



ADP 5-0 THE OPERATIONS PROCESS

Chapter 2 Planning

作戰規劃程序 第二章 計畫(下)

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INTEGRATED PLANNING 整合計畫

2-85. Planning activities occupy a continuum ranging from conceptual to detailed as shown in figure 2-3. Understanding an OE and its problems, determining the operation's end state, establishing objectives, and sequencing the operation in broad terms all illustrate conceptual planning. Conceptual planning generally corresponds to the art of operations and is the focus of a commander with staff support. The commander's activities of understanding and visualizing are key aspects of conceptual planning.

2-85.計畫作為行動包含了綱要/指導和執行兩部分，請見圖2-3。瞭解作戰環境及其問題、決定作戰最終結果、建立目標，以及一連串長期的行動，描述的都是計畫的綱要性。綱要/指導計畫通常與大軍作戰理論相符合，為指揮官與幕僚作業的焦點，而指揮官的瞭解與預判，則是綱要／指導計畫的關鍵。

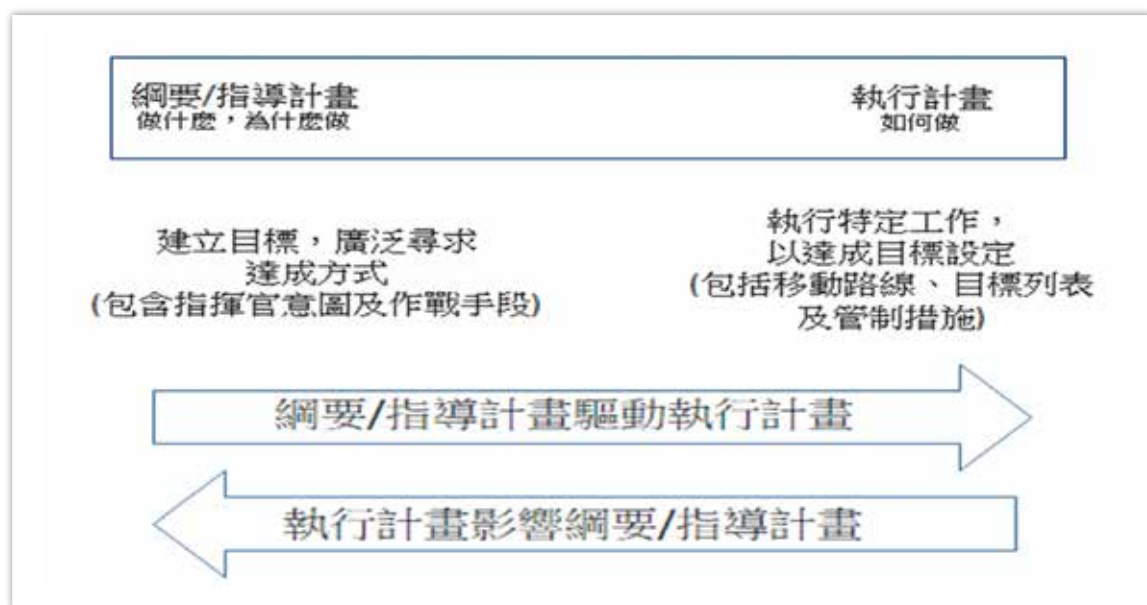


圖 2-3 整合計畫

2-86. Detailed planning translates the broad operational approach into a complete and practical plan. Generally, detailed planning is associated with aspects of science, such as movement tables, fuel consumption, target list, weapon effects, and time-distance factors. Detailed planning falls under the purview of the staff, focusing on specifics of execution. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, synchronizing, and directing the force. Detailed planning does not mean developing plans with excessive control measures that impede subordinate freedom of action. Planners develop mission orders that establish those controls necessary to coordinate and synchronize the force as a whole. They leave much of the how to accomplish tasks to the subordinate.

2-86. 執行計畫將廣泛作戰手段，轉換成完整、可行的計畫。通常，執行計畫與科學有關，例如移動速率、油料消耗、目標列表、武器效能，與時空因素等。執行計畫是幕僚的權限，重點在特定事項的執行。執行計畫處理的是期程管制、協調和技術性問題，與部隊移動、後勤、同步行動及指揮管理息息相關。執行計畫不是以過多的管制措施，阻礙下級部隊的行動自由。計畫人員擬訂任務順序，在必要部分進行管制，讓部隊同步協調成一個整體。他們還是會留給下級部隊如何完成任務的足夠空間。

2-87. The commander personally leads the conceptual component of planning. While they are engaged in parts of detailed planning, commanders leave most specifics to the staff. Conceptual planning provides the basis for all subsequent planning. The commander's intent and operational approach provide the framework for the entire plan. This framework leads to a concept of operations and associated schemes of support, such as schemes of intelligence, maneuver, fires, protection, and sustainment. In turn, the schemes of support lead to the specifics of execution, including tasks to subordinate units and detailed annexes to the OPLAN or OPORD. However, the dynamic does not operate in only one direction. Conceptual planning must respond to detailed



constraints. For example, the realities of a deployment schedule (a detailed concern) influence the operational approach (a conceptual concern).

2-87. 綱要／指導計畫部分，由指揮官親自主導。當進行到執行計畫時，指揮官就把大部分特定細節，留給幕僚去處理。綱要／指導計畫為所有後續計畫提供基礎。指揮官意圖及作戰範圍，則為整個計畫設定了架構。戰力維持架構主導了作戰構想和其他相關支援方案，例如情報、機動、火力、防護與戰力維持等。這些支援方案則依次主導特定執行事項，包括分派給下級單位的任務，與作戰計畫、作戰命令的細節附錄事項。然而，動態行動不會只往一個方向運作。綱要／指導計畫必須對執行限制有所回應；例如，部署方案的實際執行(屬於執行部分)就會影響到作戰手段(綱要／指導部分)。

2-88. Successful planning requires the integration of both conceptual and detailed thinking. Army leaders employ several methodologies for planning, determining the appropriate mix based on the scope of the problem, time available, and availability of a staff. Planning methodologies include-

- Army design methodology.
- The military decision-making process.
- Troop leading procedures.
- Rapid decision-making and synchronization process.
- Army problem solving.

2-88. 成功的計畫需要將概念性和細節性思維整合在一起。陸軍領導人使用許多種方法，並根據問題種類、可用時間，和適用人力來規劃、決定適切的組合。計畫方法論包括－

- 陸軍設計方法論。
- 軍事決策程序(MDMP)。
- 部隊指揮程序。
- 快速決策與同步程序。
- 陸軍問題解決。

ARMY DESIGN METHODOLOGY

陸軍設計方法論

2-89. Army design methodology is a methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them. ADM is particularly useful as an aid to conceptual planning, but it must be integrated with the detailed planning typically associated with the MDMP to produce executable plans and orders. There is no one way or prescribed set of steps to employ the ADM. There are, however, several activities associated with ADM including framing an OE, framing problems, developing an operational approach, and reframing when necessary as shown in figure 2-4. While planners complete some activities before others, the understanding and learning within one activity may require revisiting the learning from another activity. Thus, ADM is iterative in

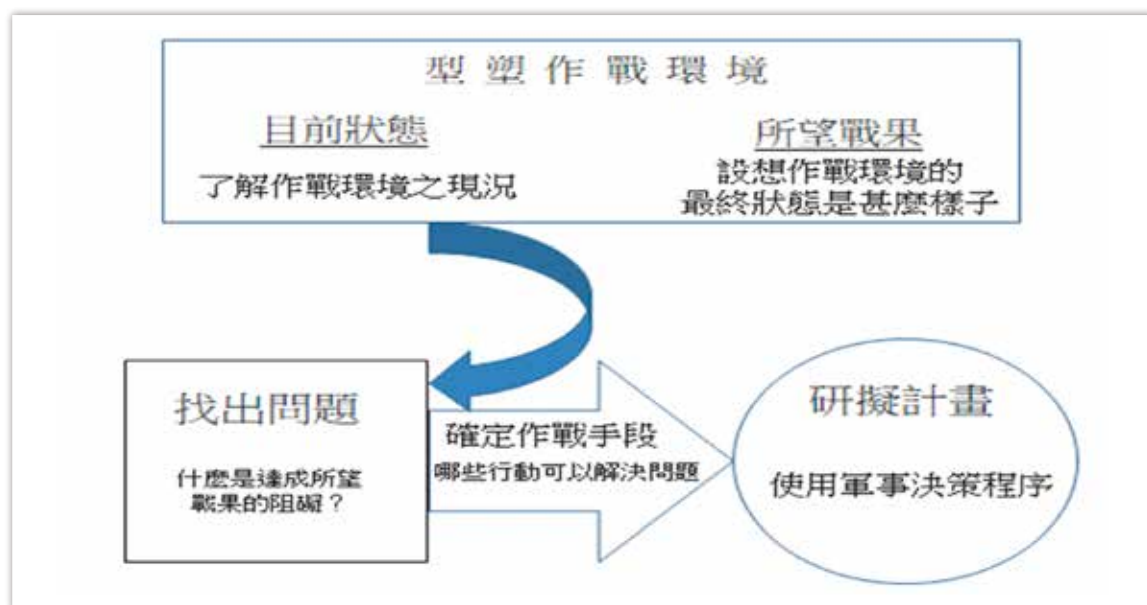


圖 2-4 陸軍設計方法論之運作

nature.

