Sabre ‘Courage’ Development

The Regiment of Mounted Riflemen!
Agenda

Introduction
• Purpose
• References
• Lesson #1
• What is leadership?
• Why do we develop leaders?
• How do we develop leaders?

Break
• My philosophy on Leader Development
• Leader Development Outline
  – Outline
  – 2d ¼ Fiscal Year 12 (Jan-Mar)

Break
• Review Lesson #1

“He won the war.”
- Truman

“I don't want you fellows sitting around asking me what to do. I want you to tell me what to do.”  GEN Marshall
The purpose of this briefing is to educate 2/3 Cavalry Regiment (CR) leadership on how we will approach leader development in Fiscal Year (FY) 2012.

“These commissions (as officers) will not make you leaders, they will merely make you officers.”
Author Unknown circa 1919
Preparation

All attendees will read and be prepared to discuss the following material.

Read:
- FM 7-0 Training Units and Developing Leaders for Full Spectrum Operations (pages 2-1 through 2-8)
- FM 6-22, Army Leadership (Chapters 1-3)
- TRADOC Pam 525-3-0: The Army Capstone Concept (Chapter 2)
- TRADOC Pam 525-3-1: The U.S. Army Operating Concept (Chapter 2 and 3)
- TRADOC Pam 525-3-3: The U.S. Army Functional Concept for Mission Command (Chapter 2)
- TRADOC Pam 525-3-6: The U.S. Army Functional Concept for Movement and Maneuver. (Chapter 2, Para 3-5)
- Army Health Promotion, Risk Reduction, Suicide Prevention Report 2010 (Chapter 3 “The Lost Art of Leadership in Garrison”).
- Handout: Leadership in Combat: An Historical Appraisal
- Handout: Auftragstaktik: Mission-Based Leadership

Bring:
74th Colonel of the Regiment’s Command Philosophy

“A leader may be the most knowledgeable person in the world, but if the players on his team cannot translate that knowledge into action, it means nothing.” Coach K.
References

Use the following material to deepen your understanding of the topics presented and as starting points for self-development.

- FM 7-0, *Training Units and Developing Leaders for Full Spectrum Operations*
- FM 6-22, *Army Leadership*
- TRADOC Pam 525-3-0: *The Army Capstone Concept*
- TRADOC Pam 525-3-1: *The U.S. Army Operating Concept*
- Chapter 3 “The Lost Art of Leadership in Garrison” of the “Army Health Promotion, Risk Reduction, Suicide Prevention Report 2010”
- III Corps FY 12 Annual Training Guidance (ATG)
- Phantom 6 Command Philosophy, Imperatives
- 3d Cavalry Regiment FY 12 ATG
- 74th Colonel’s Command Philosophy

“No man is a leader until his appointment is ratified in the minds and hearts of his men.” Anonymous
**Guidance**

Our target and left and right limits.

**III Corps Commander:** “Commanders will implement robust leader development programs.”

**74th Colonel of the Regiment:** “We grow adaptive leaders. This is our #1 mission.”

**Sabre 6 ‘Three Knows:’**
- Know your job.
- Know your people.
- Know, set, and enforce standards.

“Leaders that have: “Disciplined Initiative”

“There are no bad troops; there are only bad leaders.” BG S.L.A Marshall
LESSON #1

“Don’t begrudge the time you spend developing, coaching, and helping your people to grow so they can carry on when you’re gone. It’s one of the best signs of good leadership.” Bernard Baruch
Out front and unafraid...?!

Situation: see handout

Figure 2. Shughart-Gordon Village
WHAT IS LEADERSHIP?

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."  GEN Colin Powell
Leadership

Leadership is the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

-AR 600-22

Or from a different perspective…

“Remember that leaders aren’t made leaders because they are college graduates. Leaders are invariably made leaders because they are caring and concerned about people.”

-SPC Mickey Howen

“Each in his appropriate sphere, will lead in person.” 28th Colonel of the Regiment
A critical question…

WHY DO WE DEVELOP LEADERS?

“Never mistake activity for achievement.” John Wooden
Know your job. “Leaders know the tune after two notes...”
WHAT KIND OF LEADER ARE WE TRYING TO DEVELOP?

