

Six Tips for Company Commanders



EWS Combat Arms Captains
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Handouts for Co COs

Six Tips for Company Commanders (2p)

Action at Quibou (1p)

Orders Shorthand (1p)

Target Designation (1p)

Tank-Infantry SOP Extract (2p)

Tank-Infantry Fight in Fallujah (2p)

2 Para at Goose Green (2p)

2/5 Website (1p)

B. BILLET DESCRIPTION

- **Fight the company.** Deploy and fight overseas. Lead company in combat. Know company commander battle skills.
- Improve self through fanatical pursuit of tactical excellence in combined arms: CA TTPs, weapons, TDGs.
- **Train the company.** Prepare the units of the company for combat IAW Bn training plan. Plan and execute training.
- Train units. Train unit leaders. Train Marines.
- Develop Marine Leaders. Training. Coaching. Combined Arms.

C. BILLET ACCOMPLISHMENTS

- **Fought.** Deployed company to Iraq. Accomplished all missions assigned. Skillfully led company in combat in Fallujah.
- Improved self tactically and professionally. Taught CA TTPs to Bn officers and SNCOs.
- **Trained** company to high levels of tactical excellence. Avg pre-deployment CRP of 79 - highest in Bn. Most effective trainer in Bn: plans and executes. Exceeded assigned METL.
- Developed Marine leaders. Instituted company "tactical NCO" program. Mentored platoon commanders with skill and focus.

6 Tips for Company Commanders

- *Fight*

1. Fight your peers
2. Fight your ancestors
3. Fight your CA weapons

} Create a [Combat SOP]

- *Prepare to fight*

4. Train your platoons
5. Train your leaders
6. Train your leaders
“How to Train”

} Create a [Training SOP]

Challenges for the Co CO

- Decreasing
 - Echelons for mixed Combined Arms teams
 - Echelons for combat decisionmaking
- Increasing
 - Complex enemies, complex environments
 - Combat Power, Precision, and Range
 - Complexity of weapons systems
 - Close restricted terrain: urban
 - Technology
- *Increasing Expectations of Competence*

Solutions

- Where is “Fanatical pursuit of tactical excellence in combined arms” evaluated?
 - Schools, promotions, FitReps NOT keyed to tactics
 - Higher skills expected at lower echelons
 - Less time, little support to build competent units
 - Squeeze 20 years of experience into 10 years
- **Increase abilities of commanders**
- **Increase CA training of units**

1. *Fight* your peers



- Seek opportunities to generate conflict
 - Expeditionary *Warfare* School
 - Trade and collect TTPs
 - Be technically and tactically proficient
- Fight 1000 battles:
 - Training, Patterns, Confidence, Mistakes
 - Weapons, Estimates, Decisions, [Orders]

2. *Fight* alongside your ancestors

- The human dimension never changes
- Battle references are the shorthand of the profession
- Read widely, outside USMC, pull carefully
- **Know 20 battles**

Naktong Bulge: 1950

2 / 5

Operation COBRA: 1944

CCA 3rd AD



Ancestors



- Capt Charles MacDonald
 - Capt Hans von Luck
 - Capt Richard Winters
 - Maj John Howard
 - Capt William E. DePuy
 - Capt Samuel Jaskilka
 - Capt Ron Christmas
 - Capt _____
- I / 3 / 23 Inf
 - K / PzAA 37
 - E / 2 / 506 PIR
 - D / 2 / OBLI
 - C / 1 / 357 Inf
 - E / 2 / 5 Mar
 - H / 2 / 5 Mar
 - OEF / OIF
- 2ID
 - 7PzD
 - 101AB
 - 6PD
 - 90ID
 - 1MarDiv
 - 1MarDiv
 - USMC

3. *Fight* your CA weapons

- AAV / EFV
 - Tanks
 - Snipers
 - HMG / TOW CAAT
 - CEB / LAR
 - Mortars
 - Air / Artillery
- } Mech TTPs
- [[Quibou](#)]
 - [[How to EA](#)]
 - [[Emma Gees](#)]
 - [[Tank-Infantry SOP](#)]
 - Avoid MOS myopia
 - Avoid Separate Procedures

“Most commanders generate only 25% of their CA potential.” - BG Kirk

DePuy on Combined Arms

- “Overwatch is heavy direct fire suppression...”
- “Young commanders – small companies...”
- “Experience *before* combat is critical...”
- “Trained unit *four times* better...”
- “We don’t *train* commanders...”
- “I can watch your unit bound ...”
- “Today’s weapons are more complex than WWII airplanes...”
- “Mech infantry is small...”
- “Co CO is overtasked...”
- “User’s manuals – not theory...”

