150-LDR-5012
Conduct Troop Leading Procedures
Status: Approved

Security Classification: U - Unclassified
Distribution Restriction: Approved for public release; distribution is unlimited.
Destruction Notice: None
Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the Fort Leavenworth, KS foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.
**Conditions:** The leader receives an order from higher headquarters or the leader initiates troop leading procedures (TLP) in anticipation of a mission in a dynamic and complex operational environment. A single threat contests the unit's objectives in all five domains (air, land, sea, space, and cyberspace), the information environment (IE), and the electromagnetic spectrum. Four or more of the eight operational variables of PMESII-PT are present. The order from higher headquarters includes all applicable overlays and or graphics, area of operation (AO) boundaries, control measures, and criteria for subsequent tactical actions. The unit has communications with subordinate units, adjacent units, and higher headquarters. The leader has organized the four components of the command and control system to support decision making, facilitate communication, and conduct operations.

**Environment:** Some iterations of this task should be performed with degraded command and control networks, degraded conditions in the electromagnetic spectrum, and/or degraded, denied, and disrupted space operations environment (D3SOE). Some iterations of this task should be performed in MOPP 4.

**Standards:** The leader conducts TLP as a framework for planning and preparing for operations. The leader uses the eight step TLP process to maximize available planning time while developing plans and preparing their unit for an operation. The leader begins TLP when the initial warning order or a new mission is received. The leader modifies the sequence steps to meet the mission, situation, and available time. The leader modifies the assessments, updates tentative plans, and continues to supervise and assess preparation as each subsequent order arrives. The leader conducts TLP in accordance with (IAW) 100% adherence to ADP 5-0, orders from higher headquarters, commander's intent, the Army Ethic, and standard operating procedures (SOP) while adhering to the GO & NO-GO criteria.

**Special Conditions:** None

**Safety Risk:** Low

**MOPP 4:** Sometimes

### Task Statements

**Cue:** The leader receives an order from higher headquarters or the commander derives a mission requiring the TLP.

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**DANGER**

Leaders have an inherent responsibility to conduct Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

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**WARNING**

Risk Management is the Army’s primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All Soldiers have the responsibility to learn and understand the risks associated with this task.

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**CAUTION**

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

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**Remarks:** For questions, concerns, or comments, please contact: usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@mail.mil.

**Notes:** TLP are used by commanders and leaders without a staff. These procedures enable leaders to maximize available planning time while...
developing effective plans and preparing their units for an operation. Higher headquarters issue frequent warning orders to optimize available time for subordinates to conduct their TLP.
Performance Steps

1. Step 1 – Receive the mission. The leader receives the mission in the form of an operation plan, or warning, operation or fragmentary order (WARNORD, OPORD, FRAGORD) from higher headquarters, or on recognizing the need to act due to an emerging situation, and initiates the following actions:

   a. Conducts confirmation briefing to the higher echelon commander to verify commander’s intent, clarify mission, and confirm concept of the operation for higher and next higher headquarters.

   b. Conducts an initial assessment (mission analysis) of the situation.

   c. Determines the time available for planning and preparation:
      
      (1) Applies reverse planning sequence.

      (2) Identifies critical times.

      (3) Estimates available time to plan and prepare.

      (4) Publishes the time schedule.

      (5) Schedules one-third of available time for leaders’ planning and issuing the OPORD.

      (6) Schedules two-thirds of available time to subordinate echelons for planning and preparation needs.

2. Step 2 - Issues a warning order. The leader issues a WARNORD to subordinates immediately after the initial assessment, which includes but is not limited to the following information:

   a. The mission or nature of the operation.

   b. The time and place for issuing the OPORD.

   c. Task organization.

   d. Specific tasks not addressed by unit standard operating procedures (SOPs).

   e. The timeline for the operation.

   f. Available enemy information.

      Note 1: Once the leader has delivered the WARNORD, subordinate leaders should initiate necessary rehearsals.

