



U.S. ARMY

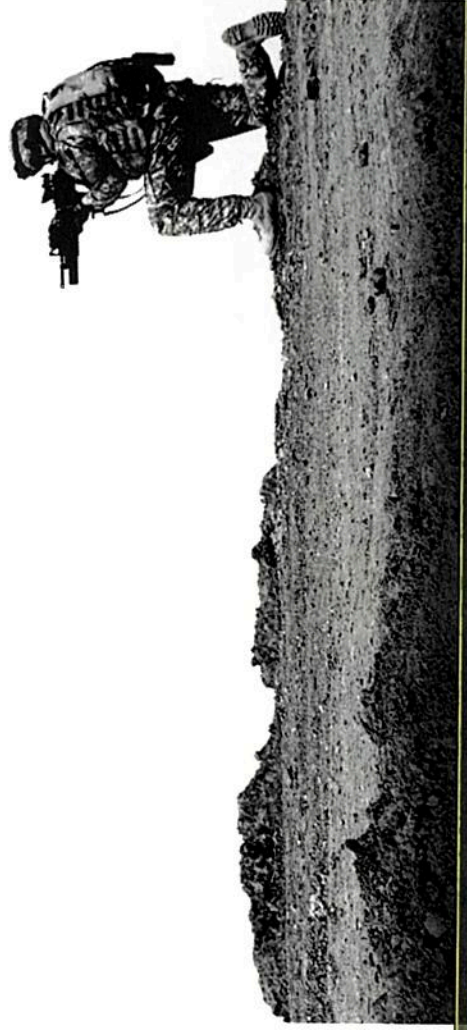
ARMY HANDBOOK FOR LEADERSHIP
TRANSITIONS



U.S. ARMY



The Army Leader Transitions Handbook is designed to help leaders plan and execute a successful transition to a new leadership position. The intent is to provide a ready reference for all leaders: direct, organizational and strategic. The Army Leader Transitions Handbook offers a methodology to help leaders transition into a new leadership position as effectively and efficiently as possible. The handbook contains best practices and proven techniques from military and civilian sources. The Army Leader Transitions Handbook provides leaders with a step-by-step process for assuming a new leadership role starting from the time the leader is notified of the new leadership position to first day actions and considerations for the first 90 days and beyond. Although presented as a checklist, the Army Leader Transitions Handbook should be viewed more as a menu of ideas for the leader to choose. Preparation is the key to a successful leader transition.





U.S. ARMY

1. PREPARATION

Understand Organization

Internal/External Stakeholders
Outgoing Leader
Capabilities
Requirements
Results
Culture

Develop Transition Plan Conduct Self Assessment

Produce Initial Documents

Plan of first 90 days
Philosophy, In-Brief, Performance Objectives
Complete Army Transition Requirements
PCCs
CDR/ISG Courses
Property Inventories

Prepare for Ceremonies Complete Installation In-Processing

2. FIRST DAY

Execute ceremonies

Establish First Day Priorities

Who to meet; What order; Where
Recall Rosters Updates
Property Transition

3. INITIAL ASSESSMENT

Expedite Learning

Environment

Internal – interviews, surveys, meetings, in-briefs

External – higher, HQ, Installation, Subordinates

Study, Observe, Question
Listen = Access

Build Credibility

Competence/Skills

Establish LD Plan

Be Visible

Determine Preliminary Findings & Initial Assessment

Assessment Problems

Quick Wins

Validate Findings & Assessment

Challenge feedback and observations

4. ALIGNMENT AND TEAM BUILDING

Review & Develop Organizational Alignment

Vision (or Focus)
Mission
Goals
Objectives

Establish Key Milestones

Secure Quick Wins
Confidence, trust, credibility
Momentum
Avoid pitfalls: dogmatism, forgetting endstate

Consider Organizational Redesign

Necessity
Alignment complete
Structure
Processes
Interrelationships
Integration of work effort

