

CHAPTER 3

LEADING THE PLATOON AND SQUAD

Section I. INTRODUCTION

3-1. GENERAL

This chapter discusses troop leading procedures, combat orders, preparing to fight, leading in combat, and standing operating procedures (SOP). The topics discussed pertain to all combat operations. Application of these procedures requires time: the more time, the greater the leader's ability to plan and prepare in depth; the less time, the more reliance the leader must place on SOPs. Leaders must use the procedures outlined, if only in abbreviated form, to insure that their units and soldiers understand and prepare for mission accomplishment.

3-2. TROOP LEADING PROCEDURES

Troop leading is the process a leader goes through to prepare his unit to accomplish a tactical mission. It begins when he is alerted for a mission. It starts all over again when he gets a different mission--it never ends. Listed below are the [steps](#) in the troop leading process. [Steps 3 through 8](#) may not follow a rigid sequence, and at times steps may be accomplished concurrently. In combat, rarely will time be available to go through each step in detail. However, a good leader habitually checks them off in his mind so that he is sure nothing is forgotten.

Step 1. Receive the mission.

Step 2. Issue a warning order.

Step 3. Make a tentative plan.

Step 4. Start necessary movement.

Step 5. Reconnoiter.

Step 6. Complete the plan.

Step 7. Issue the complete order.

Step 8. Supervise.

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Step 1--Receive the Mission.

A mission may be received in a warning order, an operation order (OPORD), or a fragmentary order (FRAGO).

As soon as the leader has the order, he analyzes it, taking into account the following:

What is the MISSION?

What is known about the ENEMY?

How will the TERRAIN affect the operation?

What TROOPS are available?

How much TIME is available?

What SUPPLIES and EQUIPMENT are needed?

What SPECIAL TASKS need to be assigned?

The leader then plans the use of time available. The platoon leader should use no more than one third of the available time, leaving the rest for squad preparation. The unit must be told when to be ready and the things that must be done beforehand. The leader works backward from the time he wants the men to be ready allowing enough time for each task. This is **reverse planning**. Below is an [example](#) of a squad leader's reverse planning.

1420: Ready time.

1415: Check assembly area. (Make sure all Claymores are recovered and that no ammunition, etc., is left behind.)

1300: Inspect squad/rehearse.

1205: Issue order to squad.

1200: Complete squad order.

1105: Reconnoiter with platoon leader/receive order.

1050: Issue warning order to squad.

Step 2--Issue a Warning Order.

Initial instructions are usually in a warning order. In it, the leader gives enough information to his unit to start preparing for the operation.

Unit SOPs should prescribe actions to take when a warning order is received--for example, drawing ammunition, rations, water, and communications gear.

The platoon leader issues his unit warning order to the platoon sergeant, squad leaders, and forward observer. The squad leader, in turn, issues a warning order to his squad.

The warning order should state as a minimum:

The mission (nature of the operation).

Who is participating in the operation.

Time of the operation.

Any special instructions.

Time and place for issuance of the complete order.

Step 3--Make a Tentative Plan.

Based on **mission, enemy, terrain, troops, and time available**, the leader makes a tentative plan. The plan gives him a start point from which to coordinate, reconnoiter, organize, and move.

During his planning, the leader takes into account the following:

What is the platoon's MISSION? (We must attack to seize that objective; or, We must prepare to defend this position by 0400.)

What ENEMY troops oppose us? What size units and where are they? What weapons, artillery or engineer units do they have in support? Will they be mounted, dismounted, or both?

How can we use the TERRAIN to our advantage? To answer this question, the leader examines the observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach (OCOKA).

Observation and fields of fire influence decisions made on placement of carriers, squads, Dragons, and machine guns. In the offense, the fire element must be where it can support the moving element. In the defense, personnel must have observation; weapons must have fields of fire covering avenues of approach. The platoon leader also considers the enemy's point of view as to observation and fields of fire.