A ‘No’ uttered from the deepest conviction is better than a 'Yes' merely uttered to please, or worse, to avoid trouble.  Ghandi

“Be willing to make decisions. That’s the most important quality in a good leader.”  28th

“Innovation distinguishes between a leader and a follower.”  Steve Jobs
The Army’s Principles of Leader Development

- Lead by example
- Take responsibility for developing subordinate leaders.
- Create a learning environment for subordinate leaders.
- Train leaders in the art and science of mission command.
- Train to develop adaptive leaders.
- Train leaders to think critically and creatively.
- Train your leaders to know their subordinates and their families.

*FM 7-0, Table 2-2*
Mission Command-Auftragstaktik

To foster a mission command / mission type order based formation you must first ignore it.

“\textit{When the unexpected occurs, those waiting for new orders will lose. But those that react faster…will win.”}
The critical question…

**HOW DO WE DEVELOP LEADERS?**

“I don’t look at myself as a basketball coach. I look at myself as a leader who happens to coach basketball.”

*Coach K*
# Army Basic Leader Development Model

## Responsibility

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## Expectations

### Junior Officers
- Masters of craft
- Value profession
- Love your Soldiers
- Work with NCO’s

### Company Grade
- Masters of your branch
- Employ combined arms

### Field Grade
- Masters of combined arms
- Familiar with Joint, Interagency, Intergovernmental, Multi-national

## Assignments

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<th>Assignment</th>
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“Unit Structured Leader Professional Development”

## Army Education

- BOLC
- Intermediate Level Education (ILE)
- Captains Career Course (CCC)
- Senior Service College (SSC)

## Army Schools

- Ranger
- Sapper
- "Broadening Assignments"

## Self Development

- Read...learn...study...reflect...think...broaden...

“I learned that good judgment comes from experience and that experience grows out of mistakes.” GEN Bradley
Do we do a good job of developing leaders?

“…but I think that the second lesson is that the enormous responsibility that we put on our subordinates' shoulders has to be followed with a change in the way we prepare them to accept that responsibility.”

GEN Martin Dempsey, 67th Colonel of the Regiment commenting to the U.S. Senate on leader development and lessons learned from Iraq.
Who are these men?

“High expectations are the key to everything.”

“Never fight unless you have to; Never fight alone; and Never fight for long”
A final quality of real leadership, I believe, is simply common decency: treating those around you – and, above all, your subordinates – with fairness and respect. An acid test of leadership is how you treat those you outrank, or as President Truman once said, “how you treat those who can’t talk back.”
My Philosophy on Leader Development

My thought: Soldiers in combat want their leaders, above all else, to possess two basic qualities: **courage** and **professional competence**. If he has these two attributes, they will both respect him and have confidence in him. Simply put, they will follow him. However, when the leader also genuinely **cares** for the Soldier and his family…they fight for him. **Big difference.**
"The kind of leadership available to an organization is a principal factor in its operation. So far as armies are concerned the quality of leadership determines their success. Indeed it often determines their survival." - Anonymous
2009 Armor Conference
Question: “What do you worry about most?”
GEN Dempsey:
“No question. Leader development. We’re going to get the equipment wrong. We’re going to get the guidance wrong. We’re going to get the organizations wrong. I’ve got to make sure you don’t get it wrong.”

2d ¼ Leader Development

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2d ¼ Leader Development Focus: Management and the Profession of Arms

3d ¼ Leader Development Focus: Technical Competency

4th ¼ Leader Development Focus: Tactical Competency
### 2d ¼ Leader Development

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"A pint of sweat will save a gallon of blood." Robert D. Heinl
A Regiment of Mounted Riflemen that fights where it’s told and wins, with honor, where it fights.

Shared Vision Statement

Leader Development

Teamwork

Combat Ready

3

Organizational Values

Discipline

Communication

Comprehensive Fitness
**Mission**: On order, Sabre Squadron deploys worldwide, fights with honor, and wins.

**Intent**: Sabre Squadron is manned, equipped, and trained to rapidly deploy, fight, and win in a physically grueling, lethal, urban combat environment at night.

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**Leadership**

- **Combined Arms Leaders**
  - Tactical Mastery
  - Technical Proficiency
  - Management Efficiency

**Lethality**

- **Lethal Small Units**
  - Move
  - Communicate
  - Shoot

**Readiness**

- **Ready Formations**
  - Equipment
  - Troopers
  - Families

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“Fight anytime, anywhere, and anybody”

**Leaders that have**: “Disciplined Initiative”

**Formations that maintain a**: “Fighter’s Stance”

**A Squadron that is**: “Fast—Agile—Lethal”
“The courage of a soldier is heightened by his knowledge of his profession.”
-Vegetius 378