2-89.陸軍設計方法論(ADM)，是運用關鍵性的創新思維以瞭解、洞察，並描述問題與處理方式，以求順利解決問題的一套做法。ADM在綱要/指導計畫時特別有用，但他必須和執行計畫相整合，成為軍事決策程序(MDMP)的一部分，以產生可執行的計畫和命令。執行ADM沒有特定方法和步驟。假設有的話，就是與ADM相關的幾種行為，包括型塑作戰環境、將問題分類、策定作戰手段，以及如圖2-4，視需要重新擬定程序和步驟。當計畫人員先完成了圖中某些行動，所瞭解和學習到的，會促使計畫人員去探索其他相關行動。因此，陸軍設計方法論在本質上是具有反覆性的。

2-90. When problems are difficult to identify, the operation's end state is unclear, or a COA is not self-evident, commanders employ ADM. This is often the case when developing long-range plans for extended operation or developing supporting plans to the CCP and associated contingencies. The results of ADM include an understanding of an OE and problem, the initial commander's intent, and an operational approach that serves as the link between conceptual and detailed planning. Based on their understanding and learning gained during ADM, commanders issue planning guidance-to include an operational approach-to guide more detailed planning using the MDMP. (See ATP 5-0.1 for techniques for employing ADM.)

2-90.當問題不易確認，作戰的所望戰果不明朗，或是戰術行動步驟難以拿捏時，指揮官就會運用陸軍設計方法論(ADM)。當擬定長期計畫應對持久作戰，或是為戰鬥指揮計畫(CCP)制定支援計畫、處理相關偶發事件時，經常採取這種作法。使用陸軍設計方法論的結果，包括深入瞭解作戰環境與問題、指揮官初步作戰企圖，以及結合綱要／執行計畫所形成的作戰手段。依據在陸軍設計方法論之中獲得的理解與知識，指揮官實行計畫指導－包括作戰手段的傳達－以引導更多執行計畫與軍事決策程序(MDMP)相互配合(請見ATP 5-0.1



執行ADM相關作法)。

2-91. ADM includes interconnected thinking activities that aid in conceptual planning. By first framing an OE and its associated problems, ADM helps commanders and staffs to think about the situation in depth. This in-depth thinking enables them to develop a more informed approach to solve or manage identified problems. During execution, ADM supports organizational learning through reframing. A reframe is a shift in understanding that leads to a new perspective on the problem or its resolution. Reframing is the activity of revisiting earlier hypotheses, conclusions, and decisions that underpin the current operational approach. In essence, reframing reviews what the commander and staff believe they understand about an OE, the problem, and the desired end state.

2-91.陸軍設計方法論諸般作法中，包含將思維行動相互連結，以利於綱要/指導計畫的形成。當型塑作戰環境與相關問題時，陸軍設計方法論可以協助指揮官和幕僚深度思考所處狀況。這種深度思考讓他們可以更切合實際的做法，去解決或管理問題。在執行中，陸軍設計方法論透過重塑架構，促使單位進行組織學習。架構重塑是理解方式的一種轉變，用新的角度思考問題及其解決方案。架構重塑是重新檢視先前的假設、結論與決策，讓當前的作戰手段基礎更穩固。從本質上來說，架構重塑可以讓指揮官和幕僚，重新檢視他們之前所確認的作戰環境、問題，與所望最終戰果。

THE MILITARY DECISION-MAKING PROCESS

軍事決策程序(MDMP)

2-92. The military decision-making process is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. It is an orderly, analytical process that integrates the activities of the commander, staff, and subordinate headquarters in the development of a plan or order. The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to develop situational understanding and produce a plan or order that best accomplishes the mission.

2-92.軍事決策程序是一種互動的計畫作為方法論，以瞭解狀況與任務、決定行動方案，藉以產生計畫或命令。它是一種有次序的分析程序，可以在擬定計畫或命令時，將指揮官、幕僚與下級指揮部的思維加以整合。軍事決策程序協助領導人做法更澈底、明確，判斷更完整且合理，並以專業知識瞭解戰場狀況，擬定出最有利於完成任務的計畫或命令。

2-93. The MDMP consists of seven steps. Each step of the MDMP has inputs, a series of sub-steps, and outputs. The outputs lead to an increased understanding of the situation facilitating the next step of the MDMP. Commanders and staffs generally perform these steps sequentially; however, before producing the plan or order, they may revisit several steps in an iterative fashion as they learn more about the situation. The seven steps are-

- Step 1 - Receipt of mission.
- Step 2 - Mission analysis.

- Step 3 - COA development.
- Step 4 - COA analysis.
- Step 5 - COA comparison.
- Step 6 - COA approval.
- Step 7 - Orders production, dissemination, and transition.

2-93. 軍事決策程序包含7個步驟，每一個步驟都有其輸入的原始資料、一系列從屬步驟與產出的結果。產出結果有利於增加對狀況的瞭解，及下一步驟的實行。指揮官及幕僚一般都是依序執行這些步驟；然而，在產出計畫或命令前，他們會以交互作用方式反覆審視幾個步驟，以求更適切掌握狀況。這7個步驟分別是一

- 步驟一：受領任務。
- 步驟二：任務分析。
- 步驟三：研擬行動方案。
- 步驟四：分析行動方案。
- 步驟五：比較行動方案。
- 步驟六：核准行動方案。
- 步驟七：頒布作戰計畫/命令，下達行動指示，進入作戰準備。

2-94. Commanders initiate the MDMP upon receipt of, or in anticipation of, a mission. Commanders and staffs often begin planning in the absence of an approved higher headquarters' OPLAN or OPORD. In these instances, they start planning based on a warning order (WARNORD), a planning order, or an alert order from higher headquarters. This requires active collaboration with the higher headquarters and parallel planning among echelons as the plan or order is developed. (See FM 6-0 for detailed instructions for conducting the MDMP.)

2-94. 軍事決策程序從指揮官接收到任務開始，或是說，從預判任務開始。當收到上級指揮部簽署的作戰計畫或作戰命令前，指揮官和幕僚就開始進行規劃。很多情況之下，指揮官和幕僚都是收到上級指揮部的預備命令、計畫命令或提示命令就開始動作。計畫或命令在擬定時，需要上級指揮部與各平行單位之間的緊密合作(請見FM 6-0，對MDMP執行有細節說明)。

TROOP LEADING PROCEDURES

部隊指揮程序

2-95. The MDMP and TLP are similar but not identical. Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. TLP extend the MDMP to the small-unit level. Commanders with a coordinating staff use the MDMP as their primary planning process. Company-level and smaller units lack formal staffs and use TLP to plan and prepare for operations. This places the responsibility for planning primarily on the commander or small-unit leader with assistance from forward observers, supply sergeants, and other specialists in the unit.

2-95. 軍事決策程序(MDMP)和部隊指揮程序(troop leading procedures, TLP)很相似，但不



完全一樣。部隊指揮程序是小部隊指揮官(連級或排級部隊)用來分析命令、研擬計畫、準備作戰時採用的一種動態程序。部隊指揮程序是把軍事決策程序延伸運用到小部隊層級。指揮官與幕僚相互協調，把軍事決策程序當成主計畫來執行。連級部隊和更小單位沒有正式的幕僚編制，就以基層部隊指揮程序來計畫和準備作戰。在這些小單位，協助主官執行計畫的，大多是前進觀測官、補給士官，和單位裡其他有相關專長的人。

2-96. TLP enable small-unit leaders to maximize available planning time while developing effective plans and preparing their units for an operation. TLP consist of eight steps. The sequence of the steps of TLP is not rigid. Leaders modify the sequence to meet the mission, situation, and available time. Leaders may perform some steps concurrently while performing other steps continuously throughout the operation. The eight steps are-

- Step 1 - Receive the mission.
- Step 2 - Issue a warning order.
- Step 3 - Make a tentative plan.
- Step 4 - Initiate movement.
- Step 5 - Conduct reconnaissance.
- Step 6 - Complete the plan.
- Step 7 - Issue the order.
- Step 8 - Supervise and refine.

