

## Chapter 3

### MILITARY DECISION-MAKING PROCESS (MDMP)

<p><b>MDMP in General</b></p> <ul style="list-style-type: none"> <li>■ FM 101-5 is the doctrinal source.</li> <li>■ The MDMP is a single, established, and proven analytical technique.</li> <li>■ The commander must follow the one-third/two-thirds planning rule.</li> <li>■ MDMP helps the commander and staff examine a battlefield situation and reach logical decisions.</li> <li>■ The commander can decide to use the complete or abbreviated version.</li> <li>■ Staffs should train on both the complete and abbreviated versions.</li> <li>■ Incomplete execution of the MDMP is a recurring deficiency at the CTCs.</li> </ul>	<p><b>Intelligence in the MDMP</b></p> <ul style="list-style-type: none"> <li>■ MDMP is based on continuous IPB, especially initial IPB during mission analysis.</li> <li>■ The commander drives intelligence; IPB is an integrated staff function driven by the commander.</li> <li>■ Train your section to conduct IPB so you can coordinate closely with other staff and BOS representatives.</li> <li>■ You must understand how all the BOS operate and how to integrate intelligence during planning, especially within the targeting process IAW FM 6-20-10.</li> <li>■ "Push" the staff to develop a robust and integrated R&amp;S plan.</li> </ul>
<p><b>Staff Estimates</b></p> <ul style="list-style-type: none"> <li>■ FM 101-5 provides a generic staff estimate.</li> <li>■ The generic staff estimate is the base for the commander's operations, personnel, intelligence, logistics, CMO, communications, and special staff estimates.</li> <li>■ These staff estimates are designed to form, analyze, compare, and recommend friendly COAs.</li> <li>■ Staff estimates are continuous, must not be overly time consuming, and do not have to be a written product (time dependent).</li> <li>■ The wargame results and staff estimates help the staff compare COAs.</li> </ul>	<p><b>The Intelligence Estimate</b></p> <ul style="list-style-type: none"> <li>■ The purpose, scope, and content of the intelligence estimate changed with draft of FM 101-5.</li> <li>■ The old intelligence estimate was a text-based product derived from IPB that focused on ECOAs, capabilities, strengths, and vulnerabilities.</li> <li>■ This old intelligence estimate is functionally replaced by IPB products.</li> <li>■ A standard staff estimate prepared by the G2/S2 is the new intelligence estimate—it is radically different.</li> <li>■ The new intelligence estimate focuses on the G2/S2's ability to support friendly COAs and is used to compare and approve friendly COAs.</li> </ul>

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<p><b>Step 1: Receipt of Mission</b></p> <ul style="list-style-type: none"><li>■ The mission comes from higher headquarters or is derived from an ongoing mission.</li><li>■ On receipt of a new mission, the G3/S3 issues a WARNO to the staff.</li><li>■ The staff immediately prepares for mission analysis (SOP preparation).</li><li>■ Immediately the commander and staff do a quick initial assessment with emphasis on an initial allocation of available time.</li><li>■ The commander issues his initial guidance, and the G3/S3 issues a WARNO to subordinate units.</li></ul>	<p><b>Intelligence in Step 1</b></p> <ul style="list-style-type: none"><li>■ Collaborate with your higher G2/S2 before and during receipt of mission to facilitate the initial IPB.</li><li>■ As part of the initial assessment, look for gaps in your intelligence database and products.</li><li>■ Proactively request/prepare terrain products, weather, light, and climatology data; update the MCOO and doctrinal templates; maintain the enemy situation.</li><li>■ Focus on the initial time allocation (complete or full MDMP), R&amp;S guidance, and any additional tasks or focus from the commander's initial guidance.</li><li>■ Establish/verify an IHL.</li></ul>
<p><b>Step 2: Mission Analysis</b></p> <ol style="list-style-type: none"><li>1. Analyze the higher HQ order. (If confused by or you disagree with it, seek immediate clarification or resolution.)</li><li>2. Conduct initial IPB.</li><li>3. Determine specified, implied, and essential tasks. (It is important to understand specific requirements for each task.)</li><li>4. Determine the AI.</li><li>5. Review available assets. (The staff must identify additional resources needed to ensure the mission's success.)</li><li>6. Determine constraints (normally found in the scheme of maneuver, concept of the operation, and coordinating instructions).</li><li>7. Identify critical facts and assumptions. (List all appropriate assumptions from higher; state relevant conditions over which the commander has no control.)</li><li>8. Conduct risk assessment.</li><li>9. Determine initial CCIR. (Limit to 10 or less.)</li></ol>	<p><b>Intelligence in Step 2</b></p> <ul style="list-style-type: none"><li>■ Intelligence and intelligence-related products:<ul style="list-style-type: none"><li>  AI.</li><li>  Initial PIR (from the commander.)</li><li>  Initial OPSEC vulnerabilities and EEFI.*</li><li>  MCOO and terrain as described by OCOKA and its effects.</li><li>  Assumptions (include enemy mission, objectives, threat BOS activities).</li><li>  Other elements of the battlefield.</li><li>  Situation templates (unrefined).</li><li>  Event templates and matrices (unrefined).</li><li>  Center/centers of gravity.</li><li>  HVTs.</li><li>  The IPB portion of the mission analysis brief and associated graphics (OB, weaknesses and peculiarities, activities and capabilities, and COAs).</li><li>  Collection plan (initial, G2 only).</li></ul></li></ul>