Cover and concealment influence the choice of routes, positions, and targets. Terrain is used to provide cover from enemy fires, and to conceal friendly elements from enemy observation.

Obstacles also influence the choice of routes, positions, and targets. In the defense, obstacles are used in conjunction with the terrain to canalize the enemy into kill zones. Obstacles are also used to impede movement and restrict movement to the platoon flanks or other desired areas.

Key terrain is any terrain that affords a marked advantage to the force that seizes or retains it. Key terrain has a bearing on decisions regarding the selection of objectives and routes in offense, and on the choice of positions in defense.

An avenue of approach is an air or ground route that leads an attacking force to its objective or to key terrain in its path. Avenues of approach are considered with all other factors. They influence the choice of routes and the direction of attack in the offense, and they influence the assignment of positions, sectors of fire, and targets in the defense. Enemy avenues of approach or withdrawal are viewed as to how they can affect the platoon's operation.

What effect do TROOPS have on the selection of positions, routes, formations, and the fire plan? How many troops are available to occupy a specific area?

How much TIME is there to prepare positions? How long must a position be defended?

The leader considers each of the factors and compares alternatives. From this analysis, he draws conclusions that form the basis for his plan of action, which, when firm, becomes his order.

Step 4--Start Necessary Movement. During [steps 3 through 8](#), the platoon leader may be forward completing his plan. If there is a distance between the platoon and where the mission must be started, the platoon sergeant may bring the platoon forward to save time. Such movement may be accomplished under company control, with the company executive officer or first sergeant in charge. This particular step may be omitted, occur in a different sequence, or be done concurrently with some other step(s).

Step 5--Reconnoiter. To make the best use of men and weapons, the leader must look over and evaluate the terrain on which he will fight. This evaluation may be done using the key elements in OCOKA described in [step 3](#). If time is short, the leader, at least, makes a map reconnaissance, which may confirm or cause him to modify his tentative plan.

Step 6--Complete the Plan. Based on the reconnaissance, the leader completes his plan. In a defense, he decides where to put his weapons and how to tie the defense together. In an attack, he decides how to move and how to seize the objective.

Step 7--Issue the Complete Order. Platoon and squad orders are issued orally. For an attack, the platoon leader should give his order from a point where the squad leaders can see the objective. For a defense, he should give the order on the ground his troops will defend. When this is not feasible, the platoon leader should use a terrain model or a sketch to help explain the order. A squad leader will rarely have a chance to give an attack order from a position where his men see the objective. When feasible, he should make a terrain model for his squad to look at while he gives the order. Like the platoon leader, a squad leader can often give his orders for the defense while his squad is at the defensive position area. Leaders must be sure all their men know the plan of action.

Step 8--Supervise. After the order is issued, leaders direct the preparations to be sure the order is properly carried out.

3-3. REHEARSALS

If there is time before an operation, platoon leaders should have squads rehearse combat tasks for the specific mission. This fosters confidence and improves performance. It may also reveal weaknesses in the plan.

Some important tasks to rehearse are:

Fire and movement.

Actions upon unexpected enemy contact.

Actions at the assault position.

Actions in the assault.

Breaching a minefield.

Assaulting a trench.

Breaching wire obstacles.

Assaulting a bunker or a building.

Using special weapons or demolitions.

Test firing of weapons, if situation permits.

If possible, rehearsals should be on terrain resembling that on which the unit will fight and under the expected light condition.

3-4. INSPECTIONS

The last thing done before an operation is to inspect to see if the men and equipment are ready This may include:

Rations.

Water.

Weapons.

Ammunition.

Individual uniform and equipment.

Camouflage.

Mission-essential equipment (demolitions, starlight scopes).

Knowledge of the mission and responsibilities.

Once the operation has begun, the leader must see that the plan is followed. He should be ready to change his plan if that is what the situation demands.