2-96. 部隊指揮程序讓小單位指揮官，在擬定適切計畫和準備作戰時，將可用的計畫時間極大化。部隊指揮程序包含8個步驟，這些步驟先後順序並非一成不變的。主官可以修改執行順序，以符合任務、狀況和時間所需。作戰進程中，主官也可以同時進行幾個步驟。這8個步驟是—

- 步驟一：受領任務。
- 步驟二：下達預備命令。
- 步驟三：擬定初步計畫。
- 步驟四：開始行動。
- 步驟五：進行偵察。
- 步驟六：完成作戰計畫。
- 步驟七：發布命令。
- 步驟八：督導實施與修正。

2-97. Leaders use TLP when working alone or with a small group to solve tactical problems. For example, a company commander may use the executive officer, first sergeant, fire support officer, supply sergeant, and communications sergeant to assist during TLP. (See FM 6-0 for a detailed discussion on conducting TLP.)

2-97. 單位主官運用部隊指揮程序，可能會單獨運用或一併解決相關戰術問題。舉例來說，連長可指派副連長、士官督導長、火力支援軍官、補給士官長或通訊士官長，在執行部隊指揮程序期間進行協助(請見FM 6-0，對執行TLP有細節討論)。

RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

快速決策與同步程序

2-98. The rapid decision-making and synchronization process (RDSP) is a decision-making and planning technique that commanders and staffs commonly use during execution when available planning time is limited. While the MDMP seeks an optimal solution, the RDSP seeks a timely and effective solution within the commander's intent. Using the RDSP lets leaders avoid the time-consuming requirements of developing decision criteria and multiple COAs. Under the RDSP, leaders combine their experiences and intuition to quickly understand the situation and develop a COA. The RDSP is based on an existing order and the commander's priorities as expressed in the order. The RDSP includes five steps:

- Step 1 - Compare the current situation to the order.
- Step 2 - Determine that a decision, and what type, is required.
- Step 3 - Develop a course of action.
- Step 4 - Refine and validate the course of action.
- Step 5 - Issue the implement the order.

(See chapter 4 for a more detailed discussion decision making during execution and the RDSP.)

2-98. 快速決策與同步程序(RDSP)是一種決策與計畫的技術，當指揮官和幕僚在執行中發現擬定計畫時間不夠時，就會加以運用。當軍事決策程序已經找到最佳方案，RDSP就可以用來根據指揮官意圖，尋求最省時有效的解決方式。使用快速決策與同步程序讓指揮官可以避免花太多時間去制定決策標準和各個行動方案。在快速決策與同步程序之下，指揮官可以結合其經驗與直覺，很快瞭解狀況並制定行動方案。快速決策與同步程序是根據既定命令，與指揮官行動要領，來決定執行先後。RDSP包括5個步驟－

- 步驟一：比較當前狀況與命令差異。
- 步驟二：依狀況採用至當決策程序。
- 步驟三：制定行動方案。
- 步驟四：修正並驗證行動方案。
- 步驟五：發布命令執行。

(請見第四章，對執行期間決策制定和RDSP有細節討論)。

ARMY PROBLEM SOLVING

陸軍問題解決模式

2-99. The ability to recognize and effectively solve problems is an essential skill for Army leaders. Where the previous methodologies are designed for planning operations, Army problem solving is a methodology available for leaders in identifying and solving a variety of problems. Similar in logic to the MDMP, Army problem solving is an analytical approach to defining a problem, developing possible solutions to solve the problem, arriving at the best solution, developing a plan, and implementing that plan to solve the problem. The steps to Army problem



solving are-

- Step 1 - Gather information.
- Step 2 - Identify the problem.
- Step 3 - Develop criteria.
- Step 4 - Generate possible solutions.
- Step 5 - Analyze possible solutions.
- Step 6 - Compare possible solutions.
- Step 7 - Make and implement the decision.

(See FM 6-0 for a detailed discussion of Army problem solving.)

2-99. 正確判讀問題並且有效加以解決，對陸軍領導者是很重要的技能。前面提到的方法論都是用來計畫作戰，對領導者來說，問題解決的技巧才能判讀和解決問題。邏輯上與軍事決策程序類似，陸軍問題解決模式(Army problem solving)是一種用來確認問題、發展可能解決方案以解決問題，以產生最佳方式擬定解決計畫，進而加以運用而解決問題的方法論。陸軍問題解決模式的步驟如下－

- 步驟一：蒐集資訊。
- 步驟二：確認問題。
- 步驟三：建立指標。
- 步驟四：產出可行解決方案。
- 步驟五：分析可行方案。
- 步驟六：比較可行方案。
- 步驟七：決心下達與執行。

(請見FM 6-0，陸軍問題解決模式細節討論)。

KEY COMPONENTS OF A PLAN

計畫關鍵要素

An order should not trespass on the province of a subordinate. It should contain everything which is beyond the independent authority of the subordinate, but nothing more.

Field Service Regulations (1905)

命令不該逾越下級部隊的管轄範圍。它可以包含所有事物，但不可以侵犯到下級單位的職權，這是重要原則。

野戰勤務條例(1905)

2-100. The mission statement, commander's intent, and concept of operations are key components of a plan that serve as the framework for an operation. Commanders ensure their mission and commander's intent nest with those of their higher headquarters. While the commander's intent focuses on the end state, the concept of operations focuses on the way or sequence of actions by which the force will achieve the end state. The concept of operations expands on the mission statement and commander's intent. Within the concept of operations, commanders establish objectives as intermediate goals toward achieving the operation's end state.

2-100.任務內容、指揮官意圖與作戰構想，是作戰架構計畫的關鍵要素。指揮官要確保他們接受的任務內容和指揮官意圖與上級指揮部相符合。當指揮官意圖聚焦於所望戰果，不管作戰構想或是後續行動，都是要部隊能達成其所望戰果。作戰構想詳細標註了任務描述與指揮官意圖。在作戰構想架構之下，指揮官設立中程目標，作為達成作戰所望戰果的跳板。

MISSION STATEMENT

任務內容

2-101. The mission is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore (JP 3-0). Commanders analyze a mission based on their higher commander's intent, specified tasks, and implied tasks. Results of that analysis yield the essential task-the task that when executed accomplishes the mission. The essential task becomes the "what" of the mission statement-a clear statement of the action to be taken and the reason for taking it. The five elements of a mission statement answer these questions:

- Who will execute the operation (unit or organization)?
- What is the unit's essential task (normally a tactical mission task or tactical enabling task)?
- Where will the operation occur (AO, objective, engagement areas, or grid coordinates)?
- When will the operation begin (by time or event)?
- Why will the force conduct the operation (for what purpose)?

2-101.任務是行動與目的的結合，明確顯示要採取的行動，以及要這麼做的理由(JP 3-0)。指揮官依據上級指揮官意圖、特定任務，以隱含任務進行任務分析；分析出來的結果產出必要行動—把這些重要行動完成，就達成了任務。這些重要行動變成任務描述裡面的「何事」—對必要行動的明確描述，以及為何執行的理由。任務描述的「五何」可以回答下列問題：

- 何人要去執行這次作戰(單位或組織)？
- 何事是單位的重要工作(通常是戰術任務行動，或因戰術需要而產生的工作)？
- 在何地發生(作戰區、目標區、遭遇區，或某座標)？
- 何時開始(以時間或特定事件為準)？
- 為何部隊要執行這次作戰(目的)？

2-102. The "who," "where," and "when" of a mission statement are straightforward. The "what" and "why" are more challenging to write and can confuse subordinates if not stated clearly. The "what" is a task and is expressed in terms of action verbs. (See ADP 3-90 for a list of tactical mission tasks.) These tasks are defined and measurable and can be grouped as "actions by friendly forces" or "effects on enemy forces." The "why" puts the task into context by describing the reason for performing it. The mission's purpose facilitates initiative in changing circumstances.

