

**Summary Report for Individual Task
150-718-5100
Drive the Operations Process
Status: Approved**

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

DESTRUCTION NOTICE: None

Condition: The commander has received an operations plan, or a warning, operations, or fragmentary order from higher headquarters, or a situational change requires the commander to take the initiative. The commander is exercising mission command. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. Some iterations of this task should be performed in MOPP.

Standard: The commander, assisted by the staff, drives the operations process in accordance with ADRP 5-0: by building and maintaining an understanding of the operational environment and the mission; by processing relevant information in order to plan, prepare, execute and assess an operation; by describing the visualization of the operation which facilitates the shared understanding of the situation, the mission and the commanders intent for the operation; by making decisions, directing actions and using control measures to achieve the commanders intent and desired end state for the operation; by continuously assessing the situation and the operations progress; and by modifying the plans and orders, if warranted, by an assessment of the situation.

Special Condition: None

Special Standards: None

Special Equipment:

Safety Level: Low

MOPP: Sometimes

Task Statements

Cue: None

DANGER

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

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.

CAUTION

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

Remarks: None

Notes: Task content last updated: 10 May 2012

Performance Steps

1. The commander understands the operational environment, the problem, and the mission.

a. Use a systemic approach in understanding the operational environment in terms of the eight interrelated operational variables:

(1) Political – the distribution of responsibility and power at all levels of governance.

(2) Military – the military capabilities of all armed forces in the given operational area.

(3) Economic – individual and group behaviors related to producing, distributing, and consuming resources.

(4) Social – societies within the given operational area.

(5) Information – the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information.

(6) Infrastructure – the basic facilities, services, and installations needed for a society to function in the given operational area.

(7) Physical environment – the geography and manmade structures in the given operational area.

(8) Time – how the operation's duration may help or hinder each side.

b. Use the mission variables to refine the understanding of the mission and to visualize, describe, and direct the operation:

(1) Mission – the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore.

(2) Enemy – dispositions (including organization, strength, location, and mobility); doctrine (or known execution patterns); personal habits and idiosyncrasies; equipment, capabilities, and vulnerabilities; and probable courses of action.

(3) Terrain and weather – the natural conditions that profoundly influence operations.

(4) Troops and support available – the number, type, capabilities, and condition of available friendly troops and support from joint, interagency, multinational, host-nation, commercial (via contracting), and private organizations.

(5) Time available - controlling and exploiting time drives initiative, tempo, and momentum.

(6) Civil consideration – the influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations.

c. Analyze how the cultures and religions within the area of operations will affect operations.

(1) Identify the particular society or group(s) within the society that can significantly impact the force's ability to accomplish the mission.

(2) Identify the various military cultures (joint and multinational).

(3) Identify the civilian (intergovernmental, nongovernmental, and private) and host-nation organizations.

(4) Assess the commander's and their staffs' own culture and religion, self-perceptions, and cultural and religious assumptions.

d. Use critical thinking to:

Note: Another critical thinking technique to avoid pitfalls is red teaming.

(1) Avoid throughout the operations process:

(a) Groupthink.

(b) Mirror imaging.

(c) Cultural missteps.

(d) Tunnel vision.

(2) Identify relevant actors.

(3) Clarify the problem.

(4) Explain how others may view the problem from their perspectives.

(5) Challenge assumptions and analysis throughout the operations process.

e. Use Army design methodology throughout the operations process.

(1) Apply critical and creative thinking.

(2) Apply knowledge management.

(3) Direct active collaboration and dialog to aid in developing shared situational understanding throughout the force.

2. The commander visualizes the situation, a desired end state, and a broad sequence of events by which the force may achieve the end state, by using:

a. The elements of operational art.

b. Input from the staff, other and subordinate commanders, and partners.

c. Principles of war.

d. Range of military operations and related doctrine.

e. Running estimates.

f. The common operational picture.

g. Experience and judgment.

h. Subject matter experts.

3. The commander describes the operation.

a. Brief the initial commander's intent which describes what constitutes success for the operation, to include the operation's purpose, key tasks, and the conditions that define the end state.