Section II. COMBAT ORDERS

3-5. GENERAL

Combat orders are written or oral. Leaders use them to transmit information and instructions to subordinates. The use of combat orders, expressed in standard formats or containing essential elements, insures that a leader conveys his instructions clearly, concisely and completely. The detail of an order varies with the time a leader has to prepare it. SOPs complement combat orders and allow the leader to refer to them rather than issue the same instructions for tasks and situations that occur often.

There are generally three kinds of combat orders: warning order, operation order, and fragmentary order.

3-6. WARNING ORDER

Leaders use warning orders to alert subordinate units of an impending mission and to provide initial instructions so that subordinates have a maximum amount of time to prepare for its execution. Although there is no prescribed format, a warning order contains five MINIMUM essential elements:

The mission (nature of the operation).

Who is participating in the operation.

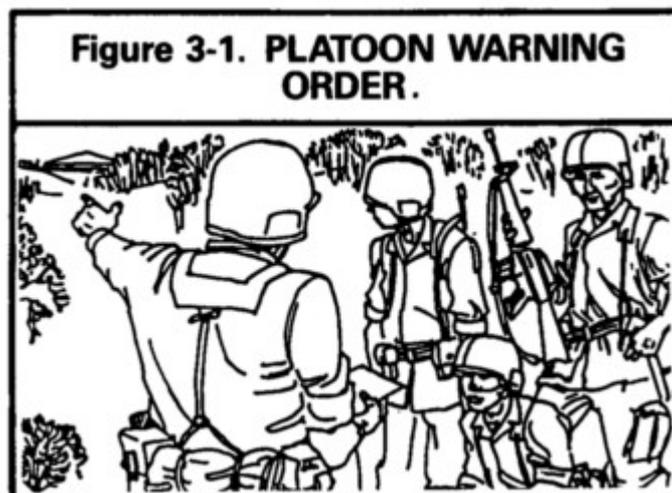
Time of the operation.

Any special instructions.

Time and place for issuance of the complete order.

In addition to these essentials, the leader should also provide any specific instructions not covered by the SOP that are important to the preparation for the mission.

The platoon leader may issue the warning order to his platoon sergeant, forward observer, aidman, and squad leaders, or only to the platoon sergeant if time does not permit the gathering of others.



"WE ARE GOING TO ATTACK THE VILLAGE OF DASHAWECZ AT 1430 TODAY. IT LOOKS LIKE THE ENEMY HAS PREPARED SOME PRETTY GOOD POSITIONS IN THE BUILDINGS. WE WILL HAVE TO CLEAR HIM OUT. THERE MAY ALSO BE ENEMY TANKS IN THE VILLAGE. DRAW SIX GRENADES AND ONE LAW PER MAN. EACH SQUAD CARRY 10 BLOCKS OF C4, BLASTING CAPS, AND FUSE IGNITORS; AND 50 FEET OF FUSE LINE. THE PLATOON SERGEANT WILL TELL YOU WHERE AND WHEN YOU CAN PICK UP THIS MATERIAL. THE POL TRUCK WILL BE HERE AT 1130 HOURS. TOP OFF EACH CARRIER. LET ME KNOW BY 1145 HOURS IF YOU HAVE ANY MAINTENANCE PROBLEMS THAT YOU CAN'T REPAIR YOURSELVES. MEET ME BACK HERE AT 1200 HOURS. AT THAT TIME, WE WILL MOVE UP THE RIDGE OVERLOOKING THE VILLAGE, AND I WILL TELL YOU EXACTLY HOW WE WILL CAPTURE OUR PART OF THAT VILLAGE."

The squad leader normally issues the warning order to all squad members. Preparation for the operation begins immediately based on special instructions and the platoon SOP. The platoon sergeant and team leader keep close watch on the preparations made by the men. They insure that the instructions of the platoon leader and squad leaders are carried out.

