONMENT

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“You can ask me for anything you like, except time.”

— **Napoleon Bonaparte**

It is 2100 on the second day of a rotation at the Joint Readiness Training Center (JRTC). The commander of Company A receives a radio message from the battalion tactical operations center (TOC) that says, “The scouts have located a suspected Cortinian Liberation Front (CLF) cache point in the vicinity of LZ FALCON. Your mission is to destroy CLF and the cache no later than 2330 tonight to prevent the enemy from resupplying its forces in AO Rakkasan. You will get three UH-60s for three lifts and the take-off time for the first lift is 2300. What are your questions?” The company commander quickly plots the grids and realizes that the pickup zone (PZ) is over two kilometers away, and that the only way to make it to the PZ is to move now. As the company moves to the PZ, the commander quickly formulates his ground tactical plan, landing plan, loading plan, and staging plan. At 2240 hours, Company A arrives at the PZ, the commander finishes disseminating the order as the aircraft approach, and most platoons get on the aircraft without a clear understanding of the mission or of what is expected.

This scenario is played out time after time during most unit rotations to the JRTC. But why? Is our time management that poor? Does our doctrine fail to support quick mission planning? The answer to both questions is yes. As an Army, we are poor time managers during planning, and the current military decision-making process (MDMP) at the battalion level is inefficient. The solution we have developed addresses more efficient time management by modifying the process. This article will address various tactics, techniques, and procedures (TTPs) for overcoming time management and mission planning.

The MDMP as described in Field Manual (FM) 101-5, Staff Organizations and Operations, may work well for corps and division-level operations. The complexity of operations at those levels dictates that multiple courses of action (COAs) be developed, analyzed, and compared in exacting detail to attain the best possible solution to each problem. Division and corps headquarters are generously staffed with real experts in their respective fields. Moreover, those who receive the orders generated by division and corps MDMP (brigades and divisions) are staffed with their own experts, capable of dissecting each order and initiating their own MDMPs.

Such is not the case for a typical infantry battalion. At the battalion level, operations are not (or should not be) very complex,

and as a whole, the staff lacks experience and the company commanders and specialty platoon leaders have no staffs.

This ponderous process has taken on a life of its own. Many practitioners forget that the MDMP is a means, not an end. Instructors, evaluators, and observer controllers delight in critiquing a unit's MDMP. "After all," many seem to think, "the MDMP is a recipe book . . . if I add all the ingredients in the right sequence and cook to order, I'll create a masterpiece." The problem is that the best process in the world can still generate a poor plan. What is important is getting a workable plan to the consumers early enough that they can accomplish the mission.

The TTPs we use are a combination of techniques currently in vogue at the combat training centers and many of our branch schools. There is nothing new or revolutionary in our system, but it works for us. This system is not the answer to all of our decision-making problems. In fact, the intent of this article is not to provide "the answer," but rather to offer some TTPs and, more important, to stimulate thought about how a battalion can get a workable plan to the companies early enough to have a positive, instead of negative, effect on the probable outcome.

Time Management

General George S. Patton, Jr., once said that execution, rather than planning, amounts to 95 percent of mission accomplishment. He also directed that army-level orders "should not exceed a page and a half of type-written text with the back of the page reserved for a sketch map." As a result, commanders were able to conduct their own planning, preparations, and rehearsals instead of having to wait for a higher headquarters to crank out an exhaustive operations order (OPORD). A side benefit is that when the consumers do not have to sift through a half-inch thick document to find the few pieces of valuable information. They can be more efficient in their planning, and once again, devote more time to rehearsals.

Rehearsals are critical in achieving two results: First, everyone understands each part of the plan, and second, everyone is fully prepared to act when the plan does not go exactly according to the script. The

perfect plan (if one has ever existed) never won a battle, but Soldiers who understood the plan and then executed it won the fight.

At the battalion level, those rehearsals consist of at least a maneuver or combined arms rehearsal, a fire support rehearsal, a reconnaissance rehearsal, and a combat service support (CSS)/CHS rehearsal. At the squad and platoon levels, the rehearsals are both mission-specific and general —namely the critical battle drills for a given operation. Without the sound management of available time, rehearsals are often the first items to be cut.