<ol style="list-style-type: none"> <li>10. Determine the initial reconnaissance plan. (The resulting R&amp;S annex sets reconnaissance in motion.)</li> <li>11. Plan use of available time. (The commander and staff refine initial plan for use of available time.)</li> <li>12. Write the restated mission. Who, what, when, where, and why.</li> <li>13. Conduct mission analysis briefing. (Given to commander and staff. The briefing is critical to ensure a thorough understanding of planning.)</li> <li>14. Approve the restated mission.</li> <li>15. Develop the initial commander's intent. A clear, concise statement of what the force must do regarding the enemy, terrain, and desired end-state.</li> <li>16. Issue the commander's guidance. This provides additional guidance to focus staff planning.</li> <li>17. Issue a WARNO.</li> <li>18. Review facts and assumptions. When facts or assumptions change, the commander and staff must assess their impact.</li> </ol>	<ul style="list-style-type: none"> <li>  The R&amp;S plan (initial plan that starts R&amp;S operations) and associated FRAGOs or WARNOs.</li> <li>  Intelligence estimate (initial).</li> <li>■ These products are used to write Annex B to the OPORD or OPLAN and as the foundation for the DST* later in the MDMP.</li> <li>■ Based on mission analysis, request information or intelligence based on intelligence gaps.</li> <li>■ Develop as many ECOAs as time will allow.</li> <li>■ Your higher HQ OPORD, OPLAN, and/or Annex B will task your unit to perform certain collection or R&amp;S tasks.</li> <li>■ Start the subsequent steps of CM &amp; intelligence synchronization (FM 34-2) to support the initial collection plan (at a minimum SII, SIR, and SOR).</li> <li>■ The R&amp;S plan is a coordinated staff effort that must include FS, MEDEVAC, and CONPLANs (e.g., what the brigade does if 2 key scout sections are destroyed).</li> <li>■ The MI Bn/DS MI Co participates in mission analysis and briefs the collection status and capabilities.</li> </ul>
<p><b>Step 3: COA Development</b></p> <ol style="list-style-type: none"> <li>1. Analyze relative combat power. See FM 34-130 for estimating relative-force ratios.</li> <li>2. Generate options. Goal is to develop COAs for every feasible ECOA; however, the commander usually limits that option with his guidance.</li> <li>3. Array initial forces. Identify number of units needed and operational methods; develop a knowledge base to help make decisions.</li> <li>4. Develop the scheme of maneuver.</li> <li>5. Assign headquarters. This creates the task organization.</li> </ol>	<p><b>Intelligence in Step 3</b></p> <ul style="list-style-type: none"> <li>■ Intelligence and intelligence-related products: <ul style="list-style-type: none"> <li>  Situation templates (refined and prioritized).</li> <li>  Event templates and matrices (refined).</li> <li>  EWTL (initial).*</li> </ul> </li> <li>■ Ensure the G3/S3 uses the IPB facts, assumptions, and products developed during mission analysis and subsequently refined.</li> <li>■ Work with the entire staff to ensure that friendly COAs take advantage of the environment and threat situation.*</li> </ul>