Note: The commander's intent links the mission, concept of operations, and tasks to subordinate units. A clear commander's intent facilitates a shared understanding and focuses on the overall conditions that represent mission accomplishment. During execution, the commander's intent spurs disciplined initiative.

b. Issue planning guidance to include an initial operational framework and approach that provides a broad conceptualization of the general actions that will produce the conditions that define the desired end state.

c. Brief the initial commander's critical information requirements (CCIR).

d. Brief the initial essential elements of friendly information (EEFI) that must be protected.

e. Apply knowledge management on the commander's intent, planning guidance, CCIR, and EEFI.

f. Update planning guidance during the operation's execution.

g. Issue fragmentary orders, as necessary.

4. The commander directs the operation.

a. Based on situational understanding during the operations process:

(1) Make decisions.

(2) Direct actions.

b. Use control measures to focus the operation on the desired end state.

c. Prepare and approve plans and orders.

d. Assign tasks, task organization, and control measures.

e. Adjust tasks, task organization, and control measures, based on changing conditions.

f. Position units to maximize combat power.

g. Anticipate actions.

h. Create or preserve options.

i. Position key leaders to ensure observation and supervision at critical times and places.

j. Allocate resources based on opportunities and threats.

k. Accept risk to create opportunities to seize, retain, and exploit the initiative.

l. Commit the reserve.

m. Change priorities of support.

5. The commander leads the operation.

- a. Provide purpose, direction, and motivation to subordinate commanders at least two levels down, their staff, and Soldiers throughout the operations process.
 - b. Balance time between leading the staff through the operations process and providing purpose, direction, and motivation to subordinate commanders and Soldiers away from the command post.
 - c. Provide the staff feedback on whether the unit's plans and orders are reflecting the commander's intent at least two levels down.
 - d. Assess subordinates and subordinate unit's preparation for and execution of the operation.
 - e. Assess new units added to the task organization for the operation.
 - f. Motivate Soldiers.
 - g. Build teams and partnerships with civilian organizations within the area of operations to promote unity of effort.
6. The commander assesses the operation.
- a. Assess continuously to better understand the current situation and conditions.
 - b. Determine how the operation is progressing.
 - c. Incorporate assessments of the staff, subordinate commanders, and other partners to form a personal assessment of the situation.
 - d. Modify plans and orders to better accomplish the mission based on the commander's assessment.
 - e. Reframe the problem if the commander's assessment reveals a significant variance from the original visualization.

(Asterisks indicates a leader performance step.)

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.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The commander understood the operational environment, the problem, and the mission.			
a. Used a systemic approach in understanding the operational environment in terms of the eight interrelated operational variables:			
(1) Political – the distribution of responsibility and power at all levels of governance.			
(2) Military – the military capabilities of all armed forces in the given operational area.			
(3) Economic – individual and group behaviors related to producing, distributing, and consuming resources.			
(4) Social – societies within the given operational area.			
(5) Information – the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information.			
(6) Infrastructure – the basic facilities, services, and installations needed for a society to function in the given operational area.			
(7) Physical environment – the geography and manmade structures in the given operational area.			
(8) Time – how the operation’s duration may help or hinder each side.			
b. Used the mission variables to refine the understanding of the mission and to visualize, describe, and direct the operation:			
(1) Mission – the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore.			
(2) Enemy – dispositions (including organization, strength, location, and mobility); doctrine (or known execution patterns); personal habits and idiosyncrasies; equipment, capabilities, and vulnerabilities; and probable courses of action.			
(3) Terrain and weather – the natural conditions that profoundly influence operations.			
(4) Troops and support available – the number, type, capabilities, and condition of available friendly troops and support from joint, interagency, multinational, host-nation, commercial (via contracting), and private organizations.			
(5) Time available - controlling and exploiting time drives initiative, tempo, and momentum.			
(6) Civil consideration – the influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations.			
c. Analyzed how the cultures and religions within the area of operations will affect operations.			
(1) Identified the particular society or group(s) within the society that can significantly impact the force’s ability to accomplish the mission.			
(2) Identified the various military cultures (joint and multinational).			
(3) Identified the civilian (intergovernmental, nongovernmental, and private) and host-nation organizations.			
(4) Assessed the commander’s and their staffs’ own culture and religion, self-perceptions, and cultural and religious assumptions.			
d. Used critical thinking to:			
(1) Avoided throughout the operations process:			
(a) Groupthink.			
(b) Mirror imaging.			
(c) Cultural missteps.			
(d) Tunnel vision.			
(2) Identified relevant actors.			
(3) Clarified the problem.			
(4) Explained how others may view the problem from their perspectives.			
(5) Challenged assumptions and analysis throughout the operations process.			
e. Used Army design methodology throughout the operations process.			
(1) Applied critical and creative thinking.			

