

# Planning

## **Chapter 1. The Nature of Planning**

Planning and Plans Defined—The Value of Planning—  
Categories of Military Planning—Planning Takes Many  
Forms—Planning as Command and Control—The  
Functions of Planning and Plans—Types of Plans—  
Uncertainty and Time: Planning for an Unknowable  
Future—Complexity: The Limits of Foresight and  
Design—Planning Misused—Conclusion

## **Chapter 2. Planning Theory**

The Planning Process—Analysis and Synthesis—The  
Planning Hierarchy—Modes of Planning—Planning  
Parameters: Detail and Horizon—Decision and Execution  
Planning—Deliberate and Rapid Planning—Forward and  
Reverse Planning—Components of a Plan—Tight and Loose  
Coupling—Simplicity and Complexity—Conclusion

## **Chapter 3. Planning Effectively**

Planning in Maneuver Warfare—Situational Factors—  
Simple Plans—Loose, Modular Plans—Adaptive,  
Flexible Plans—Timely Plans—Planning in Time—  
Planning as Shaping—Continuous, Evolutionary  
Planning—Participatory Planning—Commanders and  
Planners—Plans and Orders—Conclusion

### **Notes**