<p>6. Prepare COA statements and sketches.</p> <ul style="list-style-type: none"> <li>■ The G3/S3 uses appropriate media to clearly portray how unit will accomplish the mission (e.g., scheme of maneuver).</li> </ul>	<ul style="list-style-type: none"> <li>■ Key on threat vulnerabilities.</li> <li>■ Your input is critical in analyzing relative combat power.</li> <li>■ Do not forget to support deception planning (when appropriate).</li> </ul>
<p><b>Step 4: COA Analysis (Wargame)</b></p> <ol style="list-style-type: none"> <li>1. Gather the tools.</li> <li>2. List all friendly forces.</li> <li>3. List known assumptions.</li> <li>4. List known critical events and DPs; include an HVTL list.</li> <li>5. Determine evaluation criteria.</li> <li>6. Select the wargame method.</li> <li>7. Select a method to record and display results.</li> <li>8. Wargame the battle and assess results.</li> </ol> <ul style="list-style-type: none"> <li>■ The wargame is a critical and disciplined process used to visualize the flow of battle.</li> <li>■ The commander selects the order of comparison of threat to friendly COAs.</li> <li>■ The staff must evaluate the need for branches and sequels.</li> <li>■ When technically possible, the staff should capture as much of the wargame on ATCCS as possible; otherwise, use a wargame worksheet or ISM.</li> <li>■ These wargame results are key to developing DSTs and BOS synch matrix.</li> <li>■ Use the action, reaction, counteraction method (consider at a minimum maneuver, FS, mobility, counter-mobility, survivability, and IEW).</li> <li>■ The staff should track force ratios throughout the wargame.</li> </ul>	<p><b>Intelligence in Step 4</b></p> <ul style="list-style-type: none"> <li>■ Intelligence and intelligence-related products:             <ul style="list-style-type: none"> <li>  PIR with LTIOV (refined).</li> <li>  HPTs.</li> <li>  Confirmation of the enemy center/centers of gravity.</li> <li>  Situation templates (final).</li> <li>  Some force protection issues (e.g., NBC vulnerabilities).</li> <li>  EWTL (refined).*</li> </ul> </li> <li>■ You wear both a "red" and "blue" hat in wargaming.</li> <li>■ As the enemy commander you project enemy actions or reactions, develop DPs, and project enemy losses.</li> <li>■ During the wargame you must address all relevant enemy BOS capabilities.</li> <li>■ As the friendly G2/S2, you identify IR and NAIs; refine the situation template; and participate in the targeting conference.</li> <li>■ Ensure the G3/S3 honestly portrays friendly capabilities during the wargame.*</li> <li>■ Work with entire staff to ensure friendly COAs take advantage of environment and threat situation.</li> <li>■ Ensure HPTs, AGMs, and TSS support the operation.*</li> <li>■ The AGM is approved by the commander and addresses which targets will be attacked, how, when, and the desired effects.</li> <li>■ TSS are criteria used in deciding whether to pass information as a target nomination.</li> </ul>

	<ul style="list-style-type: none"> <li>■ The MI Bn/DS MI Co commander and collection manager are important players at the wargame.</li> </ul>
<p><b>Step 5: COA Comparison</b></p> <ul style="list-style-type: none"> <li>■ Used to identify COA that has highest probability of success.</li> <li>■ Staff may use any technique; the decision matrix is the most common.</li> <li>■ Staff gets its criteria from the commander (e.g., the principles of war or tenets of Army operations).</li> </ul>	<p><b>Intelligence in Step 5</b></p> <ul style="list-style-type: none"> <li>■ Intelligence product:             <ul style="list-style-type: none"> <li>  Intelligence estimate (final).</li> </ul> </li> <li>■ Ensure you play a key role during this step.</li> </ul>
<p><b>Step 6: COA Approval</b></p> <ul style="list-style-type: none"> <li>■ If the commander modifies a proposed COA or gives the staff a new COA, staff must wargame that COA.</li> </ul>	<p><b>Intelligence in Step 6</b></p> <ul style="list-style-type: none"> <li>■ Intelligence and intelligence-related products:             <ul style="list-style-type: none"> <li>  PIR with LTIOV (approved).</li> <li>  DST (an integrated staff product).</li> <li>  BOS synch matrix.*</li> <li>  ISM.</li> <li>  Event templates and matrices (final).</li> <li>  The R&amp;S plan (final).*</li> <li>  Collection plan (refined, G2 only).</li> </ul> </li> <li>■ Start the subsequent steps of CM and intelligence synchronization (FM 34-2) (i.e., development of new SII, SIR, and SOR).</li> <li>■ If the commander designates you to perform BDA to support one of his decisions, you must thoroughly plan the BDA support and tie that plan into the collection plan.</li> </ul>
<p><b>Step 7: Orders Production</b></p> <ul style="list-style-type: none"> <li>■ Based on the commander's decision and final guidance.</li> </ul>	<p><b>Intelligence in Step 7</b></p> <ul style="list-style-type: none"> <li>■ Intelligence and intelligence-related products:             <ul style="list-style-type: none"> <li>  OPORD or OPLAN Annexes B (Intelligence), L (R&amp;S), P (C<sup>2</sup>W)*, Q (OPSEC)*, S (Deception)*, and T (EW).*</li> </ul> </li> </ul>
<p>* The G2 participates in developing the products but is not the proponent.</p>	

