Application of the Troop Leading Procedures

Tools of the Tactician

TLP STEPS
1. Receive the Mission
2. Issue a Warning Order
3. Make a Tentative Plan
4. Initiate Movement
5. Conduct Reconnaissance
6. Complete the Plan
7. Issue the Order
8. Supervise and Assess

METT-TC
• Mission
• Enemy
• Terrain
• Troops
• Time

OAKOC
• Observation and Fields of Fire
• Avenues of Approach
• Key and Decisive Terrain
• Obstacles
• Cover and Concealment

Reconnaissance is conducted based on the tentative plan. Information discovered during recon is "plugged back in" to the estimate of the situation. It can cause a change of plan or even a change of mission.

Step 1: Receive the Mission

- Receive a mission alert in the form of a Combat Order
- Warning Order (WARNO)
- Operations Order (OPORD)

The leader immediately begins a mission analysis using the factors of METT-TC and the Military Decision Making Process.

- Conduct an initial time management analysis using
  - "One-third: Two-thirds" Rule
  - Backward Planning Process

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Mission Analysis
- Analysis of the Mission
- Tasks: Specified, Implied, Essential
- Constraints / Limitations
- Write Restated Mission

Guides the leader through the decision making process.
Step 1: Receive the Mission

**TIME ANALYSIS**
- 1/3 - 2/3 Rule
- Backward Planning Process

Step 2: Issue a Warning Order

- Purpose
- Issue immediately after mission analysis
- Do not sacrifice time to gain more info
- OPORD Format
- At a minimum, OPORD should include:
  - Mission or nature of the operation
  - Who is participating in the operation
  - Time of operation
  - Time and place for operations order

Step 3: Make a Tentative Plan

- Reconnaissance is used to confirm terrain and/or enemy analysis and tactical options
- Situational and time available dictate the type and detail of reconnaissance
  - Map, terrain model, aerial photo, ground
- Plan and conduct a leader’s reconnaissance for every mission.
- Consider risk inherent in moving forward of friendly lines, or into unoccupied area.

Step 4: Initiate Movement

- May occur at any point in the Troop Leading Process
- The steps do not have to be accomplished in order
- Can be conducted by subordinate leaders
- Includes movement to positions closer to LD, initial inspections, reconnaissance, battle drill rehearsals, or SOP items
- If the reconnaissance reveals a change in the situation, the plan must be adjusted accordingly.

Step 5: Conduct Reconnaissance

- Develop OPORD based on tentative plan, reconnaissance and additional guidance.
- Review plan to ensure that the Commander’s mission and intent is satisfied.
- Consider whether reconnaissance and changes to current situation may change or alter tentative plan.
- Use five paragraph format and common tactics:
  - FM 3-21.8 (Chapter 5) and FM 5-0.
Step 7: Issue the Order

- Can be issued either orally or written
- Issue while observing the combat area if possible
- Supplements to OPORDs:
  - Terrain models
  - Sand Table
  - Map boards/Overlays
  - Sketches
  - Fire Support Matrix
- All subordinates MUST understand the plan
- Use brief backs

Step 8: Supervise and Refine

- Inspections:
  - Pre Combat Checks (PCCs): Soldier items
  - Pre Combat Inspections (PCIs): Mission essential equipment

- Pre-Combat Inspections
  - Pre Combats Inspections

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Step 8: Supervise and Refine

- Rehearsals: The leader uses rehearsals to:
  - Practice essential tasks (improve performance)
  - Resolve weaknesses or problems in the plan
  - Coordinate the actions of subordinate elements, improve soldier understanding of the concept of the operation (foster confidence in soldiers)

- Inspections:
  - Pre Combat Checks (PCCs): Soldier items
  - Pre Combat Inspections (PCIs): Mission essential equipment

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REHEARSALS:
- Must be habitual during training in order to effectively employ units tactically.
- Clarifies Commander’s intent.
- Reinforces scheme of maneuver.
- Ensures understanding and instills confidence in participants.
- Provides feedback and exposes problems in the plan.

INSPECTIONS:

Pre-Combat Inspections (PCIs)
- Weapons and ammo: test fire
- Uniforms and equipment
- Mission Essential equipment
- Soldiers understanding of mission and their specific responsibilities
- Communications: radios, frequencies, batteries
- Rations and water
- Camouflage; personnel and equipment

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CHALLENGES
• Determine specified, implied, and essential tasks
• Manage available time
• Delegate during planning and preparation
• Analyze courses of action and make decisions
• Brief WARNORD, OPORD and FRAGO
• Conduct rehearsals and inspections