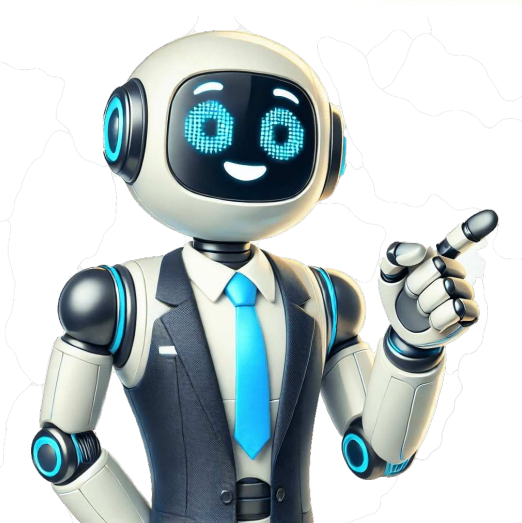


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The military decision-making process (MDMP) is not a daunting task, but a skill to be mastered by all staffs involved in developing operations plans and orders. This systematic approach enables commanders and their staffs to apply critical and creative thinking and doctrine to solve problems and establish the framework for effective decision-making. While training and time are essential for staffs to become experts in the MDMP, observations from combat training centers and Mission Command Training Program suggest that commanders and staffs who have invested in the process tend to be more successful. This handbook aims to reverse negative trends observed in CTC and MCTP exercises and provide best practices for training and executing the MDMP. The MDMP is a proven process, but it requires commander involvement and staff mastery to be effective. It serves as the vehicle for staffs to operationalize the commander's vision, much like a crew-served weapon system requires time and training to master. The dedicated staff member must always keep in mind that the MDMP is not just a "check the box" exercise, but ultimately impacts the ability of U.S. Army soldiers to successfully complete their mission. Staffs and commanders must analyze the Operational Environment (OE) to develop effective and sustainable plans. By doing so, they can better visualize how conducive the OE is to sustaining military operations, as stated in ATP 4-92 or ATP 4-93. To facilitate this analysis, staffs should consult Training & Evaluation Outlines (T&EO), available through the Central Army Registry. Tactical Sustainment Steps & Procedures During MDMP (TS2P-MDMP) provide a tailored approach to iterative planning, allowing sustainers to understand the situation and mission, develop a concept of support (COA), and produce an operation plan or order. This methodology was developed for sustainment planners to rapidly identify sustainment constraints or factors during mission analysis, ensuring early resource coordination with higher echelons. Staff officers should also develop running estimates that provide a continuous assessment of the current situation within their functional area. This enables commanders and staffs to determine if operations are proceeding according to intent and whether planned future operations are supportable. For more information on developing and maintaining running estimates, visit the restricted CALL SharePoint site (access requires CAC credentials). In addition, commanders use running estimates to drive decision-making processes and develop viable course of actions based on mission requirements. Staffs must focus on presenting analyzed data, assessments, conclusions, and recommendations along with associated risks and opportunities to facilitate informed decision-making during large-scale combat operations. The Sustainment Force Structure Book provides a snapshot of sustainment organizations by Standard Requirements Code (SRC), serving as a valuable resource for staffs and commanders. The U.S. Army Combined Arms Support Command presents an updated organizational structure, incorporating modernization and approved personnel and equipment capabilities. Modification Table of Organization and Equipment (MTOEs) will vary depending on force management guidance and priorities. ===== The Military Decision-Making Process (MDMP) is a structured approach to planning and decision-making, comprising six stages: Mission, Analysis, Develop, Analyze, Compare, and Approve. While the mnemonic M.A.D.A.C.A.P. is available for reference, its usage is uncommon during the actual process, which is carried out by senior staff at battalion and higher levels using resources such as estimates, publications, and computers with internet access. The need for a quick mnemonic device like M.A.D.A.C.A.P. is minimal, except perhaps in casual settings or exams, where it can be useful for recalling the process. This concept is reinforced by military regulations and training materials, including the latest edition of Field Manual 6-0 and various studies on the subject. For instance, a study published in Infantry magazine found that battalion staff could successfully complete the MDMP within time constraints, while another publication, BSS5: Battle Staff SMARTbook, provides an overview of the process for brigade and battalion staffs. The process is also detailed in the PowerPoint presentation "The Operations Process: A Guide to the MDMP for Brigade and Battalion Staffs".

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