Build the Team

People with authority, resources, freedom, system and culture to complete tasks

Establish Sense of Urgency

Creativity and insights brought forth by anxiety a change

5. ESTABLISHING ROUTINES

Establish Routine Meetings

Progress, resource allocation, feedback

Initiate STRATCOM Plan

Vision, Mission, Goals, OBJs, Milestones

Quick-Wins

Culture/build unity

Build Coalitions

Internally and externally
Capitalize on others

Eliminate Needless Constraints

6. TRANSITION OVER

Facilitate the Next Transition

7. SUSTAINING

Manage Systems & Operations



USING THIS HANDBOOK

This handbook is intended for all leaders. Although this handbook describes the leadership transition process and timeline in a linear, sequential fashion, you can tailor this process and timeline to meet your specific transition needs. Some leaders may be going through their first transition, with very little time, and little guidance. Others may be thoroughly experienced at transitions yet have not captured these experiences properly and are looking for a comprehensive aid. Leaders at both ends of the spectrum and in between can use this guide to help shape their transition strategy. Based upon your own assessed requirements, use this guide as a tool to meet your transition needs, or use specific phases or segments to fill known gaps.

A leadership transition occurs every time a leader assumes a new position and must lead others with new and/or broader responsibilities. For most Army leaders transitions occur into new units or organizations. The leader will be the new face among a mix of existing and new personnel. It is imperative that transitions occur efficiently and effectively particularly during this era of persistent conflict and high operations tempo. Leadership transitions can occur for many different reasons (selection, promotion, lateral move, permanent change of station move, etc), in every type of organization (operating force, generating force), at every level of leadership (direct, organizational, and strategic) and across all cohorts (officer, enlisted, and Army civilians). The challenges of leadership are often greatest when there is a leadership transition and thus a shift in roles and responsibilities. The Army reassigns leaders with regularity; yet has not formalized this significant event in its leader development process.

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- Step 1: Gain Understanding of the Organization
- Step 2: Develop a Transition Plan
- Step 3: Conduct a Self-Assessment
- Step 4: Produce Initial Leader Transition Documents
- Step 5: Complete Mandatory Leader Transition Events/Requirements
- Step 6: Prepare for Change of Command/Change of Responsibility ceremony
- Step 7: Complete Installation In-Processing Requirements

PHASE II: FIRST DAY (D Day)

- Step 1: Execute Change of Command / Responsibility ceremony (as required)
- Step 2: Establish First Day Priorities

PHASE III: INITIAL ASSESSMENT (D+1 to D+30)

- Step 1: Expedite Learning to Assess the Organization and Your Subordinates
- Step 2: Build Credibility as the New Leader
- Step 3: Determine Preliminary Findings and Initial Assessment
- Step 4: Validate Preliminary Findings and Initial Assessment

PHASE IV: ORGANIZATIONAL ALIGNMENT & TEAM BUILDING (D+31 to D+60)

- Step 1: Review and Develop Organizational Alignment – Vision, Mission, Goals, Objectives
- Step 2: Establish Key Milestones
- Step 3: Secure Quick Wins and Short-term Victories Identified Earlier
- Step 4: Consider Organizational Redesign
- Step 5: Build the Team
- Step 6: Establish a Sense of Urgency

PHASE V: ESTABLISHING ROUTINES (D+61 to D+90)

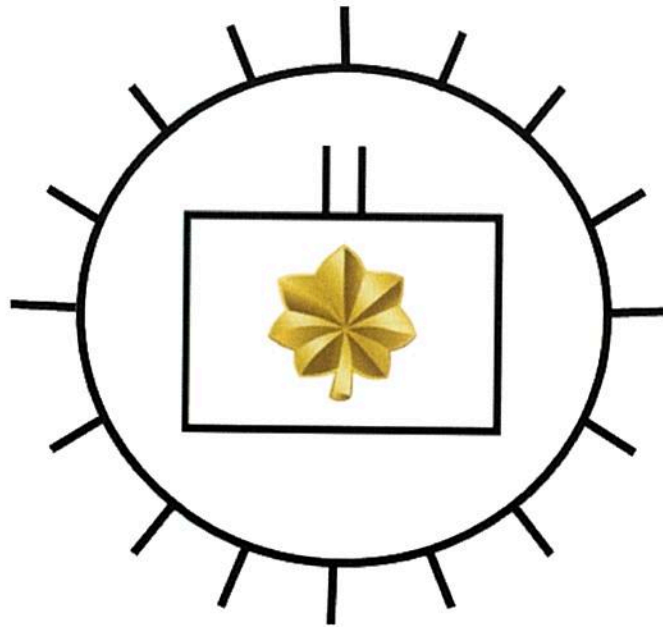
- Step 1: Establish Routine Meetings
- Step 2: Initiate Organizational Communication (STRATCOM) Plan
- Step 3: Build and Sustain Knowledge Management Systems
- Step 4: Build Coalitions Internally and Externally
- Step 5: Eliminate Needless Constraints