## FM 34-8-2

### ACCELERATING THE MDMP:

The MDMP involves three techniques that can be applied in different situations: deliberate, abbreviated, and accelerated. Only the accelerated technique is discussed herein because it is the most difficult to implement. (See CALL Newsletter Update No. 95-12.)

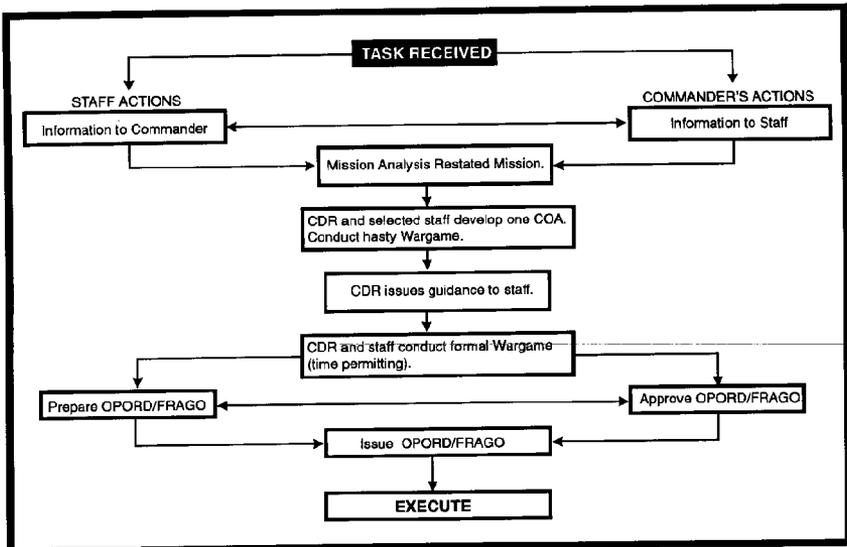
The accelerated technique may be used when one or more of the following conditions apply:

- Commander has a staff available to assist him in developing the plan, but little time to use a more formal process.
- Commander does not have a staff, or the staff is not accessible.

When these conditions apply, the commander must rely primarily on TLP to develop his plan. The accelerated technique assists the commander in developing a tentative plan. Under extreme circumstances, this may be little more than a mental process; nonetheless, the commander can use it to assist him and key staff members (S2/S3/FSO/XO) as he develops his plan.

The accelerated technique follows the basic procedures in the deliberate and abbreviated processes, but the differences are more significant. The major differences between the abbreviated and accelerated techniques involve the commander's guidance and the COA development phase (Figure 3-1). The accelerated technique is characterized by active participation by the commander, and development of one COA that is suitable, feasible, and flexible.

In some situations, the products developed using the accelerated technique may be the same as those developed when using the deliberate or abbreviated technique. Because time is the key factor, the accelerated technique will normally result in the development of a FRAGO.



**Figure 3-1. Accelerated MDMP.**

### MISSION ANALYSIS:

*ISSUE:* The commander and staff must be able to rapidly conduct the mission analysis to determine the restated mission.