When a one-third/two-thirds time management tool is used, most units are greatly stressed. A probable scenario follows: The brigade staff gets the order from the division on Day 1, with an execution time of Day 3. The brigade issues its order on Day 2, and the battalion issues its order on Day 2½. This leaves the company commander less than one day to plan and rehearse. By the time the squad leader receives his order, his squad is moving to the objective.

We have been effective in using a one-fifth/four fifths rule. It is generally applied the same way as the one-third/two-thirds rule, but with a few exceptions. The first exception is to develop a detailed time line that supports the rule and a staff well trained and disciplined to follow that time standard. The second is that the battalion executive officer (XO) dedicates a block of time for company commanders. This amounts to two-fifths of the total time available — "blocked" to the companies in which the battalion staff will not plan any rehearsals, back briefs, or meetings — thus allowing companies time to focus on the mission without interruption. It is our

EVENT	ATTENDEES	ACTION	PRODUCT/OUTCOME
Receive mission from BDE	BN CDR S-2 S-3 FSO, LNO	- Send copy to BN XO - Staff examines - Determine TF's purpose	
BN staff conducts mission analysis	XO, S-1, AS-2, AS-3, S-3 AIR, S-4, ALL SLICE	STAFF Huddle #1 - CDR's intent - Higher mission - Nesting diagram - Critical times - Essential tasks - CSS considerations - XO guidance	- WARNO #1 - Reverse BOS worksheets - Mission analysis worksheets - Staff estimates
BN CDR returns	ALL Staff	STAFF Huddle #2 - Rec CDR guidance	- RFlx to BDE - Finish MA Brief
Mission Analysis Brief to BN CDR	ALL Staff	Mission Analysis Brief	- Staff requests CDR's guidance - Approved planning timeline WARNO #2
COA Development/Hostly Wargame	CDR and Staff	- Receive CDR Guidance on COA - Hostly Wargame of COA	- COA sketches - COA statement - Task organization - Staff estimates
Initial Targeting Meeting	CDR, XO, S-3, S-2 FSO	Initial TGTs, Priority	HPTL
COA Brief to CDR	CDR and Staff	Deliberate wargame	- Final task organization - Operational graphics - Synchronization matrix - Decision support - Intellig - BN R&S
R&S Meeting	CDR, XO, S-3, S-1, FSO	Collection Planning	Collection Matrix and Plan
Detailed Wargame	CDR and Staff	Deliberate war game	- First Task Organization - Operational graphics - Synchronization matrix - Decision support - Intellig - BN R&S Plan
BN CDR RECON	CDR	RECON	Confirm plan
OPORD Prep	Planning group	- Staff paragraphs - Annexes submitted	OPORD
OPORD brief Confirmation Briefs	CDRs and Staff BN CDR, CO CDRs, Special Pls	Brief to Task Force Brief Task and Purpose	OPORD disseminated
Execute R&S Plan	S-2, S-1, FSO, R&S	Early insertion of R&S	
Company Time Final Briefs	Companies CO CDRs to BN CDR	Develop co orders Backbrief format	Map board and graphics
Air Mission Coordination Meeting	S-3a, S-3 Airm, BAE, LNOs	Complete AMB checklists	AMB products
Air Mission Brief	Orders Group, CDRs, AVN LNO Flight Leader	Brief to Task Force	AMB package
TF Rehearsals	BDE TF Leaders	COMEX R&S, FS, Man, CSS/ CHS, PZ rehearsals, FS Rehearsal	Mutual understanding of operation

Figure 1 Commander's Guidance

experience that any one event can expand to fill the available time. When the time available to the battalion is cut from one-third to one-fifth of the total time, there is not much time to waste. The result is often an order that is less than perfect, but we make up for the imperfection with a generous helping of rehearsals at all levels.