PHASE VI: SUSTAINING (D+91+)

- Step 1: Manage Organizational Systems and Operations
- Step 2: Facilitate the Next Transition

The Iron Major Survival Guide:

A Not-So-Concise Anthology of Timeless Tips for the Battalion Field Grade



Version 2.1

**Now a Glossary of
Acronyms!**

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*New or modified content

**New paragraph or topic

Chapter I: Arithmetic - The Fundamentals

A. Soldier Basics: Know and Demonstrate Military Customs, Courtesies, and Etiquette.

1. Don't take advantage of the close proximity you may have with your boss/bosses. Don't get desensitized to senior officers' presence. Stand when the commander enters your office (unless told to do otherwise), and always stand when other subordinates are in the room. If not the CSM, be the person who brings meeting attendees to attention when the commander makes an appearance. Don't drop "sirs", don't slack on saluting, and walk on the left side of a senior officer.
2. Nothing says 'Bush League' like a major caught alone in the open saluting 'Retreat' before the cannon. Know what to do during Reveille, Retreat, To the Color, National Anthem, etc, both indoors and out, in formation and out, and in uniform and out.
3. Leave bad ILE habits at ILE. Don't walk and talk on a cell phone; don't salute while talking on a cell phone. Don't walk and text. Don't stand around with your hands in your pockets in front of Soldiers. Ditch the fluorescent, one-shouldered ruck-sack, Old Navy snivel gear, and lax briefing habits. Don't gripe and complain in front of subordinates and beyond closed doors.
4. Introduce yourself. Sending a letter of introduction to your incoming brigade commander shows a touch of class and reach-back to good Army tradition and etiquette. Keep it short, explain your general timeline, and that you look forward to serving 'in any capacity' at that great unit.

B. Write Well.

1. Tired of hearing CGSC instructors complain about your crappy writing? There's a reason for the emphasis, and a direct correlation to your reputation and ability to positively impact your unit. Most of your communication to higher, adjacent units, and subordinates/staff will be through writing, on email or otherwise. You can't escape it. Your intelligence will be determined, and your reputation built upon your ability to communicate effectively and above the 10th grade level through email, memos, SITREPs, SOPs, Training Guidance, policies, 15-6 investigations, Serious Incident Reports (read by the CG), etc.
2. Keep it succinct and to the point. You are not being graded on volume (well, except at ILE); remember BLUF.

C. Proofread Well.

1. Spell check ≠ proofread.
2. You will/should be the last line of defense for any and all products going to/through the commander and beyond.
3. You may be amazed at how poorly some of your 'college graduate' staff officers will write (NCOERs, awards, INTSUMS, OPORDS, etc). Develop quality control systems on your staff to ensure a poor product does not end up on your desk without