2-102.任務描述中，「何人」、「何地」、「何時」是直截了當的；「何事」及「為何」要寫出來就比較有挑戰性，如果不講清楚，會令下級感到困惑。「何事」是指行動內



容，就是要去進行的行動(請見ADP 3-90戰術任務行動列表)。這些行動是可定義與評量的，並被歸類為「我軍的行動」或「可對敵軍產生的影響」。「為何」就是描述行動執行的理由。任務的目的，對改變當前狀況，可以有起頭的作用。

COMMANDER'S INTENT

指揮官意圖

2-103. The commander's intent succinctly describes what constitutes success for the operation. It includes the operation's purpose, key tasks, and conditions that define the end state. When describing the purpose of the operation, the commander's intent does not restate the "why" of the mission statement. Rather, it describes the broader purpose of the unit's operation in relationship to the higher commander's intent and concept of operations.

2-103. 指揮官意圖，很簡潔地描述了作戰所要獲致的戰果。它包括了作戰的目的、關鍵行動，以及所望達成的所望戰果。當描述到作戰的目的，指揮官意圖就不會再重複解釋「為何」，取而代之的是與單位作戰有關的更高階指揮官的意圖，以及作戰構想。

2-104. Key tasks are those activities the force must perform as a whole to achieve the desired end state (ADP 6-0). During execution-when significant opportunities present themselves or the concept of operations no longer fits the situation-subordinates use key tasks to keep their efforts focused on achieving the desired end state. Examples of key tasks include terrain the force must control or an effect the force must have on the enemy.

2-104. 關鍵行動是部隊必須去完成，以達成所望戰果的整體行動(ADP 6-0)。在執行期間—當重大事件出現或是作戰構想不再適合當前狀況—下級部隊就要進行他們的關鍵行動，使其努力可以達成所望戰果。關鍵行動的例子，就如同部隊必須加以控制的地形要點，或是部隊必須對敵軍造成的影響。

2-105. The end state is a set of desired future conditions the commander wants to exist when an operation ends. Commanders describe the operation's end state by stating the desired conditions of the friendly force in relationship to desired conditions of the enemy, terrain, and civil considerations. A clearly defined end state promotes unity of effort among the force and with unified action partners.

2-105. 所望戰果是當作戰結束時，指揮官想達成的全盤未來狀況。指揮官描述作戰的所望戰果，是我軍所期望的敵情、地形、與民情等綜合情況的思維。清楚定義的所望戰果，可以促使部隊齊心合力，友邦部隊的行動也可與我軍達成一致。

CONCEPT OF OPERATIONS

作戰構想

2-106. The concept of operations is a statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will

use to achieve the end state. The concept of operations describes how the commander sees the actions of subordinate units fitting together to accomplish the mission. At a minimum, it includes a scheme of maneuver and scheme of fires. Where the commander's intent focuses on the end state, the concept of operations focuses on the method by which the operation uses and synchronizes the war-fighting functions to translate the vision and end state into action.

2-106.作戰構想是指導下級單位合作完成任務，以及部隊用來達成所望戰果的一連串行動的方式。作戰構想反映出指揮官如何看待下級單位為完成任務，彼此間的結合與互動。作戰構想至少也要包括兵力運用計畫和火力計畫。當指揮官意圖專注於所望戰果，作戰構想就會專注於各種作法與戰鬥同步性功能，將預想的所望戰果轉化為作戰行動。

2-107. The concept of operations describes the combination of offensive, defensive, or stability operations and how these tasks complement each other. It describes the deep, close, support, and consolidation areas; decisive, shaping, and sustaining operations within those areas; and main and supporting efforts.

2-107.作戰構想顯示出攻擊、防禦和維穩作戰的結合，以及這三者間如何互補。描述縱深地區、近接地區、支援地區和鞏固地區，包括主要作戰、形塑作戰及支援地區，也區分主力與支援部隊。

2-108. In developing the concept of operations, commanders and staffs ensure their concepts nest with that of their higher headquarters. Nested concepts is a planning technique to achieve unity of purpose whereby each succeeding echelon's concept of operations is aligned by purpose with the higher echelons' concept of operations. An effective concept of operations describes how the forces will support a mission of the higher headquarters and how the actions of subordinate units fit together to accomplish a mission.

2-108.擬定作戰構想時，指揮官與幕僚必須確保其概念與上級指揮部一致。一致性概念是一種將每一階層作戰構想，以高階作戰構想為主，統一其目標與做法的技巧。一個有效的作戰構想，會讓部隊知道如何支援上級指揮部的任務達成，以及各下級單位應如何通力合作完成任務。

2-109. The operations overlay-part of Annex C (Operations) to an OPLAN or OPORD-supplements the concept of operations by depicting graphic control measures used to direct operations. A graphic control measure is a symbol used on maps and displays to regulate forces and warfighting functions (ADP 6-0). Graphic control measures include symbols for boundaries, fire support coordination measures, some airspace control measures, air defense areas, and obstacles. Commanders establish them to regulate maneuver, movement, airspace use, fires, and other aspects of operations. (See ADP 1-02 for instructions depicting graphic control measures.)

2-109.作戰透明圖—作戰計畫或作戰命令的附錄C部分(作戰)—以圖解式的管制措施補充作戰構想之不足，用以指導作戰。圖解管制措施使用在地圖和展示板上，用以調節部隊與各兵種作戰功能(ADP 6-0)。管制措施包含戰鬥地境、火力支援協調措施、某些空域管制措施、防空區域，與障礙等等。指揮官使用這些來管控調防、機動、空域運用、火力，以



及其他作戰觀點(請見ADP 1-02，寫實的管制措施繪製說明。)

GUIDES TO EFFECTIVE PLANNING

有效計畫指南

Now the general who wins a battle makes many calculations in his temple ere the battle is fought. Sun Tzu

夫未戰而廟算勝者，得算多也；未戰而廟算不勝者，得算少也。多算勝，少算不勝，而況於無算乎？ 孫子

2-110. Planning is an inherent and fundamental part of command and control, and commanders are the single most important factor in effective planning. Effective planning requires dedication, study, and practice. Planners must be technically and tactically competent within their areas of expertise and understand basic planning concepts. The following aids in effective planning:

- Incorporate the tenets of unified land operations.
- Commanders focus planning.
- Develop simple, flexible plans through mission orders.
- Optimize available planning time.
- Focus on the right planning horizon.
- Determine relevant facts and develop assumptions.

2-110.對指揮管制來說，計畫是必不可少的；而指揮官乃是有效計畫中，最為重要的因素。有效計畫需要專心致力、研究學習及親身實踐。計畫人員要在他們的專業領域具備技術和戰術修為，並瞭解基本計畫概念。以下是有效計畫能帶來的幫助：

- 將聯合地面作戰的各原則加以融合。
- 讓指揮官專注於規劃。
- 在任務命令中擬定簡單且具備彈性的計畫。
- 充分利用可供規劃的時間。
- 專注於正確的計畫範圍。
- 決定相關因素並建立假定事項。

INCORPORATE THE TENETS OF UNIFIED LAND OPERATIONS

將聯合地面作戰的各原則加以融合

2-111. Tenets of operations are desirable attributes that should be built into all plans and operations and are directly related to the Army's operational concept (ADP 1-01). Tenets of unified land operations describe the Army's approach to generating and applying combat power across the range of military operations. Commanders and staffs consider and incorporate the following tenets into all plans:

- Simultaneity.

- Depth.
- Synchronization.
- Flexibility.

2-111.作戰原則是需要內建到所有計畫與作戰中，並直接與陸軍作戰概念相關的諸般特性(ADP 1-01)。聯合地面作戰的原則，展現了如何在整個軍事作戰範圍中，啟動和運用武力。指揮官和幕僚將下列原則，加以考慮並融入所有計畫之中：

- 同時性。
- 縱深。
- 同步。
- 彈性。

Simultaneity 同時性

2-112. Simultaneity is the execution of related and mutually supporting tasks at the same time across multiple locations and domains (ADP 3-0). Army forces employing capabilities simultaneously across the air, land, maritime, space, and cyberspace domains present dilemmas to adversaries and enemies, while reassuring allies and influencing neutrals. Planners consider the simultaneous application of joint and combined arms capabilities across the range of military operations to overwhelm threats physically and psychologically.