      Note 2: The leader issues additional WARNORDs throughout the troop leading procedures as needed when new information is available.

3. Step 3 - Make a tentative plan. The leader develops a tentative plan, which include the following actions:

   a. The leader conduct mission analysis using the mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) format.

      (1) Analyzes the mission.

      (a) Higher headquarters’ mission and commander’s intent.

      (b) Higher headquarters’ concept of operations.

      (c) Specified, implied, and essential tasks.

      (d) Constraints.

      (e) Restated mission.

      (2) Analyzes the enemy.

      (a) Recent activities.
(b) Disposition.

(c) Composition.

(d) Warfighting functions analysis.

(e) Strengths.

(f) Situation template(s).

(g) Event template.

(h) Collection plan.

(3) Analyzes the terrain using the memory aid OAKOC:

(a) Observation and fields of fire.

(b) Avenues of approach including overland, air, and underground avenues.

(c) Key terrain.

(d) Obstacles.

(e) Cover and concealment.

(4) Evaluates the five aspects of the weather forecast that can affect the mission:

(a) Visibility.

(b) Winds.

(c) Precipitation.

(d) Obstacles.

(e) Temperature and humidity.

(5) Analyzes troops available:

(a) Soldiers’ capabilities and condition.

(b) Soldiers’ experience and training.

(c) Strengths and weaknesses of subordinate leaders.

(6) Assesses all available resources, to include but not limited to:

(a) Attached units and/or direct support forces.

(b) Operational readiness of equipment.

(c) Supplies, services and support available.

(7) Reviews the time available by:

(a) Monitoring the time available throughout the planning and execution of the operation.

(b) Determining the time-distance elements of preparing, moving, and actions on the objective.
(8) Identifies civil considerations by using the six factors that could influence the operations (known by the memory aid ASCOPE):

(a) Areas.

(b) Structures.

(c) Capabilities.

(d) Organizations.

(e) People.

(f) Events.

b. The leader develops one or more courses of action (COAs) by:

(1) Analyzing relative combat power of friendly and enemy forces by reviewing the elements of combat power.

(a) Intelligence.

(b) Movement and maneuver.

(c) Fires.

(d) Sustainment.

(e) Protection.

(f) Command and control.

(g) Assigning responsibilities for each task to a subordinate.

(2) Conducting troop-to-task analysis to determine combat power.

(3) Conducting brainstorming sessions to determine different ways to accomplish the mission.

(4) Determining where, when, and how the unit can mass overwhelming combat power.

(5) Identifying decisive points.

(6) Determining actions at decision points.

(7) Identifying task(s) and purpose(s).

(8) Developing an initial concept of operations:

(a) Describes the leader’s vision of the operation unfolding from its start to its conclusion or end state.

(b) Identifies the best way to use the available terrain.

(c) Employs unit strengths against enemy weaknesses.

(d) Determines fire support requirements.

(e) Develops graphic control measures to:

   _1_ Provide understanding for the concept of operations.

   _2_ Prevent fratricide.
3. Identify the task and purpose of the main effort.

9) Assigning responsibilities for each task to a subordinate.

10) Preparing a COA statement and sketch for each COA that includes the following information:

(a) Form of movement or defense to use.

(b) Designation of the main effort.

(c) Tasks and purposes of subordinate units.

(d) Necessary sustaining operations.

(e) Desired end state.

(f) Reviews each COA to ensure it meets the criteria of suitable, feasible, acceptable, distinguishable, and complete.

c. The leader conducts COA analysis (hasty war games) for each COA through the operation from start to finish.

(1) The leader compares each COA with the enemy’s most probable COA.

(2) The leader visualizes a set of actions, counter action and reactions to determine strengths and weakness of the COA.

d. The leader compares the results of each wargame COA by weighing the results in terms of:

(1) Advantages.

(2) Disadvantages.

(3) Weaknesses.

e. The leader determines which COA to execute based on the comparison of factors, such as:

(1) Mission accomplishment.

