



*This is the first post in the Field Grade Week Series (#FGWEEK). The intent is to provide company grade officers and new majors advice on making the successful transition from captain to major. This particular article by BG Ross Coffman was one of the most important pieces I read in preparation for S3/XO time. This originally appeared on his blog, [ProDev2Go](#).*

By Brigadier General Ross Coffman

### **Hey Major, If you want to hurt Soldiers - Plan Poorly**

Late information crushes Soldiers, Leaders, and organizations. As a Major you are responsible for the dissemination of **timely and accurate** information. Why is this so hard? How do we fix this common problem?

Use these simple time lines and the attached Plan to Plan and you will no longer hurt our most precious asset- **Soldiers**. Many preach 1/3 : 2/3 but that is really for short notice planning efforts. At ProDev2Go we suggest using the 9:6:4:13 rule within a Division. Division must publish it's orders nine (9) months prior to execution, Brigade six, Battalion four, and the Company at 13 Weeks. This allows each level to properly resource training and follow the eight step training model. Make no mistake this is difficult and if every level isn't on board the Company and our troopers suffer greatly. Some are hesitant to publish without complete information along these timeliness. The unit below you would rather have what you know now than wait for perfect information late.

To assist you in this effort use the Plan to Plan found Below.

Action/Event	Action/Event Date	Lead Staff Section	Tasked Units	IPR 1	WARNO 1	MA Brief	WARNO 2	IPR 2	COA Brief	WARNO 3	IPR 3	OPORD/FRAGO Publish	OPORD Brief	Rehearsal	Remarks/Comments/Notes
Training Guidance (as Annex to Campaign Plan)	14-Feb-11	G3 TNG	ALL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	14-Feb-11	TBD	N/A	
Marne Campaign Plan	25-Mar-11	G5	Division Staff	N/A	3-Feb-11	11-Feb-11	14-Feb-11		16-Mar-11	22-Mar-11		25-Mar-11	TBD		
UE 11-3	4-Jun-11	G5	ALL	N/A	4-Feb-11	24-Feb-11	1-Mar-11	14-Apr-11				15-Mar-11		DEPEX	
CPX 1	15-Jul-11	G3 OPS	HBB	22-Feb-11	25-Feb-11	1-Mar-11	3-Mar-11	24-Mar-11	31-Mar-11	4-Apr-11	7-Apr-11	15-Apr-11		8-Jul-11	
Vibrant Response	1-Aug-11	G5	CAB	22-Feb-11	25-Feb-11	2-Mar-11	5-Mar-11	28-Mar-11	14-Apr-11	18-Apr-11	26-Apr-11	1-May-11		DEPEX	3 CAB released from CCMRF mission and supporting VR tasking
Bright Star	15-Sep-11	G5	3/3ID	NA	19-Nov-10	3-Mar-11	7-Mar-11	29-Mar-11	28-Apr-11	2-May-11	7-Jun-11	15-Jun-11		DEPEX	
CPX 2	1-Oct-11	G3 OPS	HBB	8-Mar-11	11-Mar-11	15-Mar-11	17-Mar-11	5-Apr-11	24-May-11	26-May-11	28-Jun-11	14-Jul-11		23-Sep-11	
Marne Week (T)	20-Nov-11	G3 OPS	ALL	10-May-11	12-May-11	17-May-11	19-May-11	9-Jun-11	12-Jul-11	15-Jul-11	2-Aug-11	15-Aug-11		7-Nov-11	
CPX 3	21-Jan-12	G3 OPS	HBB	12-Apr-11	16-Apr-11	19-Apr-11	21-Apr-11	31-May-11	18-Aug-11	22-Aug-11	13-Sep-11	21-Oct-11		14-Jan-12	
3/3 NTC	1-Mar-12	G3 TNG	3/3ID	10-Mar-11	14-Mar-11	22-Mar-11	24-Mar-11	26-Apr-11	2-Jun-11	6-Jun-11	14-Jul-11	1-Aug-11		DEPEX	
WIN-TEX	1-Mar-12	G3 OPS	HBB & ?/3	16-Aug-11	18-Aug-11	23-Aug-11	25-Aug-11	20-Sep-11	4-Oct-11	7-Oct-11	27-Oct-11	1-Dec-11		22-Feb-12	
2/3 NTC	1-May-12	G3 TNG	2/3ID	12-May-11	16-May-11	19-May-11	23-May-11	21-Jul-11	27-Sep-11	30-Sep-11	13-Oct-11	1-Nov-11		DEPEX	
1/3 NTC	1-Sep-12	G3 TNG	1/3ID	8-Sep-11	12-Sep-11	15-Sep-11	19-Sep-11	1-Dec-11	24-Jan-12	27-Jan-12	14-Feb-12	1-Mar-12		DEPEX	
4/3 JRTC	1-Nov-12	G3 TNG	4/3ID	8-Nov-11	10-Nov-11	17-Nov-11	21-Nov-11	26-Jan-12	6-Mar-12	9-Mar-12	10-Apr-12	1-May-12		DEPEX	
CTC Support	9-May-11	G5	ALL	8-Feb-11	11-Feb-11	15-Feb-11	22-Feb-11	24-Feb-11	2-Mar-11	4-Mar-11	9-Mar-11	11-Mar-11		N/A	Covers multiple CTC rotations starting with 11-07
Division Change of Command	TBD	G3 OPS	ALL	17-Feb-11	21-Feb-11	N/A	N/A	D-23	N/A	N/A	D-13	D-21	D-18	D-5; D-4	Pending announcement of Change of Command Date
Warrior Adventure Quest FRAGO to 11-01	Various	G3 TNG	ALL									4-Feb-11			

Stick to this timeline and FRAGO the plan as additional clarity is gained. Take a draconian approach to adhere to these planning windows and you will not only become more effective, but will take care of our Soldiers.

*Brigadier General Ross Coffman is the Deputy Command General (Maneuver) of 1st Infantry Division at Fort Riley, Kansas. He is also the creator and author of [ProDev2Go](#), a military leadership blog.*

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