- someone other than the writer having proofed it first (a way - find the English or History major on staff and assign him/her the additional duty). Otherwise, you will spend a good portion of everyday 'grading' & rewriting subordinate products – a major time killer.
4. Demand quality staff products. Be meticulous early and pay attention to detail (format, commas, grammar, etc). Be ruthless up front with rewrites & redo's and the staff will get the message quickly.
 5. Don't let your boss be *your* designated proofreader. Have a peer - or even a subordinate - proofread your products before they go forward.
- D. **Don't be an Elitist.** You are not authorized an aide de camp. Just because you are the Battalion XO doesn't mean there is some Soldier dedicated to loading your duffle on a flat bed, setting up your cot, or getting you a cup of coffee. Why should you get the TMP van to go to the range and qualify? It may be a matter of time management, but if not, put your ego aside and get on the bus with the rest of the staff and HHC. Besides, that TMP belongs to the CDR and CSM, and you'll probably Q2 anyway. Don't get the boo-boo lip when there's no marked chair for you under the awning at a unit COC, etc. Chances are it wasn't a deliberate slight.
- E. **Maintain a Fitness Ethos.**
1. Make PT sacred, both in and out of theater. Don't be the guy who recommends cutting out PT to apply an hour or two to another training event or slide prep for a meeting. You have a lot on your plate, and another hour added to the work day sure would be tempting and convenient, but don't fall into the trap. If it comes to that, then tack on an hour at the end of the day verses trimming out PT.
 2. You don't have to be the fastest and strongest guy on staff or in the battalion, but both need to see you doing hard PT daily. Don't hang out behind your computer 5 or 10 minutes into PT. Get out before the Flag goes up, and make your staff do hard, visible PT too. A short stretch-ex after Reveille is a good 'bubble-leveler/staff huddle' before the day, but don't let it overtake your PT session – no pen and paper. You can pursue more decentralized staff PT when you trust that they got the message and your intent for quality PT. Give your staff officers the opportunity to conduct PT with their respective sections routinely as well.
 3. Whatever you do, don't show up to your unit fat. You instantly lose credibility, and it's a tough hole to dig yourself out of. Don't get fat while in the unit, or while deployed. If you are a border-line turret plug, then drop the chubby snacks, grab some rice cakes, and bust any preconceived notion that you're just 'big boned'. If you need to get taped, then get taped by the HHC 1SG like everyone else. No close-door tape sessions with the OPS SGM in your office, Soldiers will only assume the worst.



★
244TH QM BN Leadership Guide
★



CSA & SMA

Recommended Professional Reading list...