(2) Time available to execute the operation.

(3) Risks.

(4) Results from unit reconnaissance.

(5) Subordinate unit tasks and purposes.

(6) Casualties incurred.

(7) Posturing of the force for future operations.

(8) Professional judgment.

4. Step 4 – Initiate movement. The leader directs the unit to initiate movement under the following circumstances:

a. Directed by higher headquarters.

b. Manage mission preparation.

c. Position the unit for mission execution.

d. Facilitate time management.
e. Complete a specified task.

5. Step 5 - Conduct reconnaissance. The leader directs the unit to conduct reconnaissance to seek or confirm information requirements to:

a. Verify shortcomings identified during war-gaming.

b. Validate higher headquarters’ information collection plan.

c. Collect information required for planning, including:

   (1) Map reconnaissance.

   (2) Analysis of imagery and intelligence products.

   (3) Aerial reconnaissance (manned or unmanned).

   (4) Reconnaissance and surveillance units.

   (5) Leaders reconnaissance.

6. Step 6 - Complete the plan. The leader incorporates the results of the reconnaissance into the selected COA to complete the plan or order, including but not limited to:

a. Preparing overlays, as needed.

b. Refining the indirect fire target list.

c. Coordinating sustainment requests.

d. Confirming signal requirements.

e. Conducting final coordination with adjacent units and higher headquarters before issuing the order.

f. Updating the tentative plan based on reconnaissance.

7. Step 7 - Issue the order. The leader issues the order, using the following guidelines:

a. Delivers the order verbally or in writing.

b. Provides graphics and/or control measures in the order.

c. Produces a standard five-paragraph OPORD.

d. Identifies where to observe the terrain of the area of operation (AO), if possible, or uses a sand table, detailed sketch, maps, and other products to assist in developing common understanding.

8. Step 8 – Supervise and refine the plan. The leader monitors mission preparations by:

a. Determining what type of rehearsal to use to assess subordinates’ preparations:
   
   Note: The leader conducts pre-combat checks and inspections prior to rehearsals.

   (1) Backbrief.

   (2) Combined arms rehearsal.

   (3) Support rehearsal.

   (4) Battle drill rehearsal.

b. Conducting rehearsals to accomplish the following actions:
(1) Practice essential tasks.

(2) Identify weaknesses or problems in the plan.

(3) Coordinate subordinate element actions.

(4) Improve Soldier understanding of the concept of operations.

(5) Produce confidence among Soldiers.

(6) Identify decision points, branches, and sequels.

c. Implementing changes to the plan as needed.

d. Coordinating with adjacent units.

(Asterisks indicates a leader performance step.)

**Evaluation Guidance:** Score the Soldier GO if he/she passes all performance measures. Score the Soldier NO-GO if Soldier fails any performance measure. If the Soldier scores NO-GO, show the Soldier why he/she failed and show the Soldier how to perform the measure correctly.

**Evaluation Preparation:** Brief the Soldier: Explain expectations to the Soldier by reviewing the task standards. Stress to the Soldier the importance of observing all cautions and warnings to avoid injury to personnel and, if applicable, damage to equipment.
### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>Step Number</th>
<th>Reference ID</th>
<th>Reference Name</th>
<th>Required</th>
<th>Primary</th>
<th>Source Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Step 1 – Received the mission. The leader received the mission in the form of an operation plan, or warning, operation or fragmentary order (WARNORD, OPORD, FRAGORD) from higher headquarters, or on recognizing the need to act due to an emerging situation, and initiated the following actions:</td>
<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>FM 6-0</td>
<td>COMMANDER AND STAFF ORGANIZATION AND OPERATIONS (THIS ITEM IS PUBLISHED W/ BASIC INCL C1 AND C2)</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>TC 3-21-76</td>
<td>Ranger Handbook</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