2-112.所謂同時性，是指跨多個位置和領域，同時執行相關聯或相互的支援任務(ADP 3-0)。陸軍部隊在空中、地面、海上、太空和網路空間多個領域同一時間發揮戰力，讓對手和敵人陷入困局，同時確保我軍立場，並爭取中立者。計畫人員應考慮聯合部隊在軍事作戰中，能跨過多個區域同時運作，以利在實體和心理上對敵方進行壓制。

2-113. Simultaneous operations across multiple domains-conducted in depth and supported by military deception-present the enemy with multiple dilemmas. These operations degrade enemy freedom of action, reduce enemy flexibility and endurance, and disrupt enemy plans and coordination. Such operations place critical enemy functions at risk and deny the enemy the ability to synchronize or generate combat power. The application of capabilities in a complementary and reinforcing fashion creates more problems than the enemy commander can solve, which erodes both enemy effectiveness and the will to fight.

2-113.跨多個領域同時作戰—以軍事欺敵全面進行支援—會讓敵人陷入多重困境。這種作戰方式會使敵人行動受限、降低其運用彈性與持久性，並破壞其計畫與協調。如此，可將敵人關鍵能力置於風險之中，阻滯敵人同步作業及發揮戰力。這種操作模式加諸更多難題在敵人身上，超過其指揮官所能處理，也會因此消磨其效能與戰鬥意志。

Depth 縱深

2-114. Depth is the extension of operations in time, space, or purpose to achieve definitive results (ADP 3-0). Commanders use depth to obtain space for effective maneuver, time to conduct



operations, and resources to achieve and exploit success. Planners develop ways for forces to engage the enemy throughout their depth, preventing the effective employment of reserves, and disrupting command and control, logistics, and other capabilities not in direct contact with friendly forces. Operations in depth can disrupt the enemy's decision cycle. They contribute to protection by destroying enemy capabilities before the enemy can use them. In operations, staying power-depth of action-comes from adequate resources. Depth of resources in quantity, positioning, and mobility is critical to executing operations.

2-114.縱深是指作戰時在時間、空間、或目標的範圍伸展擴大，以獲致決定性戰果(ADP 3-0)。指揮官運用縱深，在空間方面得以更有效率進行機動，在時間方面更有餘裕執行作戰，獲得更多資源以達成並擴大戰果。計畫人員運用各種方式，在全縱深之中設法找出敵人的弱點，試圖讓敵人無法善用其預備隊，並破壞其指管、後勤與其他戰力，使其無法直接衝擊我軍部隊。在縱深之中有效運作，可以混淆敵人的決策循環，趁敵方啟動之前摧毀其各種能力，確保我軍周全。在作戰中保持戰力—縱深行動—來自適切的資源挹注；足量的資源置於適切地點，並具備移動能力，在作戰執行中至關重要。

Synchronization 同步

2-115. Synchronization is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0). Synchronization is not the same as simultaneity; it is the ability to execute multiple related and mutually supporting tasks in different locations at the same time. These actions produce greater effects than executing each in isolation. For example, synchronizing information collection, obstacles, direct fires, and indirect fires results in destroying an enemy formation during a defense. When conducting offensive tasks, synchronizing forces along multiple lines of operations temporarily disrupts the enemy organization and creates opportunities for an exploitation.

2-115. 同步是在軍事行動中，於時間、空間與目標方面，將相關戰力在關鍵地點和時間發揮出來，以產生最大綜效的安排(JP 2-0)。同步與同時性並不相同；同步是在同一時間，於不同地點執行好幾個交互影響支援任務的能力。這種方式能比執行單一行動產生更大效果。舉例來說，同步進行資訊蒐集、阻滯、直接火力與間接火力，就能在防禦期間摧毀敵人的戰力編成。當進行攻勢作戰時，在好幾條戰線上的部隊若能同步運作，就能暫時瓦解敵人組織，為我方創造戰機。

2-116. Commanders determine the degree of control necessary to synchronize their operations. They balance synchronization with agility and initiative, never surrendering the initiative for the sake of synchronization. Excessive synchronization can lead to too much control, which limits the initiative of subordinates and undermines flexibility.

2-116.指揮官以將其部隊行動同步化，決定所需的管制手段。他們在同步與靈活、主動之間取得平衡，不會因為要求同步而犧牲主動權。過度強調同步會產生太多管制，也會因此限制了下屬主動性和運用彈性。

Flexibility 彈性

2-117. Flexibility is the employment of a versatile mix of capabilities, formations, and equipment for conducting operations (ADP 3-0). To achieve tactical, operational, and strategic success, effective commanders adapt to conditions as they change and employ forces in multiple ways. Flexibility facilitates collaborative planning and decentralized execution. Leaders learn from experience (their own and that of others) and apply new knowledge to each situation. Flexible plans help units adapt quickly to changing circumstances during operations. Flexible plans provide options to commanders for addressing new or unforeseen circumstances during execution. Ultimately, flexibility enables commanders to mitigate risk.

2-117. 彈性是指執行作戰時，對能力、編組、裝備等，能以多種方式混合使用(ADP 3-0)。要達到戰術、戰役和戰略成功，稱職的指揮官應該學會適應狀況，運用部隊時變換使用各種不同方法。彈性促進協作計畫和分權執行。領導人根據(自己本身和他人的)經驗，在個別狀況中學習並運用。有彈性的計畫，幫助單位很快在變動的作戰環境中適應，也在任務執行中碰到新的或未曾預見的狀況時，給指揮官提供解決方案。最終，彈性還能讓指揮官降低風險。

Tenets in Action: OPERATION JUST CAUSE

行動原則：巴拿馬的正義之師行動

Late on 19 December 1989, a joint force of 7,000 Soldiers, sailors, airmen, and marines deployed from U.S. bases bound for Panama. During the early morning hours of 20 December, this force—supported by the United States Southern Command (USSOUTHCOM) forward-deployed forces in Panama—simultaneously hit targets at 26 separate locations across the depth of the country.

1989年12月19日以後，7,000名士兵包含海軍、空軍與陸戰隊，陸續從美國各基地調往巴拿馬。12月20日上午，這支部隊—由美國南方指揮部前進部署到巴拿馬—同時在26日攻擊巴拿馬各不同地區。

The success of the attack against key Panamanian Defense Force (PDF) strongholds required the synchronization of multiple actions by an assortment of U.S. special operations forces and elements from the 82d Airborne Division, the 5th Mechanized Division, the 7th Infantry Divisions, and Marine Corps. These were supported by the Air Force and Navy in various ways, including airlift and sealift, suppression of enemy air defense, and AC-130 gunship strikes. Subordinate initiative during execution contributed greatly to the ability of the joint force to rapidly paralyze PDF response capability.

成功攻擊巴拿馬國防軍(PDF)要塞的關鍵，在於來自82空降師、第5機械化師、第7步兵師和海軍陸戰隊等不同特種作戰部隊與單位的官兵，同步進行多個



行動。這些行動由空軍和海軍提供各項支援，包括空運、海運、對敵防空火力的壓制，以及AC-130的空中打擊。相關單位在任務執行期間，因快速癱瘓巴拿馬國防軍的反擊力量，對聯合部隊而言，立了大功。

COMMANDERS FOCUS PLANNING

指揮官聚焦計畫作為

2-118. The responsibility for planning is inherent in command. Commanders are planners—they are the central figure to effective planning. Often with the most experience, commanders are ultimately responsible for the execution of the plan. As such, the plan must reflect how commanders intend to conduct operations. Commanders ensure the approaches to planning meet the requirements of time, planning horizons, level of detail, and desired outcomes. Commanders ensure that all plans and orders comply with domestic and international laws as well as the Army Ethic. They confirm that the plan or order is relevant and suitable for subordinates. Generally, the more involved commanders are in planning, the faster staffs can plan. Through personal involvement, commanders learn from the staff and others about a situation and ensure the plan reflects their commander's intent.

2-118. 計畫是指揮官既有責任。指揮官就是計畫人員—指揮官就是有效計畫的靈魂人物。因為經驗最為豐富，指揮官最終還是負責計畫執行的人。正因如此，計畫必須反映指揮官如何執行作戰的意圖。指揮官必須確保計畫的手段符合時間、計畫範圍、詳細程度，與所望結果等各種要求。他還要確定命令與計畫符合國內、國際法律，以及陸軍倫理標準。對於命令和計畫內容，指揮官要確保與下級單位相關，並且適用。總體而言，指揮官越專注於規畫，幕僚擬定計畫的動作就越快。透過個人的投入，指揮官從幕僚和其他人那裏學習對狀況的掌握，並且確保計畫能真實反映指揮官意圖。

DEVELOP SIMPLE, FLEXIBLE PLANS THROUGH MISSION ORDERS

憑藉任務命令，擬定簡單、彈性的計畫

It is my opinion that Army orders should not exceed a page and a half of typewritten text and it was my practice not to issue orders longer than this. Usually they can be done on one page, and the back of the page used for a sketch map. General George S. Patton, Jr.