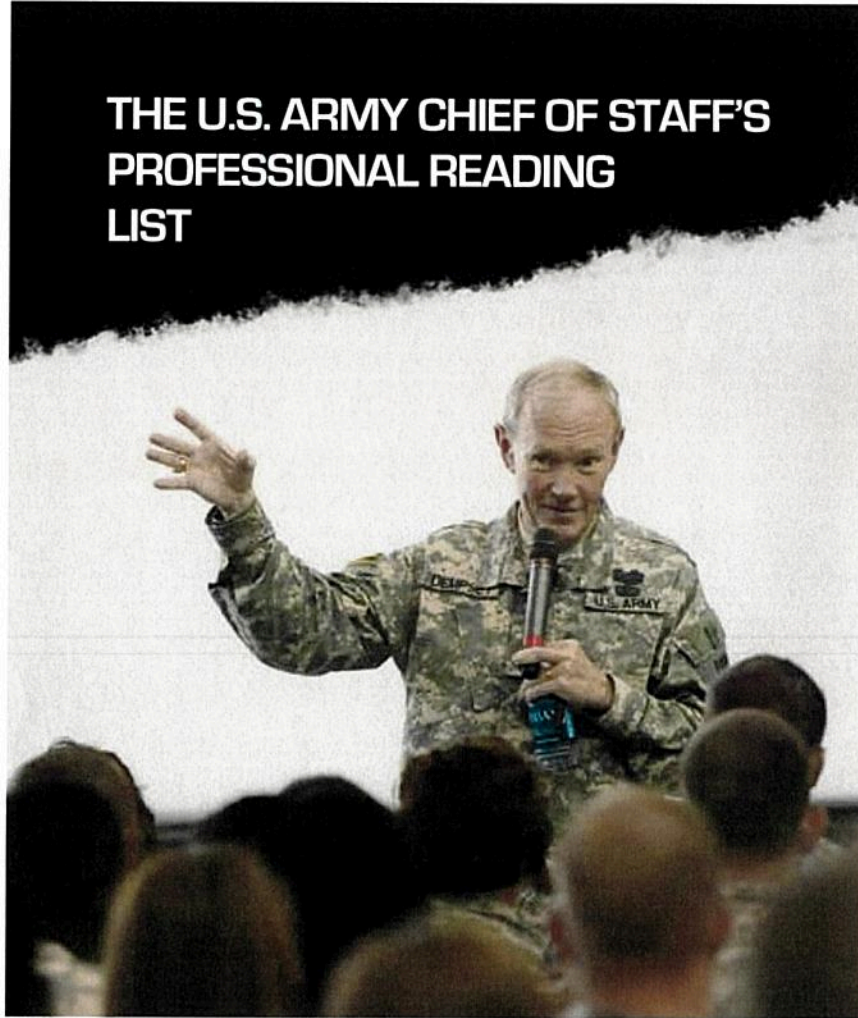


THE U.S. ARMY CHIEF OF STAFF'S
**PROFESSIONAL
READING LIST**



United States Army
Center of Military History

THE U.S. ARMY CHIEF OF STAFF'S PROFESSIONAL READING LIST



"This Professional Reading List is intended for all Army Soldiers, leaders and civilians. I've found these books to be thought-provoking about leadership, our Army and our history. Soldiers and civilians with a thirst for learning should consider using this list as a springboard for additional reading and study. I'd suggest you not limit yourselves to this or any other reading list you've been issued in the past. I just ask that you *read* and broaden your perspectives and develop your own passionate curiosity through reading and study."

—Martin E. Dempsey, 37th Chief of Staff, Army

About the Program

CMH Pub 105-5-1

The new U.S. Army Chief of Staff's Professional Reading List is divided into three sub-lists—**history and heritage** (including novels with a historical setting), **leadership**, and **critical analysis and the global context**—for a total of twenty-six recommended books. The readings provide a useful course of independent study in the origin of the profession of arms, valuable leadership techniques, and the use of our critical-thinking abilities to understand the world around us. Taken together, these readings will help Soldiers or Army civilians sharpen their intellects while preparing for their next level of responsibility. The books also complement materials currently used in the Army educational system and can help bridge the intervals between periods of formal instruction at Army schools. While intended for independent study, one could also use the list as the basis for establishing book clubs, discussion groups, and other professional development activities.

HISTORY AND HERITAGE

John M. Schofield and the Politics of Generalship

Donald B. Connelly // Chapel Hill: University of North Carolina Press, 2006

John McAllister Schofield (1831–1906) rose in the course of a 46-year career from West Point cadet to Commanding General of the Army. Donald Connelly's carefully argued biography includes several campaign and battle studies arising from Schofield's Civil War experiences. The major theme of the book, however, is the interaction between the intensely partisan nineteenth-century American political environment and the efforts of the U.S. Army's officer corps to develop a professional identity that included both expertise and a measure of autonomy. Some officers argued for a complete divorce of the military from politics.

The Red Badge of Courage

Stephen Crane // New York: Tor Classics, 1990

A classic of American literature, this Civil War novel depicts a Union Soldier's terrifying baptism of fire and his ensuing transformation from coward to hero. Originally published in 1895, its vivid evocation of battle remains unsurpassed.

This Kind of War: A Study in Unpreparedness

T. R. Fehrenbach // Washington, D.C.: Potomac Books, 2001

Regarded by many as one of the best books on the Korean War, *This Kind of War* captures the intensity and ferocity of combat at the platoon and company level. The book is written in a flowing, journalistic style that carries the reader along without having to pause to read footnotes or to check references. Fehrenbach emphasizes the lack of preparedness of those U.S. forces committed early in the war.

America's First Battles: 1776–1965

Charles E. Heller and William A. Stofft, eds. // Lawrence: University Press of Kansas, 1986

Eleven prominent American military historians assess the first battles of nine wars in which the U.S. Army has fought. Each essay is written within a similar framework, examining how the U.S. Army prepares during peacetime, mobilizes for war, fights its first battle, and subsequently adapts to the exigencies of the conflict.

We Were Soldiers Once . . . and Young: Ia Drang—the Battle That Changed the War in Vietnam

Harold G. Moore and Joseph L. Galloway // New York: Presidio Press, 2004

This is a gripping firsthand account of the November 1965 Battle of the Ia Drang by the commander of the 1st Battalion, 7th Cavalry, 1st Cavalry Division. The Ia Drang was the first major combat test of the airmobile concept and the first major battle between U.S. forces and the North Vietnamese Army.

Between War and Peace: How America Ends Its Wars

Matthew Moten, ed. // New York: Simon and Schuster,

Fifteen prominent military historians offer in this book thoughtful new interpretations of the goals sought, strategies pursued, and outcomes achieved by the United States in a dozen major and less well-known conflicts from the American Revolution to the Iraq war.