"THE PLATOON LEADER JUST TOLD ME THAT WE ARE GOING TO ATTACK A VILLAGE THIS AFTERNOON AT 1430 HOURS. THE ENEMY IS DUG IN AND PROBABLY HAS TANKS WITH HIM, SO WE HAVE TO BE PREPARED TO CLEAR THE BUILDINGS AND KNOCK OUT THE TANKS. WE WILL CARRY SIX HE GRENADES AND ONE LAW PER MAN IN AD-DITION TO OUR STANDARD LOAD FOR RIFLES AND GRENADE LAUNCHERS. SERGEANT THOMAS, YOUR TEAM WILL HANDLE' DEMOLITIONS. DRAW 10 BLOCKS OF C4, 10 BLASTING CAPS AND FUSE IGNITORS, AND 50 FEET OF FUSE. MAKE SURE YOU TEST BURN THE FUSE. PRIVATE SMITH, YOU CARRY A CLIMBING ROPE AND A GRAPPLING HOOK. SPECIALIST GEORGE, YOU CARRY THE TA-1 AND DRAW TWO ROLLS OF ASSAULT WIRE. THE PLATOON SERGEANT WILL BE HERE IN ABOUT 20 MINUTES TO TELL US WHERE AND WHEN WE CAN PICK UP OUR AMMO AND EQUIPMENT. THE POL TRUCK WILL BE HERE AT 1130 HOURS. SERGEANT JONES, MAKE SURE OUR APC IS TOPPED OFF. IF YOU HAVE ANY MAINTENANCE PROBLEMS, LET ME KNOW BY 1130 HOURS. I'M LEAVING NOW TO GET THE PLATOON ORDER. SERGEANT THOMAS IS IN CHARGE UNTIL I GET BACK. PLAN ON MEETING HERE WHEN I RETURN, AND WE WILL GO OVER THE PLAN IN DETAIL."



3-7. OPERATION ORDER

The OPORD supplies needed information and instructions to subordinates. It outlines what must be done to accomplish a specific mission through coordinated effort. The leader uses the order to tell his subordinates how he intends to fight the battle. It insures that the platoon and squad know everything necessary to accomplish the mission. Consistent use of a standard format allows the leader to refine SOPs and streamline his orders.

The standard OPORD format is used by leaders to organize their thoughts in a logical sequence. The operation order format consists of the following elements:

1. SITUATION. Paragraph one of the operation order has three subparagraphs: enemy forces, friendly forces, attachments and detachments. Paragraph one also gives an overview of the general situation so subordinate leaders or individuals can gain an understanding of the area of operations. This paragraph provides information only and contains no orders.

a. Enemy forces. All available information.

b. Friendly forces. Information here contains the verbatim mission statement of the next higher headquarters, and adjacent, supporting, and reinforcing units listed in the following order:

- (1) Higher unit. (At least the mission of the next higher unit.)
- (2) Adjacent units. (Listed in order: left, right, front, and rear.)
- (3) Supporting mortar or field artillery units.

c. Attachments and detachments. Availability and the time these attachments and detachments are effective.

2. MISSION. Paragraph two of the OPORD gives the mission in a clear, concise statement of the tasks to be accomplished. It contains the WHO (unit); WHAT (attack, defend, delay, etc.); WHEN (date-time group); WHY (seize, prevent penetration of positions); and WHERE (generally, grid coordinates).

3. EXECUTION. Paragraph three of the OPORD is the execution paragraph. It contains the "HOW TO" information needed to accomplish the mission. It will have the concept of operation, mission for subordinate units, and coordinating instructions.

a. Concept of operation states briefly the leader's intent and tactical plan. It describes the scheme of maneuver and plan of fire support. Although brief, it must be detailed enough to insure correct action, and avoid language that might confuse subordinates. The concept of operation may be broken down into two sub-paragraphs:

(1) **Scheme of maneuver.** The company's ultimate objective, the platoon mission, movement technique, direction, order of march, primary mission for each squad, and position in company order of march.

(2) **Fire support.** Preparation fires/final protective fires; priority of fires.

b. Missions for subordinate units. Only units organic or attached are listed. Details of specific missions for each squad (platoon order), or teams or individuals (squad order), are discussed.

c. Coordinating instructions is the last subparagraph of paragraph three of the OPORD. It lists tactical instructions and details of coordination (other than signal teams) that apply to two or more elements. When there are no coordinating instructions, this fact will be noted.

