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

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's unit received an operations plan, or warning, operations or fragmentary order from higher headquarters, or the unit's commander initiates the troop leading procedures (TLP) in anticipation of a mission. The leader's unit established communications with subordinate and adjacent units, and higher headquarters. The leader has all Modified Table of Organization and Equipment (MTOE) required to accomplish the task. The leader is operating in either a simple, complex, static, or dynamic operational environment. The mission command system is operational and processing information in accordance with standard operating procedures (SOP). Some iterations of this task should be performed in MOPP 4.

**Standards:** The leader conducts troop leading procedures as a framework for planning and preparing for operations. The leader uses the eight step troop leading procedures to maximize available planning time while developing plans and preparing their unit for an operation. The leader begins troop leading procedures 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. Conducting troop leading procedures is conducted in accordance with the established timelines, FM 6-0, commander's intent, and standing operating procedures.

**Special Conditions:** None

**Safety Risk:** Low

**MOPP 4:** Sometimes

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**Task Statements**

**Cue:** None

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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:** None

**Notes:** Troop leading procedures (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. (ADP 5-0)
Performance Steps

1. Step 1 – Receive the Mission. The leader receives the mission in the form of an operations plan, or warning, operations or fragmentary order (WARNORD, OPORD, FRAGORD) from higher headquarters or upon recognition that an action is required by the leader’s unit due to an emerging situation and initiates the following actions:

   a. Gives a confirmation brief to the higher commander to verify their understanding of the higher commander’s intent and concept of operations.

   b. Obtains clarification on any portions of the higher headquarters plan, as required.

   c. Conducts an initial assessment of the situation.

   d. Allocates the time available for planning and preparation:

      (1) Uses reverse planning.

      (2) Identifies critical times.

      (3) Estimates how much time each event will consume.

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

      (5) Allocates 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 the following information:

   a. The mission or nature of the operation.

   b. The time and place for issuing the OPORD.

   c. Units or elements participating in the operation.

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

   e. The timeline for the operation.

      Note: The leader issues additional WARNORDs throughout the TLP as needed when new information is available.

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

   a. The leader conducts mission analysis using the Mission, Enemy, Terrain and Weather, Troops and Support Available, Time Available, and Civil considerations (METT-TC) format.

      (1) Analyze the higher headquarters’ WARNORD or OPORD to determine how their unit contributes to the higher headquarters’ mission:

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

         (b) Higher headquarters’ concept of operations.

         (c) Specified, implied, and essential tasks.

         (d) Constraints and restraints.

         (e) Develops a restated mission.

      (2) Analyze the enemy to determine the following information:

         (a) Enemy composition.

         (b) Enemy disposition.

         (c) Enemy strengths.
(d) Recent enemy activities.

(e) Enemy’s ability to reinforce.

(f) Enemy possible COAs.

(g) Identify intelligence gaps.

(3) Analyze the terrain and weather to include:

(a) Review the five military aspects of the terrain:
    _1_ Observation and fields of fire.
    _2_ Avenues of approach including overland, air, and underground avenues.
    _3_ Key terrain.
    _4_ Obstacles.
    _5_ Cover and concealment.

(b) Reviews the five military aspects of the weather that can affect the mission:
    _1_ Visibility.
    _2_ Winds.
    _3_ Precipitation.
    _4_ Cloud cover.
    _5_ Temperature and humidity.

(c) Review the forecasts and considerations available from Army and Air Force weather forecast models and develop COAs that consider the effects of weather on the mission.

(4) Analyze troops and support available:

(a) Assess the status of their forces:
    _1_ Soldiers’ morale.
    _2_ Soldiers’ experience and training.
    _3_ Strengths and weaknesses of subordinate leaders.

(b) Assess all available forces, to include:
    _1_ Attached units and/or direct support forces.
    _2_ Operational readiness of equipment.

(5) Reviews the time available:

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

(b) Determines the time-space aspects of preparing, moving, fighting and sustaining the mission.
(6) 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 courses of action (COA) to determine one or more ways to accomplish the mission.

(1) Analyzes relative combat power by comparing friendly and enemy forces.

(a) Determines where, when, and how friendly forces can overwhelm the enemy by reviewing the elements of combat power:

   _1_ Intelligence.

   _2_ Movement and maneuver.

   _3_ Fires.

   _4_ Sustainment.

   _5_ Protection.

   _6_ Mission Command.

(b) Conducts troop-to-task analysis to determine if the unit has enough combat power to accomplish the task when an enemy is not the object of a particular mission or tasks.

(2) Develops options for different ways to accomplish the mission by considering factors, such as:

(a) Adherence to doctrinal requirements for the mission, including tactical tasks normally assigned to subordinates.

(b) Identification of the decisive point where and when the unit can mass overwhelming combat power to achieve specific results that accomplish the mission, with respect to:

   _1_ Enemy.

   _2_ Terrain.

   _3_ Time.

   _4_ Civil considerations.

(c) Determination of what task must be achieved at the decisive point where the results must be achieved to accomplish the mission.

(d) Establishment of both enemy and friendly centers of gravity affecting decisive and decision points leading to the desired end state.