Commander Involvement

Probably the most important aspect of our battalion's planning process is the involvement of the commander. We don't waste the time or energy having the staff develop, war game, and then compare various courses of action. We use the directed or "focused" course-of-action technique. The commander, S-2, S-3, and fire support officer (FSO) attend the brigade OPORD. Immediately after this order, the commander sketches out a course of action

Figure 2 MDMP Sequence

1. STATE OF WAR 2. MISSION STATEMENT 3. PLAN 4. EXECUTION 5. ASSESSMENT 6. CONCLUSION		7. CONCEPT DEVELOPMENT 8. CONCEPT DEVELOPMENT 9. CONCEPT DEVELOPMENT 10. CONCEPT DEVELOPMENT 11. CONCEPT DEVELOPMENT 12. CONCEPT DEVELOPMENT 13. CONCEPT DEVELOPMENT 14. CONCEPT DEVELOPMENT 15. CONCEPT DEVELOPMENT 16. CONCEPT DEVELOPMENT 17. CONCEPT DEVELOPMENT 18. CONCEPT DEVELOPMENT 19. CONCEPT DEVELOPMENT 20. CONCEPT DEVELOPMENT 21. CONCEPT DEVELOPMENT 22. CONCEPT DEVELOPMENT 23. CONCEPT DEVELOPMENT 24. CONCEPT DEVELOPMENT 25. CONCEPT DEVELOPMENT 26. CONCEPT DEVELOPMENT 27. CONCEPT DEVELOPMENT 28. CONCEPT DEVELOPMENT 29. CONCEPT DEVELOPMENT 30. CONCEPT DEVELOPMENT 31. CONCEPT DEVELOPMENT 32. CONCEPT DEVELOPMENT 33. CONCEPT DEVELOPMENT 34. CONCEPT DEVELOPMENT 35. CONCEPT DEVELOPMENT 36. CONCEPT DEVELOPMENT 37. CONCEPT DEVELOPMENT 38. CONCEPT DEVELOPMENT 39. CONCEPT DEVELOPMENT 40. CONCEPT DEVELOPMENT 41. CONCEPT DEVELOPMENT 42. CONCEPT DEVELOPMENT 43. CONCEPT DEVELOPMENT 44. CONCEPT DEVELOPMENT 45. CONCEPT DEVELOPMENT 46. CONCEPT DEVELOPMENT 47. CONCEPT DEVELOPMENT 48. CONCEPT DEVELOPMENT 49. CONCEPT DEVELOPMENT 50. CONCEPT DEVELOPMENT 51. CONCEPT DEVELOPMENT 52. CONCEPT DEVELOPMENT 53. CONCEPT DEVELOPMENT 54. CONCEPT DEVELOPMENT 55. CONCEPT DEVELOPMENT 56. CONCEPT DEVELOPMENT 57. CONCEPT DEVELOPMENT 58. CONCEPT DEVELOPMENT 59. CONCEPT DEVELOPMENT 60. CONCEPT DEVELOPMENT 61. CONCEPT DEVELOPMENT 62. CONCEPT DEVELOPMENT 63. CONCEPT DEVELOPMENT 64. CONCEPT DEVELOPMENT 65. CONCEPT DEVELOPMENT 66. CONCEPT DEVELOPMENT 67. CONCEPT DEVELOPMENT 68. CONCEPT DEVELOPMENT 69. CONCEPT DEVELOPMENT 70. CONCEPT DEVELOPMENT 71. CONCEPT DEVELOPMENT 72. CONCEPT DEVELOPMENT 73. CONCEPT DEVELOPMENT 74. CONCEPT DEVELOPMENT 75. CONCEPT DEVELOPMENT 76. CONCEPT DEVELOPMENT 77. CONCEPT DEVELOPMENT 78. CONCEPT DEVELOPMENT 79. CONCEPT DEVELOPMENT 80. CONCEPT DEVELOPMENT 81. CONCEPT DEVELOPMENT 82. CONCEPT DEVELOPMENT 83. CONCEPT DEVELOPMENT 84. CONCEPT DEVELOPMENT 85. CONCEPT DEVELOPMENT 86. CONCEPT DEVELOPMENT 87. CONCEPT DEVELOPMENT 88. CONCEPT DEVELOPMENT 89. CONCEPT DEVELOPMENT 90. CONCEPT DEVELOPMENT 91. CONCEPT DEVELOPMENT 92. CONCEPT DEVELOPMENT 93. CONCEPT DEVELOPMENT 94. CONCEPT DEVELOPMENT 95. CONCEPT DEVELOPMENT 96. CONCEPT DEVELOPMENT 97. CONCEPT DEVELOPMENT 98. CONCEPT DEVELOPMENT 99. CONCEPT DEVELOPMENT 100. CONCEPT DEVELOPMENT
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and then modifies it on the basis of S-2, S-3, and FSO input. Upon return to the TOC, the staff gives a quick mission analysis brief, and then the commander solicits input on the course of action from the XO and the command sergeant major (CSM). Given those modifications, the commander develops his commander's guidance.