4. SERVICE SUPPORT. Paragraph four of the OPORD covers administrative instructions and support provided for the operation. It should cover supply (ammunition; petroleum, oil, lubricant [POL]; rations; spare parts), services, (hot food, water), medical evacuation, and handling of prisoners.

5. COMMAND AND SIGNAL. Paragraph five of the OPORD covers command and signal.

a. Command. Includes the location of the platoon leader and platoon sergeant. May include succession of command if this is not in the SOP

b. Signal. Includes any communications or electronics instructions to be used during the operation. At a minimum, it contains call signs and frequencies; it may also contain challenge and password, pyrotechnics, and signal restrictions.

3-8. PLATOON OPORD EXAMPLE

1. SITUATION:

a. Enemy forces. Elements of the 283 Motorized Rifle Regiment have established squad and platoon defensive positions in our zone. Their most likely location is vicinity of Hill 301 (NB 782918). They are estimated at 80% strength and their morale is good. They are equipped with BMPs and are capable of employing chemical weapons. They will probably defend in present position.

b. Friendly forces. Company C attacks at 090600 Oct to seize Hills 309 (NB 783910) and 301 (NB 782918) to control the road that runs between these two hills. TF 2-76 attacks at the same time to seize Hill 205 (NB 782937), and 1st Platoon attacks at the same time to seize Hill 309 (NB 783910). The heavy mortar platoon will be in the vicinity of Hill 258 (NB 762402). The 1-45 Field Artillery (FA) (155 Self-Propelled [SP]) will support the battalion. Priority of fires to our company.

c. Attachments and detachments. None.

2. MISSION: 2d Platoon will attack at 090600 Oct to seize Hill 301 (NB 782918).

3. EXECUTION

a. Concept of operation. The 2d Platoon will attack dismounted crossing the line of departure (LD) at 0600. We will cross the LD in column formation using the traveling overwatch technique. Order of march will be 2d Squad, platoon headquarters, 1st Squad, 3d Squad. The carrier element will provide overmatching fires from Hill 294 (NB 780916). When we reach Catfish Creek, our assault position, we will deploy in line formation with 1st Squad on the left, 2d Squad as the base squad in the center, and 3d Squad on the right to seize Hill 301, Objective RED. By seizing Objective RED, we will be able to control all movement on the road between Hills 309 (NB 783910) and 301 (NB 782918). If the enemy counterattacks, the company commander thinks they may try to use the road. By seizing Hill 309, Objective BLUE, on our left, 1st Platoon will assist in protecting the battalion's flank against enemy counterattack. The 3d Platoon will be following us during the assault and will be prepared to continue the assault if needed. There will be a 15-minute artillery preparation beginning at 0550. We have priority of fires. The targets I have chosen are shown on my map. Make sure you mark them on your map before you leave.

b. Missions for subordinate units:

- (1) 1st Squad: Consolidate from 9 to 11.**
- (2) 2d Squad: Consolidate from 11 to 1.**
- (3) 3d Squad: Consolidate from 1 to 3.**
- (4) Carrier element:**
 - (a) Support assault from Hill 294.**
 - (b) Shift fires on order to northeast.**
 - (c) Move to objective on order.**

c. Coordinating instructions:

- (1) 2d Squad is base squad during assault.**
- (2) In consolidation, 12 o'clock is east.**
- (3) Limit of advance is 100 meters beyond crest of the hill.**

4. SERVICE SUPPORT:

a. Supply. Two C-rations per man. Each squad will carry an additional 600 rounds of 5.56-mm ammo. Top off vehicles at 2000 tonight in your position.

b. Maintenance. SOP except logistical release point will be at intersection of Phase Line (PL) Nail and Route ANVIL.

c. Medical. SOP.