(3) Develops an initial concept of operations:

(a) Describes how the leader envisions 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:
   _1_ Convey understanding of the concept of operations.
   _2_ Prevent fratricide.
   _3_ Clarify the task and purpose of the main effort.
   _4_ Minimum controls required by the operation that still allow subordinate units freedom of action within which to exercise disciplined initiative.

(4) Assigns responsibilities for each task to a subordinate.

(5) Prepares a COA statement and sketch for each COA that includes the following information:
   (a) Form of movement or defense to be used.
   (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. Conducts COA analysis (hasty war games) for each COA through the operation from start to finish.
   (1) Compares each COA with the enemy’s most probable COA.
   (2) Visualizes a set of actions and reactions to determine what can go wrong and what decision will likely have to make as a result.

d. Compares the results of each wargamed COA by weighing the results in terms of:
   (1) Advantages.
   (2) Disadvantages.
   (3) Strengths.
   (4) Weaknesses.

e. 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 - The leader initiates movement under the following circumstances:

a. Directed by higher headquarters.

b. Required to continue mission preparation.

c. Position the unit for mission execution.

d. Time is short.

e. Required by the task.

5. Step 5 - Conduct Reconnaissance. The leader conducts reconnaissance to seek or confirm information requirements:

a. Uses the results of wargaming to identify information requirements.

b. Complements the higher headquarters’ information collection plan.

c. Uses a variety of methods to develop information required for planning, such as:

   (1) Map reconnaissance.

   (2) 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, to include:

a. Prepares overlays, as needed.

b. Refines the indirect fire target list.

c. Coordinates the sustainment with signal requirements.

d. Conducts final coordination with adjacent units and higher headquarters before issuing the order.

e. Updates the tentative plan based on reconnaissance.

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

a. Delivers the order verbally or written.

b. Supplements the order with graphics and/or control measures.

c. Uses the standard five-paragraph OPORD format.

d. Issues where the terrain of the area of operation (AO) can be seen if possible or by using 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, refine the plan, coordinates with adjacent units, and supervises and assesses preparations.
a. Conduct 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) Foster confidence among Soldiers.

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

b. Determines what type of rehearsal to use to assess their subordinates' preparations:

   (1) Backbrief.

   (2) Combined arms rehearsal.

   (3) Support rehearsal.

   (4) Battle drill rehearsal.

(Asterisks indicates a leader performance step.)

**Evaluation Guidance:** Score the Soldier: GO if all performance measures are passed. Score the Soldier NO-GO if Soldier fails any performance measure. If the Soldier scores NO-GO, show the Soldier what was done wrong and how to do it correctly.

**Evaluation Preparation:** Brief the Soldier: Tell the Soldier what is expected of him 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.

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURES</th>
<th>GO</th>
<th>NO-GO</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Received the mission.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2. Issued a warning order.</td>
<td></td>
<td></td>
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<tr>
<td>3. Made a tentative plan.</td>
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<tr>
<td>4. Initiated movement.</td>
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<tr>
<td>5. Conducted reconnaissance.</td>
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<tr>
<td>6. Completed the plan.</td>
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<tr>
<td>7. Issued the order.</td>
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<tr>
<td>8. Supervised and refined the plan.</td>
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**Supporting Reference(s):**

<table>
<thead>
<tr>
<th>Step Number</th>
<th>Reference ID</th>
<th>Reference Name</th>
<th>Required</th>
<th>Primary</th>
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<tbody>
<tr>
<td></td>
<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>ADRP 3-0</td>
<td>Operations</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>ADRP 5-0</td>
<td>The Operations Process</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>FM 6-0 (Change 002, April 22, 2016)</td>
<td>COMMANDER AND STAFF ORGANIZATION AND OPERATIONS</td>
<td>Yes</td>
<td>Yes</td>
</tr>
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**TADSS:** None

**Equipment Items (LIN):** None
Materiel Items (NSN):

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

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.

Prerequisite Individual Tasks:

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>150-MC-5117</td>
<td>Prepare a Warning Order</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
</tr>
<tr>
<td>150-MC-5125</td>
<td>Prepare a Fragmentary Order</td>
<td>150 - Combined Arms (Individual)</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-5122</td>
<td>Perform a Rehearsal</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
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<tr>
<td>150-MC-5124</td>
<td>Refine the Plan</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
</tr>
<tr>
<td>150-MC-5116</td>
<td>Conduct Course of Action Comparison</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
</tr>
<tr>
<td>150-MC-5115</td>
<td>Conduct Course of Action Analysis (War-Gaming)</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
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<tr>
<td>150-MC-5112</td>
<td>Conduct Mission Analysis</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
</tr>
<tr>
<td>150-MC-5119</td>
<td>Prepare an Operations Order</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
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Supported Individual Tasks: None

Supported Collective Tasks: None

Knowledges:

<table>
<thead>
<tr>
<th>Knowledge ID</th>
<th>Knowledge Name</th>
</tr>
</thead>
<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>K0228</td>
<td>Understand the concept of the scheme of maneuver</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>
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<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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>K0022</td>
<td>Understand the concept of reconnaissance</td>
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Skills:

<table>
<thead>
<tr>
<th>Skill ID</th>
<th>Skill Name</th>
</tr>
</thead>
<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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</table>