



Company Performance at the National Training Center: Battle Planning and Execution

James C. Crowley, Bryan W. Hallmark

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Arroyo Center researchers investigated company-level command and control (C2) factors related to effective direct fire control at the Army's National Training Center (NTC). This study analyzes possible problems with company-level direct fire control, terrain and enemy analysis, and command and control planning and preparation, explores how these problems affect combat effectiveness at NTC, and discusses implications for current training methods and policies. The analysis led to four major conclusions. First, companies can perform basic planning activities adequately but not complex ones. Second, companies plan better than they execute. Third, they maneuver better than they control direct fires. Finally, overall execution, particularly direct fire control, is generally inadequate.

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