5. COMMAND AND SIGNAL:

a. Command. I will be with the dismount element, and the platoon sergeant will be with the carrier element. Succession of command is SOP.

b. Signal. Current frequencies and call signs will be in effect. Signal for shifting supporting fires is two green star clusters, or on order. The time is: _____ .

3-9. SQUAD OPORD EXAMPLE

Frequently in the interest of time, the squad leader takes only the necessary information from the platoon order and briefs the squad over a terrain table constructed to depict the area of operation:

"THE PLATOON LEADER JUST GAVE US THE OPERATION ORDER. WE'VE GOT ENEMY INFANTRY IN SQUAD AND PLATOON DEFENSIVE POSITIONS WITH BMPs TO OUR FRONT. OUR PLATOON ATTACKS AT 0600 TO SEIZE HILL 301, HERE. TF 2-76 ATTACKS TO OUR LEFT TO SEIZE HILL 205, HERE; 1ST PLATOON ATTACKS TO SEIZE HILL 309, HERE; AND 3D PLATOON FOLLOWS US. THE 1ST SQUAD'S MISSION--OUR MISSION--IS TO ATTACK AND SEIZE THE LEFT PART OF HILL 301. WE ATTACK DISMOUNTED, CROSSING THE LD IN COLUMN FORMATION USING TRAVELING BEHIND 2D SQUAD AND THE PLATOON HEADQUARTERS, WITH 3D SQUAD FOLLOWING US. OUR CARRIER PROVIDES OVERWATCHING FIRES FROM HILL 294, LOCATED HERE. OUR ASSAULT POSITION IS CATFISH CREEK WHERE WE DEPLOY IN LINE FORMATION: OUR SQUAD ON THE LEFT; 2D SQUAD, BASE SQUAD, IN THE CENTER; AND 3D SQUAD ON THE RIGHT TO SEIZE HILL 301, OBJECTIVE RED. AFTER WE SEIZE OBJECTIVE RED, WE HAVE TO WATCH THIS ROAD BETWEEN US AND 1ST PLATOON ON HILL 309 FOR POSSIBLE ENEMY COUNTERATTACK. THE 3D PLATOON MAY COME UP TO PASS THROUGH US TO CONTINUE THE AT-TACK. A 15-MINUTE ARTILLERY PREP WILL BE USED BEGINNING AT 0550. WE CONSOLIDATE ON OBJECTIVE RED FROM 9 TO 11 WITH 12 BEING EAST. WE LINK WITH 2D SQUAD AT 11. OUR CARRIER WILL MOVE FORWARD ON ORDER AND JOIN US ON THE OBJECTIVE. NO ONE IS TO ADVANCE MORE THAN 100 METERS BEYOND THE CREST OF THE HILL. WE CARRY TWO C-RATIONS PER MAN AND AN ADDITIONAL 600 ROUNDS OF 5.56-MM AMMO. THE VEHICLE GETS TOPPED OFF AT 2000 HOURS TONIGHT IN POSITION. I WILL BE WITH THE DISMOUNT ELEMENT, AND SUCCESSION OF COMMAND IS SOP. THE TIME IS: _____. CURRENT FREQUENCIES AND CALL SIGNS WILL BE IN EFFECT. SIGNAL FOR SHIFTING FIRES IS TWO GREEN STAR CLUSTERS OR ON ORDER. ANY QUESTIONS?"



3-10. THE OPERATION OVERLAY

An operation overlay is a trace of graphics from an operation map. Its purpose is to reduce the content and insure the understanding of the written or oral order. Normally platoon and squad leaders will not be issued operation overlays. However, in conformance with higher leader's orders, platoon and squad leaders should transfer graphics to their maps. This will allow them to plan their actions, **based on a map reconnaissance, deeper than the terrain may allow them to see.** The overlay or transference should be simple but neatly done. It should include all control measures used during the operation and all other information that can be depicted graphically.