*DISCUSSION:* When using the deliberate or abbreviated technique, the staff conducts a detailed mission analysis to develop the restated mission. As previously stated, resorting to a mental process in lieu of a detailed restated mission is acceptable; however, this should be the exception rather than the norm. The staff may be forced to brief their initial estimates orally, without the use of charts or viewgraphs. Conduct as formal a mission analysis as time allows. During the mission analysis, there are no major differences between the three techniques. There are no techniques that will significantly reduce the amount of time required to conduct the mission analysis. Anticipation, prior preparation, and experience by the staff are the keys to a timely mission analysis process.

### TECHNIQUES:

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- Commander must get personally involved by supervising and managing the mission analysis process.
- In extreme situations, the staff must be prepared to brief the commander without the use of visual aids.

### COA DEVELOPMENT:

*ISSUE:* When time is severely limited, providing the commander's guidance after the mission analysis may not be the most appropriate time.

*DISCUSSION:* Instead, the commander may decide to immediately begin personally developing *one* COA with input from selected staff officers. There is probably not time to seek input from every staff officer, so the commander must determine relevant and critical staff officers (e.g., S2, F3, FSO, XO). This team may vary depending on the type of mission. For example:

- In the defense include staff engineer.
- During SASO include CA, PAO, SJA, PSYOP.
- In other situations, include subordinate commanders because of their experience.

This team must then quickly develop a flexible COA to accomplish the mission. The key to success, when using the accelerated technique, is to rapidly develop a base plan with appropriate branches that is flexible, feasible, suitable, and acceptable. *DO NOT WORRY ABOUT DEVELOPING THE PERFECT COA; THERE IS NOT TIME FOR IT.* This is the major distinction between the accelerated technique and the others.

Once the COA is developed, the commander might consider conducting a hasty wargame. In extreme situations, this may be the only opportunity to conduct the wargame process. Next, the commander should begin to quickly develop his guidance to the staff. The accelerated technique is

characterized by an active role of the commander, and very specific guidance to the staff.

*TECHNIQUES:*

- Focus on developing one COA with branch plans that is flexible, feasible, suitable, and acceptable.
- The commander plays the central role when developing this COA.

**COMMANDER'S GUIDANCE:**

Once the commander has developed the COA, he must issue guidance to his staff so it can refine and wargame the COA. The commander's guidance to the staff must be directive and specific. The staff's responsibility is to support the commander's plan, not to develop the perfect plan. Well-developed and clearly communicated commander's guidance can be a significant timesaver. The commander's guidance should serve to keep the staff focused by establishing parameters to work within. Commander's guidance must be constantly reviewed and analyzed. As the situation changes and information becomes available, the commander may have to alter his guidance to the staff.

**COA ANALYSIS:**

*ISSUE.* The commander and staff must rapidly conduct the COA analysis process.

*DISCUSSION:* Conducting the wargame process using the accelerated technique is the most difficult of the three processes because only one COA was developed. The purpose of the COA analysis is not to analyze and compare multiple COAs that result in a recommendation to the commander, but to synchronize and integrate the commander's directed COA. This wargame session should focus on refining the branches or contingencies to the base plan and follow the formal wargame process as much as time allows. Focus on the most critical events. You do not have time to wargame the entire operation. When wargaming using the accelerated technique, the commander's involvement is even more important. The staff should use the box technique, focusing on actions at the objective or the engagement area. If time permits, wargame other critical events as well. The staff must work to support the commander's plan. However, as the staff works to refine the plan, it cannot become so biased that it develops a plan that is infeasible and insupportable. If the staff determines that it cannot support the commander's plan, then a new COA must be developed.

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### *TECHNIQUES:*

- If time permits, conduct a hasty wargame session during the COA development step. Ensure you identify and develop branches to the base plan.
- Involve the commander. He must supervise the wargame session, actively participate, make decisions, and provide guidance as required.
- Use the box technique, focusing on the most critical event first.

### **DECISION:**

When using the accelerated technique, a decision brief is not required because only one COA was developed. The only decision that may be required is if the developed COA becomes unsuitable, infeasible, or unacceptable. If this occurs, another COA must be developed.

### **ADVANTAGES:**

- Requires less time.
- Facilitates adaptation to a rapidly changing situation.
- Allows commander to compensate for lack of a staff or an experienced staff.

### **DISADVANTAGES:**

- Significantly limits staff initiative and flexibility.
- Very directive, explores only one friendly COA.
- May result in only an oral order or FRAGO.