我個人認為，陸軍命令不應該超過一頁半的篇幅；實際上超過這個篇幅的命令我也不核定。命令應該一頁就夠，並運用背面空白繪製作戰圖。巴頓將軍

2-119. Simplicity-prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding-is a principle of war. Effective plans and orders are simple and direct. Staffs prepare clear, concise orders that communicate understanding of the operation by using doctrinally correct military terms and symbols. Using the correct terms and symbols minimizes chances of misunderstanding and aids with brevity. Developing shorter plans helps maintain

simplicity. Shorter plans are easier to disseminate, read, and remember.

2-119.簡單易懂—調製清楚、不複雜的計畫和簡要的命令，確保大家都看得懂—是戰爭的原則。**有效的計畫和命令都是簡單而直接的**。幕僚擬定明確簡要的命令是為了溝通，使用準則上的正確術語和符號讓所有人都能理解。使用正確術語和符號是為了減少誤解的機會，且更加簡潔。擬定較短的計畫，使其簡單易懂；較短的計畫亦有利於分發、閱讀，也容易記住。

2-120. Complex plans requiring intricate coordination or having inflexible timelines have a greater potential to fail during execution. Operations are always subject to friction beyond the control of commanders and staffs. Elaborate or complex plans that do not incorporate tolerances for friction have more chances of something irrevocable going wrong. Simple plans are more responsive to changes in enemy behavior, the weather, and issues with friendly forces.

2-120.複雜的計畫需要龐雜的協調工作，況且時間運用較為僵化，執行過程中有較高的機會失敗。作戰時難免會在指揮官與幕僚之間，因為某些管制事項產生摩擦。太過詳盡複雜的計畫，如果無法包容吸收這些摩擦，往往可能產生不可挽回的錯誤。簡單的計畫對敵人行為、天候的改變，以及友軍的不同看法都能比較有彈性的回應。

2-121. Simple plans require an easily understood concept of operations. Planners promote simplicity by minimizing details where possible and by limiting the actions or tasks to what the situation requires. Subordinates can then develop specifics within the commander's intent. For example, instead of assigning a direction of attack, planners can designate an axis of advance.

2-121.簡單計畫需要一個容易理解的作戰構想。計畫人員藉著儘可能刪減細節、限制因應狀況所需採取的行動和工作，來提升計畫的簡潔程度。下級單位可在指揮官意圖的框架之下，各自擬定細項作法。例如，不要指定攻擊方向，計畫人員只需標明前進軸線。

2-122. Simple plans are not simplistic plans. Simplistic refers to something made overly simple by ignoring the situation's complexity. Good plans simplify complicated situations. However, some situations require more complex plans than others do. Commanders at all levels weigh the apparent benefits of a complex concept of operations against the risk that subordinates will be unable to understand or follow it. Commanders prefer simple plans because units can understand and execute them more easily.

2-122.簡單計畫並非過分簡單化的計畫。所謂過分簡單化是指簡單到忽略狀況的複雜性。**好的計畫要能化繁為簡**。然而，**某些情況還是需要更複雜的計畫加以涵蓋**。所有階層的指揮官，都要在複雜作戰構想的明顯好處，與下級部隊無法負荷的風險之間加以權衡並深入瞭解。指揮官一般偏愛簡單的計畫，因為下級在理解和執行上比較容易。

2-123. Flexible plans help units adapt quickly to changing circumstances. Commanders and planners build opportunities for initiative into plans by anticipating events. This allows them to operate inside of the enemy's decision cycle or to react promptly to deteriorating situations.



Incorporating options to reduce risk adds flexibility to a plan. Identifying decision points and designing branches and sequels ahead of time-combined with a clear commander's intent-helps create flexible plans.

2-123.有彈性的計畫可以幫助單位很快適應變動的狀況。指揮官和計畫人員憑藉對事件的預判掌握機會與主動；這讓他們行動時可以掌握敵人的決策循環，在狀況惡化時能迅速反應。將多個方案納入計畫中，可以增加運用彈性、降低風險。確認決心點、預先構思應變計畫和後續計畫－再結合明確的指揮官意圖－對擬定彈性計畫大有幫助。

2-124. Commanders stress the importance of using mission orders as a way of building simple, flexible plans. Mission orders are directives that emphasize to subordinates the results to be attained, not how they are to achieve them (ADP 6-0). Mission orders are not a specific type of order but a reflected style or technique for writing OPLANs, OPORDs, and FRAGORDs. In developing mission orders, commanders focus subordinates on what to do and why to do it without prescribing exactly how to do it. Commanders establish control measures to aid cooperation among forces without imposing needless restrictions on freedom of action.

2-124.指揮官應強調使用任務式命令擬定簡單、有彈性的計畫重要性。任務式命令是指揮官向下級單位強調要達成哪些成果的指導，而不是教他們該怎麼做(ADP 6-0)。任務式命令並非命令的特定型態，而是撰寫作戰計畫、作戰命令和要旨命令的應急方式或技巧。擬定任務式命令時，指揮官會向下屬強調該做什麼和為什麼要做，而不是具體該怎麼做。指揮官應在部隊之間設定諸般管制措施以利協作，而不是對行動自由加諸一些不必要的限制。

2-125. Mission orders clearly convey the unit's mission and commander's intent. They summarize the situation, describe the operation's objectives and end state, and provide a simple concept of operations to accomplish the mission. When assigning tasks to subordinate units, mission orders include all components of a task statement: who, what, when, where, and why. However, a task statement emphasizes the purpose (why) of the tasks to guide (along with the commander's intent) subordinate initiative.

2-125.任務式命令明確傳達任務和指揮官意圖。任務式命令對狀況做概述、描繪作戰目標與所望戰果，並提出完成任務的簡單作戰構想。當分派工作給下級單位時，任務式命令包括了下列所有要件：何人、何事、何時、何地，以及為何。然而，這些要素中最要強調的是目的(為何)以及下級部隊主動完成這些工作的指導(與指揮官意圖相配合)。

2-126. Mission orders contain the proper level of detail; they are neither so detailed that they stifle initiative nor so general that they provide insufficient direction. The proper level of detail is situationally dependent. Some phases of operations require tighter control over subordinate elements than others require. An air assault's air movement and landing phases, for example, require precise synchronization. Its ground maneuver plan requires less detail. As a rule, the base plan or order contains only the specific information required to provide the guidance to synchronize combat power at the decisive time and place while allowing subordinates as much freedom of

action as possible. Commanders rely on subordinate initiative and coordination to act within the commander's intent and concept of operations.

2-126.任務式命令包含了適當程度的細節，但不會細到妨礙積極主動，也不至於簡略到連行動指導都不清楚。適當程度的細節，是理解狀況所必需的。有些階段的作戰需要對下級單位實施較為嚴格的管制措施。舉例來說，空襲時的空中機動和降落階段，就需要精確的同步作業；地面機動計畫就不需要深入到那麼多細節。多數情況下，基礎計畫或命令只包含特定資訊，對戰鬥力量在決定性時間與地點發揮同步效應提供指導，讓下級部隊儘可能享有行動自由。在指揮官意圖與作戰構想的框架之下，指揮官要依賴下級部隊的積極主動，以及行動時的協調合作來完成任務。

OPTIMIZE AVAILABLE PLANNING TIME

善用計畫時間

You can ask me for anything you like, except for time.

你可以問我所有你想問的事情，除了時間以外。

Napoleon Bonaparte

拿破崙一世

2-127. Time is a critical variable in all operations. Therefore, time management is important in planning. Whether done deliberately or rapidly, all planning requires the skillful use of available time to optimize planning and preparation throughout the unit. Taking more time to plan often results in greater synchronization; however, any delay in execution risks yielding the initiative-with more time to prepare and act-to the enemy.