Below is an outline of the Commander's Guidance Checklist we use at the completion of mission analysis. Although it may seem a bit too detailed, it focuses the staff; essentially it is "how I see the terrain; how I see the enemy; how I see us; and here's what I want you to do":

As you can see by our format, the commander's guidance is a fairly detailed description of the way the commander sees the enemy, the terrain, and our unit. He personally drafts the course of action and determines what critical decisions he or the enemy commander must make — along with corresponding draft commander's critical intelligence requirements (CCIRs). Finally he directs the course of action and provides planning guidance for each BOS. We have the format for the commander's guidance printed on carbon paper so that copies are readily available for the staff to use in building the order, without having to depend on a copy machine. That planning guidance is also attached to Warning Order 2 to the companies, so that the company commanders can get on board early in the process.

Battalion MDMP Sequence

A condensed description of our battalion's MDMP is shown in Figure 2.

Following the commander's guidance, the staff does a quick suitability, feasibility, and acceptability check of the COA, and the S-3 refines it. He then briefs the staff on the refined COA to set the stage for the war game. The purpose of our war game is not to analyze and compare courses of action, but to synchronize the one we have selected and

identify or refine the decision points and CCIRs. Immediately after the war game, the staff finalizes the OPORD for publication.

The Matrix Order

Another way to improve time management and facilitate the orders process is to use a quick and easily transferable OPORD format (see Figure 3). This format also doubles as the warning order (WARNORD)/fragmentary order (FRAGO) format. The order itself is a pre-printed form that is made of transferable carbon paper. This allows us to write WARNOs, FRAGOs, and OPORDS without being wedded to a computer or a copy machine. The format is a blocked matrix order, with all the parts of the five-paragraph OPORD. There is not a lot of room for unnecessary verbiage in a two-page matrix order, so the staff has to distill the various tasks, purposes, and coordinating instructions into what is truly important for the company commanders. The company commanders don't have to

search for those important details, and the result is a better common understanding of the plan. Note that each staff officer is restricted to a one-page annex only. Below is the base order found in our TACSOP.

Warning orders are written on this format, with whatever information is available, to put out to subordinate units. As the staff continues with planning, a new warning order is written that incorporates new information and information already published. This allows the subordinate units to begin parallel planning. Most of the operations order is written after the COA and before the war game. At the conclusion of the war game, we publish the final operations order.

Units will continue to conduct operations in time-constrained environments — and many with unclear guidance and plans — unless commanders take control of time management and adjust the MDMP process.

Although we never seem to have enough time or information to execute a mission, the key to success is to issue quick and clear orders, parallel plan with higher, adjacent, and subordinate headquarters, and rehearse the plan thoroughly. If they get a perfect plan too late, we will all fail. Our squads and platoon win the fight. If they get a workable plan early enough to aid in mission preparation, we will all succeed.

When this article was written, **Lieutenant Colonel Jeffrey S. Buchanan, Major Todd Wood, and Major Jim Larsen** were assigned to the 187th Infantry, 101st Airborne Division.

Figure 3 Matrix Order

1. STATE OF WAR 2. MISSION STATEMENT 3. PLAN 4. EXECUTION 5. ASSESSMENT 6. CONCLUSION			
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