



EIGHT TENANTS OF TRAINING

- 1 Commanders are the unit's primary training managers and primary trainers.
- 2 Commanders train their direct subordinate units and guide and evaluate training two echelons down.
- 3 A leader's primary objective is to train subordinates and organizations for mission success.
- 4 Leaders motivate their subordinates toward excellence and encourage initiative and innovation.
- 5 Leaders place high priority on training and leader development.
- 6 Leaders ensure training is executed to standard.
- 7 Leaders continually assess individual and organizational proficiency.
- 8 Leaders enforce safety and manage risks.

CHARACTERISTICS OF REALISTIC TRAINING

- All leaders are present and engaged.
- Unit effectively leverages training resources.
- Leader development is a priority.
- Leader protects training from distractors.
- Units and Soldiers train with those they operate.
- Training environment replicates an operational environment.
- AARs are integral.
- Training challenges units and Soldiers intellectually and physically
- Training is performance oriented.
- Training is tailored to drive initiative and adaptability.
- Training provides continually changing conditions.
- Units train one level down and evaluate two levels down.
- Units and Soldiers train repetitively.

PRINCIPLES OF TRAINING

- 1 Train as you fight.
- 2 Training is Commander driven.
- 3 Training is led by trained officers and noncommissioned officers (NCOs).
- 4 Train to standard.
- 5 Train using appropriate doctrine.
- 6 Training is protected.
- 7 Training is resourced.
- 8 Train to sustain.
- 9 Train to maintain.
- 10 Training is multi-echelon and combined arms.

TRAINING ACTIVITIES & PRODUCTS

- Publish command training guidance (CTG)
- Training meetings
- T-Week concept
- Training briefings
- Installation training resource synchronization conference
- Commanders' dialogues
- Time management cycles
- UTP calendars
- Company training schedules
- Planning horizons (long, mid, and short)

EIGHT STEP TRAINING MODEL

- 1 Plan the Training
- 2 Train the Trainers
- 3 Recon Training Site
- 4 Issue Order
- 5 Rehearse
- 6 Execute
- 7 Evaluate the Training
- 8 Re-train

TRAINING EVENT PLANNING GUIDANCE

- Review AARs from previous events
- Review training objectives for the event
- Review applicable T&EOs for each MET trained
- Review major resource requirements from the UTP
- Train during normal duty hours unless requested otherwise
- Identify and assess prerequisite training
- Update during unit training meetings



The T-Week concept drives detailed planning of each event. Bottom-up feedback from subordinate leaders and evaluators provides necessary input to objectively assess training conducted. Three phases to company training meetings are:

Phase I. - Assess previous training (T-Week +1).

Phase II.- Coordinate upcoming events (T-Week 5 through T-Week 1).

Phase III. - Plan training for future training events (T-Week 7 and T-Week 6).

COMPANY TRAINING MEETING TIPS

- 1 Ensure all key unit leaders attend training meetings.
- 2 Post the agenda prior to the meeting.
- 3 Make training meetings a routine battle rhythm event.

T-WEEK TRAINING CONCEPT

T-Week	Actions
Week T-13	Identify major training facilities
Week T-12	Conduct training event mission analysis
Week T-11	Refine training event requirements
Week T-10	Publish WARNORD and begin pre-execution checks
Week T-9	Confirm resource requests
Week T-8	Execute reconnaissance and lock in resources
Week T-7	Publish the training event OPORD
Week T-6	Lock in training; publish training schedules
Week T-5	Complete plan and supporting products
Week T-4	Conduct certifications and complete prerequisite training
Week T-3	Conduct rehearsals
Week T-2	Finalize support and conduct OPFOR rehearsal
Week T-1	Draw equipment/supplies and execute subordinate rehearsals/checks
T-Week	Execute training
Week T+1	Recover, conduct final AARs, and assess training

COMPANY TRAINING MEETING AGENDA

Phase I	The commander reviews the previous week's training: <ul style="list-style-type: none"> ■ Update the platoon or subordinate element assessments, to include collective and individual tasks, warrior tasks, and battle drill training (T-Week +1). ■ Identify training not conducted. ■ Update company assessments (METs). ■ Identify retraining required. ■ Identify DTMS database update requirements and responsibilities. 		
	Phase II	The commander coordinates by: <ul style="list-style-type: none"> ■ Reviewing FRAGOs that include new or updated command guidance. ■ Conducting pre-execution checks T-Week 5 through T-Week 1. ■ Identifying any changes to upcoming events (tasks to train). 	
		Phase III	The commander discusses future planning: <ul style="list-style-type: none"> ■ Review battalion and company UTP calendar for adjustment as needed. ■ Provide commander's updated planning guidance for events (adjust training focus of events). ■ Review battalion and company UTP including its calendar for adjustments. ■ Provide the commander's updated planning guidance for events (training objectives). ■ Demonstrate how platoon tasks support company METs. ■ Review draft training schedule for T-Week 7 and T-Week 6. ■ Confirm and identify additional resource requirements. ■ Identify individual tasks for hip-pocket training. ■ Demonstrate how platoon tasks support the company METs (from the company UTP). ■ Review the draft training schedule for T-Week 6 and T-Week 7. ■ Review the major T-Week milestones for T-Week 8 through UTP publication, assign responsibility for the tasks, and receive updates. ■ Confirm and identify additional resource requirements.