3-11. THE FRAGMENTARY ORDER

The fragmentary order is issued to make a change to an existing order. Therefore, FRAGOs address only those items from the OPORD that are changed. Since FRAGOs are normally used during the conduct of an operation, instructions should be brief and specific. Although there is no standard format for a FRAGO, the following essential items are normally included:

Situation: Enemy and Friendly--includes a brief description of the enemy and friendly situation and should indicate the reason for the change in instructions.

Changes to the organization--may include the attachment or detachment of the platoon or part of it.

Orders to Subordinate Units--should be done by element. To avoid confusion, no element should be left out.

Fire Support (if applicable)--indicates any change in priorities or assets.

Coordinating Instructions--as in the OPORD, includes all instructions that apply to two or more elements.

3-12. THE UNIT STANDING OPERATING PROCEDURE

The unit SOP is a set of instructions having the force of orders. It covers areas which lend themselves to standardization with no loss of effectiveness.

SOPs facilitate and expedite operations by:

Reducing the number, length, and frequency of combat orders.

Simplifying the preparation and transmission of combat orders.

Simplifying training.

Promoting understanding and teamwork between the leaders and troops.

Advising new arrivals or newly attached units of procedures followed in the organization.

Reducing confusion and errors.

Contents of higher unit SOPs need not be restated in platoon and squad SOPs unless more detail is needed for actions to be accomplished at platoon and squad level. Virtually any item relating to the platoon can become a matter for the unit SOP. Many SOP items are derived from the personnel and equipment available to the organization. Other SOP items are a function of good tactics and techniques. SOP items can be established by leaders based on how they can operate most efficiently and best prepare their unit for combat. SOPs remain in effect unless modified by an order. If certain items continually need modification, they should not be a part of the SOP. Battle drills are planned with emphasis on changes in formation and movement to respond to changes in tactical situations. Battle drills are set plays and should be established for mounted and dismounted operations, should become part of the SOP, and should be practiced to perfection. [Appendix H](#) provides some specific examples of battle drills.

3-13. LEADING IN COMBAT

The **primary** duty of the leader is mission accomplishment. Leadership is the art of influencing and directing men in such a way as to obtain their confidence, respect, obedience, and cooperation in preparing for and executing combat operations and accomplishing the mission. Leadership is based on knowledge of men, equipment, and tactics. The leader is responsible for the discipline, training, welfare, and morale of his men. He must be technically competent in the use of infantry weapons. He must be tactically proficient in their employment. At platoon and squad level, leadership by example is the key. The leader must:

Set the example.

Lead from as far forward as possible.

Lead from a position where he can be seen by his men.

Lead from where he can control all elements physically or by radio.

Move to critical locations to influence the action when necessary.

Make sound but quick decisions.

Execute decisions forcefully.

The battlefield is a stressful and fatiguing environment. The first days of battle can be particularly trying as leaders and soldiers adapt to the reality of fighting. The platoon and squad must be prepared to fight at any time 24 hours a day. Leaders must make every effort to minimize the effects of stress and fatigue. Soldiers who are well trained and confident will react better under conditions that produce stress and fatigue. SOPs that are mastered help men and units to endure. Sleep and rest are critical aspects of maintaining individual and unit proficiency. They must be encouraged during lulls in battle.

Sleep/rest management. Leaders begin episodes of rest (cat naps or longer) before fatigue becomes debilitating. They should not go longer than 24 hours without sleep, but more important, they should recognize signs of fatigue.

Soldiers should rest or sleep at every opportunity while a buddy remains awake. In tasks requiring attention (surveillance, communication), personnel are rotated.

If possible, after prolonged periods of minimal rest/sleep (2 to 4 days), a long period of uninterrupted sleep (12 to 24 hours) is needed. If awakened ahead of time, a period of reduced responsiveness can be expected.

Special leadership considerations when soldiers are fatigued. If signs of "combat fatigue" appear (following a prolonged period with minimal rest/sleep), then allow uninterrupted sleep if possible.

To lessen mental and physical fatigue, spread the most difficult and dangerous assignments around.

During normal and sustained operations, esprit de corps will be important in counteracting the negative effects of sustained battle.