2-127.在所有作戰中，時間都是關鍵變數。因此，時間管理在計畫中很重要。不論是謹慎為之還是快速決定，所有計畫都需要將可用時間巧妙運用，將單位計畫和準備儘量做到完美。花更多時間計畫，經常導致更好的同時性；然而，任何執行上的延誤都會有失去主動的風險－花更多時間準備和行動－可能暴露在敵人威脅之下。

2-128. When allocating planning time to staffs, commanders ensure subordinates have enough time to plan and prepare their own actions prior to execution. Commanders follow the "one-third, two-thirds rule" as a guide to allocate time available. They use one-third of the time available before execution for their own planning and allocate the remaining two-thirds of the time available before execution to their subordinates for planning and preparation.

2-128.當分配計畫時間給幕僚時，指揮官要確保下級部隊有足夠時間在執行之前，足以做計畫並準備行動。指揮官遵循「1/3、2/3法則」來分配可用時間。就是使用三分之一可用時間在執行之前擬定計畫，將剩下三分之二時間讓下級部隊去完成計畫與準備。

2-129. Both collaborative planning and parallel planning help optimize available planning time. Collaborative planning is two or more echelons planning together in real time, sharing information, perceptions, and ideas to develop their respective plans simultaneously. This type of planning speeds planning efforts as organizations share their understanding of the situation, participate in COA development and decision making together, and develop their respective



plans or orders as opposed to waiting for a higher echelon to complete the plan prior to beginning planning.

2-129. 協作計畫和平行計畫，兩者都能讓可用計畫時間發揮最大效用。協作計畫是兩個或兩個以上階層同一時間進行規劃，並分享資訊、看法與意見，同時擬定其各自計畫。這種型態的計畫，組織將狀況理解分享出來、參與行動方案規劃、共同決策、擬定各自計畫或命令；開始計畫之前不等上級指示，即著手計畫作為，有利於加快計畫進度。

2-130. Parallel planning is two or more echelons planning for the same operations nearly simultaneously facilitated by the use of warning orders by the higher headquarters. In this type of planning, several echelons developing their plans in parallel significantly shorten planning time across the force. The higher headquarters shares information concerning future operations with subordinate units through WARNORDs and other means. Frequent communication between commanders and staffs and sharing of information (such as IPB products) help subordinate headquarters plan. Parallel planning is used when time is of the essence and the likelihood of execution of the plan is high.

2-130. 平行計畫是兩個或多個階層，在上級指揮部使用預備命令狀況下，為同一作戰同時進行計畫作為。這種型態的計畫，好幾個不同階層同樣在時間被嚴重壓縮的情況下完成計畫。上級指揮部透過預備命令及其他方式，將未來作戰的相關資訊分享給下級單位。指揮官與幕僚在分享資訊過程中頻繁進行溝通(就像戰場情報準備過程一般)，協助下屬擬定計畫。當時間急迫，擬好的計畫要馬上拿來執行時，常用這種計畫方式。

2-131. Commanders are careful not to burden subordinates with planning requirements too far into the future, instead enabling subordinates to focus on execution. Generally, the higher the headquarters, the more time and resources staff have available to plan and explore options. Higher headquarters involve subordinates with developing those plans and concepts that have the highest likelihood of being adopted.

2-131. 指揮官要注意不要讓下級單位，在未來計畫擬定時有太重的負擔，讓他們能專注執行目前工作。通常，指揮部層級越高，所屬幕僚就有越多時間和資源擬定計畫及探索解決方案。高層指揮部介入下級單位擬定的計畫和概念，也有較高的可能性會依計畫施行。

FOCUS ON THE RIGHT PLANNING HORIZON

專注於正確的計畫範圍

The process of preparing combat orders varies widely to the situation. Days or weeks may be devoted to the task by the commander and his staff. On the other hand, instant action may be called for especially in the division and lower units. The commander and his staff must be able to adapt their procedure to any situation encountered.

FM 101-5, Staff Officers Field Manual (1940)

當前狀況，會讓戰鬥命令的準備有很大的差別。指揮官及其幕僚可能花上幾天或幾星期從事這項工作。另一方面，即時行動可能特別在師級和以下單位發生，指揮官和

幕僚必須能夠調整其程序，以因應任何情況發生。

FM 101-5，幕僚軍官野戰手冊(1940)

2-132. The defining challenges to effective planning are uncertainty and time. Tension exists when commanders determine how far ahead to plan effectively without preparation and coordination becoming irrelevant. Planning too far into the future may overwhelm the capabilities of planning staffs, especially subordinate staffs. Not planning far enough ahead may result in losing the initiative and being unprepared. Understanding this tension is key to ensuring that the command focuses on the right planning horizon.

2-132.對有效計畫而言，不確定性和時間是很大的挑戰。當指揮官在沒有準備、未曾協調的情況下還要決定提早多久擬定有效計畫，壓力就產生了。為太遠的未來擬定計畫，可能會讓計畫幕僚的能力無法負荷，尤其是下級幕僚。並非向前計畫得太遠，就一定會失去主動或無法先行準備。瞭解壓力來源，是確保指揮官專注於正確計畫範圍的關鍵要素。

2-133. A planning horizon is a point in time commanders use to focus the organization's planning efforts to shape future events. Planning horizons may be measured in weeks or months or in hours and days depending on the echelon and situation. Organizations often plan simultaneously in several different horizons, especially division and above. To guide their planning efforts, commanders use three planning horizons-short-range, mid-range, and long-range.

2-133.計畫範圍是指揮官用來專注於組織計畫，以塑造未來事件的一個時間區段。計畫範圍依據部隊層級和所處狀況，可能以週、月、小時或天來計算。單位中經常有幾個不同範圍同時計畫，特別是在師級(含)以上單位。為引導計畫擬定，指揮官常用的3個計畫範圍是一短程，中程與長程。

2-134. The range of planning directly correlates with the certainty commanders have of attaining the end state. Short-range planning is conducted under conditions of relative certainty when commanders believe they can reasonably forecast events, assign resources, and commit to a particular plan. Short-range planning normally results in an OPOD or FRAGORD for execution. In conditions of moderate certainty, mid-range planning focuses on developing several options to the base plan normally resulting in a branch plan or sequel. Beyond the mid-term planning horizon, the situation is often too uncertain to develop detailed operational plans. Instead, commanders develop broad concepts (for example, an OPLAN in concept form) addressing a number of different circumstances over a longer period. These plans vary in level of detail based on assumptions about the future that address "what if?" scenarios.

Note. In addition to planning horizons, commanders also prioritize planning efforts using conceptual focus areas such as a line of effort, a specific objective, or problem set.

2-134.計畫的時間區段，與指揮官想達成的所望戰果及所能掌握訊息的確定性直接相關。短程計畫建立於相對的確定性，指揮官相信他們對合理預測事件、資源調派，以及達



成某些特定計畫，具備相當確定性的狀況之下所採行的計畫。**短程計畫通常產出的是執行時的作戰命令或要旨命令**。如果有中度的確定性，**中程計畫則專注於產出應變計畫或後續計畫的選項**。如果超出中程計畫的範圍，狀況通常已經不允許擬定太過細節的作戰計畫。這時，指揮官就會設想範圍較寬廣的構想(例如，綱要/指導計畫)，在較長時間範圍中應付各種不同狀況。這些計畫在細節程度上有很大不同，所根據的是對未來的假定，亦即為「如果…，就……」這種問題尋求答案的未來設想場景。

附註：除了以時間作為度量的計畫範圍時程之外，指揮官也須概念性表達計畫重點方向，例如補給線、特定目標，或問題設定等。

DETERMINE RELEVANT FACTS AND DEVELOP ASSUMPTIONS

決定相關事實並擬定假設

Since all information and assumptions are open to doubt, and with chance at work everywhere, the commander continually finds that things are not as he expected. This is bound to influence his plans, or at least the assumptions underlying them. Carl von Clausewitz

因為所有資訊和假設都不能盡信，工作中隨處都要碰運氣，指揮官持續發掘不如預期的事物。這一定會影響到他的計畫，或至少影響到基本假設。克勞塞維茨

2-135. Commanders and staffs gather key facts and develop assumptions as they build their plan. A fact is something known to exist or have happened—a statement known to be true. Facts concerning the operational and mission variables serve as the basis for developing situational understanding during planning. When listing facts, planners are careful they are directly relevant to a COA or help commanders make a decision. Any captured, recorded, and most importantly briefed fact must add value to the planning conversation.