#### Supporting Reference(s):

- ADP 5-0: The Operations Process
- FM 6-0: COMMANDER AND STAFF ORGANIZATION AND OPERATIONS (THIS ITEM IS PUBLISHED W/ BASIC INCL C1 AND C2)
- TC 3-21-76: Ranger Handbook

#### TADSS:

<table>
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<tr>
<th>TADSS ID</th>
<th>Title</th>
<th>Product Type</th>
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<tr>
<td>71-20</td>
<td>Common Hardware Platform (CHP)</td>
<td>DVC</td>
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Equipment Items (LIN): None

Materiel Items (NSN):

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<th>Step ID</th>
<th>NSN</th>
<th>LIN</th>
<th>Title</th>
<th>Qty</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>No materiel items specified</td>
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</table>

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine. Refer to GTA 05-08-012 INDIVIDUAL SAFETY CARD.

Prerequisite Individual Tasks:

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
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<tbody>
<tr>
<td>150-MC-5120</td>
<td>Conduct Receive the Mission</td>
<td>150 - Mission Command (Individual)</td>
<td>Approved</td>
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Supporting Individual Tasks:

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
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<tbody>
<tr>
<td>150-MC-5112</td>
<td>Conduct Mission Analysis</td>
<td>150 - Mission Command (Individual)</td>
<td>Approved</td>
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<tr>
<td>150-MC-5119</td>
<td>Prepare an Operation Order</td>
<td>150 - Mission Command (Individual)</td>
<td>Approved</td>
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<tr>
<td>150-MC-5116</td>
<td>Conduct Course of Action Comparison</td>
<td>150 - Mission Command (Individual)</td>
<td>Approved</td>
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<tr>
<td>150-MC-5117</td>
<td>Prepare a Warning Order</td>
<td>150 - Mission Command (Individual)</td>
<td>Approved</td>
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Supported Individual Tasks: None

Supported Collective Tasks: None

Knowledges:

<table>
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<tr>
<th>Knowledge ID</th>
<th>Knowledge Name</th>
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<tbody>
<tr>
<td>K0229</td>
<td>Understand the concept of combat power</td>
</tr>
<tr>
<td>K0375</td>
<td>Understand the concept of reverse planning.</td>
</tr>
<tr>
<td>K0192</td>
<td>Understand the concept of wargaming</td>
</tr>
<tr>
<td>K0393</td>
<td>Understand the 1/3 - 2/3 planning rule.</td>
</tr>
<tr>
<td>K0526</td>
<td>Understand the procedures for risk assessment</td>
</tr>
<tr>
<td>K0087</td>
<td>Know the steps of the Troop Leading Procedures (TLP).</td>
</tr>
<tr>
<td>052-K-00020</td>
<td>Know the 5 Paragraph Operations Order Format</td>
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<tr>
<td>K0005</td>
<td>Understand the concept of Area of Operations (AO)</td>
</tr>
<tr>
<td>K0262</td>
<td>Know the five forms of combat orders</td>
</tr>
<tr>
<td>K0259</td>
<td>Understand the concept of orders</td>
</tr>
<tr>
<td>K0266</td>
<td>Understand the concept of a &quot;concept of the operation&quot;</td>
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<tr>
<td>K0029</td>
<td>Understand the concept of decisive points</td>
</tr>
<tr>
<td>K0028</td>
<td>Understand the concept of key terrain</td>
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<tr>
<td>K0411</td>
<td>Understand the concept of METT-TC.</td>
</tr>
<tr>
<td>K0462</td>
<td>Understand the purpose of combat power.</td>
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<tr>
<td>K0022</td>
<td>Understand the concept of reconnaissance</td>
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Skills:

<table>
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<th>Skill ID</th>
<th>Skill Name</th>
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<tbody>
<tr>
<td>S0602</td>
<td>Ability to Communicate Effectively in Writing</td>
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<tr>
<td>S0026</td>
<td>Differentiate specified, implied and essential tasks</td>
</tr>
<tr>
<td>S0101</td>
<td>Be able to conduct troop leading procedures</td>
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ICTL Data: None