


2.7 Best Practices for

Company Orders

USE a 3x5 index card to construct a company order in 30 minutes.

<p style="text-align: right;">E/2/6, 16 Jan 2022</p> <p>S: EMLCOA—I think EN vehicles will arrive in the morning. Bn blocks coast roads IOT delay EN (S).</p> <p>M: @ 2300 "E" BLOCKS (N)-(S) roads IOT delay EN access (S) on coastal RTE 12 (RTE LINCOLN).</p> <p>E: CONOPS—(3) Plt blocks @ (3) EAs. ME @ RTE 12.</p> <p>FS—(1) TGT. RW CAS O/S 0900. 60s POF to ME.</p> <p>1st Plt+: BLOCK @ EA LION IOT delay EN (S).</p> <p>2d Plt+: BLOCK @ EA PUMA IOT delay EN (S).</p> <p>3d Plt+: ME. BLOCK @ EA TIGER IOT delay EN access (S) on RTE LINCOLN.</p> <p>Coord: Bn and arty will NOT arrive for 24 hours.</p>	
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1. EXPLAIN the **Situation**.

S: EMLCOA—I think EN vehicles will arrive in the morning. Bn blocks coast roads IOT delay EN (S).

START with "I think..." Your *assessment* provides context. Do NOT re-state the obvious. During the verbal order, add selected adversary composition (SALUTE) and capabilities (DRAW-D). EXPLAIN the friendly HHQ Mission. Note adjacent and supporting units.

2. STATE the **Mission**—twice.

M: @ 2300 "E" BLOCKS (N)-(S) roads IOT delay EN access (S) on coastal RTE 12 (RTE LINCOLN).

ISSUE one concise sentence as the mission—the most important sentence in the order. START with "We"—or your unit designation. USE the IOT format to link task and purpose. CAPITALIZE the verb, the task. USE precise doctrinal terms.

3. ISSUE the **Execution**, the concept of operations (**CONOPS**) to explain the operation.

E: CONOPS—(3) Plt blocks @ (3) EAs. ME @ RTE 12.
FS—(1) TGT. RW CAS O/S 0900. 60s POF to ME.

ISSUE the **Fire Support Plan**. During the order, the FIST leader, FAC, and FO can add targeting information.

4. ISSUE concise, single-sentence **Tasks** to your platoon commanders and weapons sections.

1st Plt+: BLOCK @ EA LION IOT delay EN (S).
 2d Plt+: BLOCK @ EA PUMA IOT delay EN (S).
 3d Plt+: ME. BLOCK @ EA TIGER IOT delay EN
 access (S) on RTE LINCOLN.

CHOOSE each word carefully. USE the **IOT** (in order to) format to link task and purpose. DESIGNATE a main effort (ME). CAPITALIZE the verb, the task. USE precise doctrinal terms.

5. ISSUE **Coordinating Instructions**—information that everyone needs to know.

Coord: Bn and arty will NOT arrive for 24 hours.

CLARIFY times, movements, and other information for all units.

During the verbal order, share any **lists**: manifests, schedules, ROE, or checklists.

6. PUT any **Administration & Logistics** or **Command & Signal** notes on the back of the card. Most logistics and signals details should be SOP.

A: CASEVAC—CCP (& Resupply & EPW) @ LZ FALCON.
 C: Co CP with 3d Plt @ EA TIGER.

7. PUT **Orientation** and **Task Organization** notes on the back of the card.

O: (N). AO. Rte LINCOLN = Rte 12. LZ FALCON.
 (W) to (E): EA LION (18S TD 869 300), EA PUMA
 (18S TD 886 303), EA TIGER (18S TD 907 306).
 Village (18S TD 869 322). TGT AD1050 (18S TD 915 311)

T/O @ 2130:

1st Plt + MG Sqd + Aslt Sqd.

2d Plt + MG Sqd + Aslt Sqd.

3d Plt + MG Sqd + Aslt Sqd (+ Bn Javelins + CEB).

Co CP, FO, FAC, Mortars.

A: CASEVAC—CCP (& Resupply & EPW) @ LZ FALCON.
 C: Co CP with 3d Plt @ EA TIGER.

ORIENT your Marines on the actual terrain or a terrain model *before* you issue your order. USE a map, sketch, or imagery only if a terrain model is not available.

ORGANIZE your unit *before* the order. SPECIFY the time the task organization is effective.

Best practices

FOCUS on the critical three sentences of the order:

1. An assessment of the **situation** — “*What is the adversary going to do?*”
2. A collective **mission** — “*What are we going to do?*”
3. A list of **tasks** — “*What do you need me to do?*”

Do NOT write everything. Provide more information when you issue your order.

Do NOT write a redundant commander's intent paragraph. Your mission Purpose *is* your Intent. AVOID multiple intents: There should be no “and” in the intent clause.

The acid test for intent is, “Can you replace the task and still maintain the purpose?”
[Do whatever it takes] IOT prevent EN interference with RTE LINCOLN.

AVOID phases at the company level. “*ESTABLISH base of fire*” is NOT a phase. Movement phases should NOT require an order. If HHQ defines three phases, write three orders.

Any **lists** are *references*, separate from the order: landing plans, load plans, helicopter manifests, schedules, ROE, and checklists.

Brevity

Each **word** in the order is critical. In the disorder of combat, simplicity is strength. An order must be understood, but extra words and extra tasks *reduce* understanding. Brevity is the mark of well-trained units with standard operating procedures. Leaders share implicit understanding. Excessive detail in an order indicates a lack of training.

There are three types of sentences in an order: (1) Mission-specific: “*H-Hour is 0900,*” (2) Micromanagement: “*ROs should carry extra rope,*” and (3) More of the obvious: “*Avoid casualties.*” **Every sentence in the order should be mission-specific.**

Develop your own orders shorthand: BPT, CATK, EN, FIT, HHQ, IOT, ME, O/O, RES, SBF. Use “+” for “attach.” The “@” is “at place,” or “at time.” CUT all adjectives and adverbs.

Timing: 30 minutes

After making an **estimate of the situation** (METT-T), the company commander constructs a company order in less than 30 minutes. If three weeks, three days, or three hours are available, the process does NOT change.

When an immediate decision is needed in combat, nothing is written, and the company commander's order is *three sentences, in thirty seconds, while under fire.*

The company commander, hours, days, or weeks after being inserted, cannot assume electricity, computer, printer, paper, or imagery support. A multi-page order, even if written by hand, encourages wordiness and imprecision, and is difficult for subordinates to copy.

Perspectives

“An order shall contain all that is necessary for the lower commander to know in order for him to execute independently his task. It should contain no more. Correspondingly, the order must be brief and clear... The commander must never fail to place himself in the place of the receiver.”

— Truppenführung, 1933