(2) Applied knowledge management.			
(3) Directed active collaboration and dialog to aid in developing shared situational understanding throughout the force.			
2. The commander visualized the situation, a desired end state, and a broad sequence of events by which the force may achieve the end state, by using:			
a. The elements of operational art.			
b. Input from the staff, other and subordinate commanders, and partners.			
c. Principles of war.			
d. Range of military operations and related doctrine.			
e. Running estimates.			
f. The common operational picture.			
g. Experience and judgment.			
h. Subject matter experts.			
3. The commander described the operation.			
a. Briefed the initial commander's intent which describes what constitutes success for the operation, to include the operation's purpose, key tasks, and the conditions that define the end state.			
b. Issued planning guidance to include an initial operational framework and approach that provides a broad conceptualization of the general actions that will produce the conditions that define the desired end state.			
c. Briefed the initial commander's critical information requirements (CCIR).			
d. Briefed the initial essential elements of friendly information (EEFI) that must be protected.			
e. Applied knowledge management on the commander's intent, planning guidance, CCIR, and EEFI.			
f. Updated planning guidance during the operation's execution.			
g. Issued fragmentary orders, as necessary.			
4. The commander directed the operation.			
a. Based on situational understanding during the operations process:			
(1) Made decisions.			
(2) Directed actions.			
b. Used control measures to focus the operation on the desired end state.			
c. Prepared and approved plans and orders.			
d. Assigned tasks, task organization, and control measures.			
e. Adjusted tasks, task organization, and control measures, based on changing conditions.			
f. Positioned units to maximize combat power.			
g. Anticipated actions.			
h. Created or preserved options.			
i. Positioned key leaders to ensure observation and supervision at critical times and places.			
j. Allocated resources based on opportunities and threats.			
k. Accepted risk to create opportunities to seize, retain, and exploit the initiative.			
l. Committed the reserve.			
m. Changed priorities of support.			
5. The commander led the operation.			
a. Provided purpose, direction, and motivation to subordinate commanders at least two levels down, their staff, and Soldiers throughout the operations process.			
b. Balanced time between leading the staff through the operations process and providing purpose, direction, and motivation to subordinate commanders and Soldiers away from the command post.			
c. Provided the staff feedback on whether the unit's plans and orders are reflecting the commander's intent at least two levels down.			
d. Assessed subordinates and subordinate unit's preparation for and execution of the operation.			

e. Assessed new units added to the task organization for the operation.			
f. Motivated Soldiers.			
g. Built teams and partnerships with civilian organizations within the area of operations to promote unity of effort.			
6. The commander assessed operation.			
a. Assessed continuously to better understand the current situation and conditions.			
b. Determined how the operation is progressing.			
c. Incorporated assessments of the staff, subordinate commanders, and other partners to form a personal assessment of the situation.			
d. Modified plans and orders to better accomplish the mission based on the commander's assessment.			
e. Reframed the problem if the commander's assessment reveals a significant variance from the original visualization.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	ATTP 5-0.1	Commander and Staff Officer Guide	Yes	No
	FM 3-0	Operations	Yes	No
	FM 5-0	(Superseded 17 May 2012 by ADP 5-0) THE OPERATIONS PROCESS	Yes	Yes
	FM 6-0	(Superseded by ADP 6-0 17 May 2012) MISSION COMMAND	Yes	No

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 FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET 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 FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .

Prerequisite Individual Tasks : None

Supporting Individual Tasks :

Task Number	Title	Proponent	Status
150-718-5145	Conduct Risk Management	150 - Combined Arms (Individual)	Approved
150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved
171-170-0066	Perform Tactical Operations Center (TOC) Operations Using Force XXI Battle Command Brigade-and-Below / Blue Force Tracking (FBCB2 / BFT)	171 - Armor (Individual)	Approved
150-718-5130	Assess The Current Situation (Battalion - Corps)	150 - Combined Arms (Individual)	Approved

Supported Individual Tasks : None

Supported Collective Tasks :

Task Number	Title	Proponent	Status
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71-8-5131	Execute Tactical Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-5130	Assess Tactical Situation and Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-5110	Plan Operations Using the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-5100	Execute the Operations Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-5120	Prepare for Tactical Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

ICTL Data :

ICTL Title	Personnel Type	MOS Data
AMEDD Captains Career 6-8-C22(DL)	Officer	Rank: CPT