Terrain Appreciation



- Dirt is armor
 - Earth is still the best armor for men and machines
 - Hull down, turret down, indirect fire
 - Point-to-point defilade
 - Reverse slope through a saddle
 - “Dirt on your cheek”
- Walk the ground, discuss tactics
- Lifestyle: Terrain has zero effect on our lives
 - Airplanes, highways = door-to-door travel

4. *Prepare* to train platoons



- Focus on critical collective tasks
 - Aim for high levels of competence
 - What about Marine Corps training requirements?
 - What about 110 Platoon CTSs?
- Focus on unit training: *Prime Training Time*
- NCOs train ITSs ISO CTS
- Handout: [[Combat Leader as Trainer](#)]

5. *Prepare* to train leaders



- Train leaders how to *fight*
- 25% of your time is mentoring
- Delegating *is* leader training
- Prepare (12) decisionmaking sessions
 - “*Teach them to learn like experts*”
- Set the example IOT train your leaders:
 - Estimates, Orders, Tactics, Procedures
 - Terrain, Weapons, *Rehearsals*

6. *Prepare* to train leaders

“How to Train”

- Prepare a [[Company Training SOP](#)]
- Set the example IOT train your leaders:
 - Plans, Exercises, Evaluations, Standards
- Gain autonomy: *tasks* and *resources*
- Maximize Prime Training Days
- Presentation: [[How To Plan Training](#)]
Examples: [[Infantry Unit Training Management](#)]

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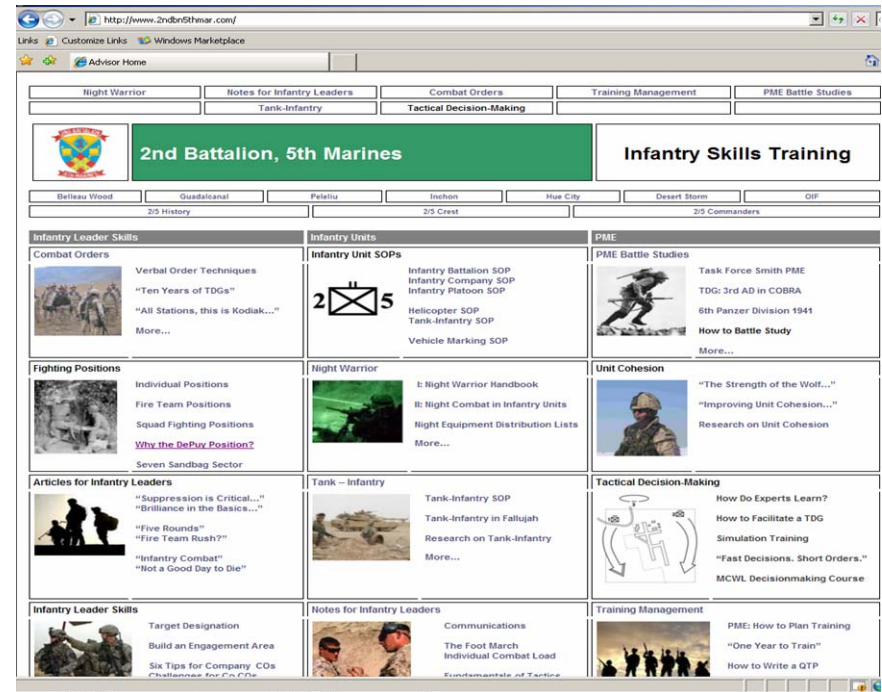
- *Prepare to fight*

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“How to Train”

} Create a [Training SOP]

www.2ndbn5thmar.com

- Unit SOPs
- Night Warrior
- Combat Orders
- How to Train
- Tank – Infantry SOP
- Fighting Positions
- PME: Battle Studies
- “The Squad Leader Makes the Difference”
- Decisionmaking, TDGs, Simulations
- TTP: Comm, AT, Keyhole sectors



Issue: Training Day Math

- 12-week quarter
 - 3 Prime Training Days per week
- Minus
 - Standown, Range, HHQ Events, other “Training”
- Average 6 weeks = 18 days
 - For company and below, CTS and ITS
- QTP Assigns tasks. Must assign specific days!

Issue: Overtasked Co CO

- IDF, Bundeswehr: “Co CO, key leader on the battlefield, is overwhelmed”
 - Direct Organic Units [Platoons, Mortars, MG, Assaultmen]
 - Coordinate Attachments [CEB, AAV, Tanks, HMG, AT]
 - Coordinate Aviation, Fire Support [FO, 81 FO, FAC]
 - On contact, 20 transmissions on command net, more on FS nets. Accurate. While Under fire.
- DePuy: “Company commanders...have too many men to be trained on too many weapons, in too short a time, with too many diversions.”

Solutions?

- Put old heads on young shoulders: 10 years of CA TTP training and development for “all arms leaders.”
- Hackworth: “Major COs”
- Balck, DePuy: “Smaller units, single type”
- Mellenthin: “Pure units, less attachments”
- Balck: “More leaders, three-year tours”
- IDF: “Smaller units”
- RM, British Army: “Older officers, multiple tours”
- Bundeswehr: “Cross attach at Bn, not Co-level”

2 Para 1982: Company COs

- Company Commanders at Goose Green
 - Maj Farrar-Hockley A / 2 Para: 90 men
 - Maj Crossland B / 2 Para: 90 men
 - Maj R. Jenner C / 2 Para: 55 men
 - Maj Neame D / 2 Para: 90 men
 - Maj Ryan H / 2 Para: 100 men
 - Maj H. Jenner S / 2 Para: 128 men
- Avg 36 years old, 16 Years TIS [Handout]
- Experience *Leading, Fighting and Training*
- Older officers, multiple tours, smaller units

Marine Corps Solution:



- **Increase abilities of commanders**
- **Increase CA training of units**
- **“Fanatical pursuit of tactical excellence in combined arms.”**