2-135. **當指揮官和幕僚擬定計畫時，都必須蒐集關鍵事實並建立假定事項**。事實就是已存在或已發生—所敘述都是真的。在計畫期間，與作戰和任務變數相關的事實，在狀況理解中是重要基礎。計畫人員謹慎地將事實羅列出來，因為這與行動方案直接相關，或對指揮官決策有所幫助。任何經過收集、記錄，以及最重要提報資料中敘述的事實，必須在計畫中加重其重視程度。

2-136. An assumption provides a supposition about the current situation or future course of events, presumed to be true in the absence of facts. Assumptions must be valid (logical and realistic) and necessary for planning to continue. Assumptions address gaps in knowledge that are critical for the planning process to continue. Staffs continually review assumptions to ensure validity and to challenge if they appear unrealistic.

2-136. 假定事項是對當前狀況或未來可能事件，在欠缺事實基礎的條件下假定其為真實所做的想像與見解。假定必須是有根據(合理、可行)的，且對計畫進行有所幫助。假定事項可以補足有限認知的缺口，這在進行計畫程序時是至關重要的。幕僚必須持續檢視假定事項以確保其正確性；如有不盡合理之處，也要提出挑戰。

2-137. Commanders and staffs use care with assumptions to ensure they are not based on preconceptions; bias; false historical analogies; or simple, wishful thinking. Additionally, effective planners recognize any unstated assumptions. Accepting a broad assumption without understanding its sublevel components often leads to other faulty assumptions. For example, a division commander might assume a combined arms battalion from the continental United States is available in 30 days. This commander must also understand the sublevel components—adequate preparation, load and travel time, viable ports and airfields, favorable weather, and enemy encumbrance. The commander considers how the sublevel components hinder or aid the battalion's ability to be available.

2-137.指揮官與幕僚在設想假定事項時必須小心，確保不是基於先入為主、偏見、錯誤的類比，或是一廂情願的簡單想法。此外，稱職計畫人員要能識別任何未經明說的假設。接受一個廣闊空泛的假設卻不去瞭解它深層的構成元素，常會導致其他錯誤的假設。例如，師長假設聯兵營應該在30天內，就能從美國本土趕來。這位指揮官也需要瞭解深層條件—適當的準備、載具與航行時間、可用的海港或機場、有利的天候，以及敵人的阻滯等等。指揮官必須想到這些因素，會如何妨礙或幫助該營趕赴目的地的能力。

2-138. Commanders and staffs continuously question whether their assumptions are valid throughout planning and the operations process. Key points concerning the use of assumptions include-

- Assumptions must be logical, realistic, and considered likely to be true.
- Assumptions are necessary for continued planning.
- Too many assumptions result in a higher probability that the plan or proposed solution may be invalid.
- The use of assumptions requires the staff to develop branches to execute if one or more key assumptions prove false.
- Often, an unstated assumption may prove more dangerous than a stated assumption proven wrong.

2-138.指揮官和幕僚要不斷質疑計畫和作戰全程中的假定事項，是否經得起驗證。假定能否當成參考的關鍵包括—

- 必須合理可行，細看好像真的。
- 假定事項必須能讓計畫繼續推下去。
- 太多假定事項會讓計畫或預定方案的可行性大打折扣。
- 幕僚如果在執行中發現一個或多個假定事項不能派上用場，就要擬定備案。
- 未經陳述的假定事項，比證實有誤的假定事項更危險。

PLANNING PITFALLS

計畫的陷阱

In war, leaders of small units are usually no more than one or two jumps ahead of physical and mental exhaustion. In addition, they run a never-ending race against time. In such



conditions long, highly involved orders multiply the ever-present chance of misunderstanding, misinterpretation, and plain oversight.

Infantry in Battle (1939)

戰爭之中，小單位主官經常瀕臨精疲力竭狀態。此外，他們還要跟時間進行無止盡的競賽。長此以往，執行命令時就難免有很高的機會產生誤解、錯誤解讀或失察。

步兵戰鬥(1939)

2-139. Commanders and staffs recognize the value of planning and avoid common planning pitfalls. These pitfalls generally stem from a common cause: the failure to appreciate the unpredictability and uncertainty of military operations. Pointing these out is not a criticism of planning, but of planning improperly. Common planning pitfalls include-

- Attempting to forecast and dictate events too far into the future.
- Trying to plan in too much detail.
- Using the plan as a script for execution.
- Institutionalizing rigid planning methods.

2-139.指揮官與幕僚要充分瞭解規劃的價值，同時避開計畫的陷阱。這些陷阱通常來源於一個常見的原因：未能察覺軍事作戰的不可預測性與不確定性。指出這些陷阱並非對計畫有所苛求，而是對計畫不適當之處予以說明。常見的計畫陷阱包括—

- 試圖對太遙遠的未來事件進行預測。
- 計畫太過細節瑣碎。
- 把計畫當成想定劇本來用。
- 計畫方式太過僵化。

2-140. The first pitfall, attempting to forecast and dictate events too far into the future, may result from believing a plan can control the future. Planners tend to plan based on assumptions that the future will be a linear continuation of the present. These plans often underestimate the scope of changes in directions that may occur and the results of second- and third-order effects. Even the most effective plans cannot anticipate all the unexpected events. Often, events overcome plans much sooner than anticipated. Effective plans include sufficient branches and sequels to account for the nonlinear nature of events.

2-140.第一個陷阱，試圖對太遙遠的未來事件進行預測，起因於誤以為靠一個計畫就能控制未來。計畫人員傾向於根據未來是現況的線性延續這一假設，來進行規劃。這些計畫經常低估了可能會發生範圍和方向的變化，以及第二及第三道命令產生的可能性。即便最周延的計畫也無法預測到所有意外事件，計畫經常趕不上變化。周延的計畫要準備好足夠的應變和後續方案，來應付意外事件的非線性特徵。

2-141. The second pitfall consists of trying to plan in too much detail. Sound plans include necessary details; however, planning in unnecessary detail consumes limited time and resources that subordinates need. This pitfall often stems from the desire to leave as little as possible to chance. In general, the less certain the situation, the fewer details a plan should include. However,

planners often respond to uncertainty by planning in more detail to try to account for every possibility. Preparing detailed plans under uncertain conditions generates even more anxiety, which leads to even more detailed planning. Often this over planning results in an extremely detailed plan that does not survive the friction of the situation and constricts effective action. A good plan only includes details needed to coordinate or synchronize actions of two or more subordinate units.

2-141. **第二個陷阱，把計畫弄得太過細節瑣碎**。健全的計畫需要包含所需細節；然而，對下級單位來說浪費有限時間和資源的無用細節，就要斷然捨棄。這個陷阱來源於希望把僥倖成功機會寄託於機會的比例，降得越低越好。通常，情況越不確定，計畫中就越不需要太多細節。然而，面對不確定，計畫人員常常規劃更多細節，試圖掌握每一種可能性。在不確定情況下準備那麼多執行計畫，會引發更多焦慮，然後又會因此制定出更多執行計畫。過度計畫的結果導致計畫太瑣碎，無法在複雜現況中尋求生機，也限制了行動的正常運作。**一個好的計畫，只要把能夠將兩個或以上單位行動協調同步的所需細節包含進去就夠了。**

2-142. The third pitfall, using the plan as a script for execution, tries to prescribe the course of events with precision. When planners fail to recognize the limits of foresight and control, the plan can become a coercive and overly regulatory mechanism. Commanders, staffs, and subordinates mistakenly focus on meeting the requirements of the plan rather than deciding and acting effectively.

2-142. **第三個陷阱，把計畫當成想定劇本來用**，以為意外事件會按照劇本精確推演。當計畫人員無法認知到預測和管制措施的限制，計畫就變成強制和過度管制的機制。指揮官、幕僚和下級單位會誤將注意力放在符合計畫要求，而不是正確決策、有效行動。

2-143. The fourth pitfall is the danger of institutionalizing rigid planning methods that leads to inflexible or overly structured thinking. This pitfall tends to make planning rigidly focused on the process and produces plans that overly emphasize detailed procedures. Effective planning provides a disciplined framework for approaching and solving complex problems. Taking that discipline to the extreme often results in subordinates not getting plans on time or getting overly detailed plans.

2-143. **第四個陷阱是太過僵化的計畫方式，導致欠缺彈性和不知變通的思維**。這個陷阱會讓計畫僵化地專注於程序，而過於強調細節過程。有效的計畫以嚴謹架構處理並解決複雜問題。但是太過於嚴謹又會讓下級無法在時間內達成計畫，或是因而產生太多細節瑣碎的計畫。

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