Once an Eagle

Anton Myrer // New York: HarperTorch, 2001

An exciting historical novel, *Once an Eagle* traces the career of a fictitious Soldier from World War I to Vietnam. The book realistically portrays the confusion of combat, the bonds that form between fighting men, the tensions between line and staff officers, and the heavy responsibility of command. A great book for young leaders contemplating a career in the profession of arms and looking for a deeper understanding of Army culture.

The Last Stand: Custer, Sitting Bull, and the Battle of the Little Bighorn

Nathaniel Philbrick // New York: Viking Adult, 2010 Philbrick's account offers insight into the celebrated 1876 clash between Indian warriors and elements of the U.S. 7th Cavalry led by Lt. Col. George A. Custer. The author's recounting of personalities, leadership, tactics, weapons, and culture

Gates of Fire: An Epic Novel of Thermopylae

Steven Pressfield // New York: Bantam Books, 1999

In the battle of Thermopylae (480 BC), a small group of Spartan soldiers with a few Greek allies confronted a vastly superior Persian invasion force. Due to better training, discipline, and good use of terrain, the Greeks held off the Persians for seven days.

Michael Shaara // New York: Modern Library, 2004

This fictional account of the battle of Gettysburg accurately depicts not only the events of this particular battle, but the nature of war itself. Readers of this Pulitzer Prize-winning book will come to appreciate that war is a kaleidoscope of planning and confusion, fear and gallantry, all seasoned with a good deal of luck.

The Art of War

Sun Tzu // Boston: Shambhala, 2005

Written in China over two thousand years ago, Sun Tzu's *The Art of War* provides the first known attempt to formulate a rational basis for the planning and conduct of military operations. These wise, aphoristic essays contain timeless principles acted on by many twentieth-century commanders.

April 1865: The Month That Saved America

Jay Winik // New York: Harper Perennial, 2006

Written by a former government official with firsthand knowledge of several twentieth-century civil wars, this book recounts the pivotal events that occurred during the final month of the American Civil War and explains their significance. The momentous events included the fall of Richmond and the flight of the Confederate government, Confederate General Robert E. Lee's surrender to Union General in Chief Ulysses S. Grant at Appomattox Court House, and President Abraham Lincoln's assassination at Ford's Theater.

LEADERSHIP

Click: The Forces Behind How We Fully Engage with People, Work, and Everything We Do

Ori and Rom Brafman // New York: Crown, 2010

Interpersonal relationships lie at the core of most human endeavors. In this interesting and easy-to-read book, the authors use social psychology research to explain how and why people sometimes make instant connections with each other. Whether you are commanding a company, working on a staff, or trying to build rapport with indigenous leaders during a stability operation, you will find something in this study that will enhance your ability to accomplish your mission by building better personal relationships.

The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations

Ori and Rom Brafman // New York: Penguin Books, 2006

This succinct study explores how institutions react to change driven by the external environment. Written from the perspective of contemporary business, it offers examples of decentralized organizations, with their subordinate elements operating and growing independently, adapting faster than more centralized ones. Despite its focus on the civilian world, this model offers important insights for military leaders at the operational and tactical levels. The challenge that the authors extend is how to make decentralization work in today's military.

Outliers: The Story of Success

Malcolm Gladwell // New York: Little, Brown, 2011

In his work on success, the author examines why some people succeed, living remarkably productive and impactful lives, while so many more never reach their potential. He questions the belief of the self-made man, asserting that successful people do not arise from nowhere, propelled by genius and talent. "They are invariably the beneficiaries of hidden advantages and extraordinary opportunities and cultural legacies that allow them to learn and work hard and make sense of the world in ways others cannot."

Switch: How to Change Things When Change Is Hard

Chip and Dan Heath // New York: Random House, 2010

In a compelling, story-driven narrative, the Heaths assemble decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how individuals can achieve transformative change. Using the model of the rational versus the emotional, *Switch* shows that successful change follows a pattern that leaders can use to inspire reform, whether in a staff, a unit, or even one's own personal habits.

War

Sebastian Junger // New York: Twelve, 2010

Between 2007 and 2008, the Korengal Valley in northeastern Afghanistan, a rugged mountainous region that skirts the border with Pakistan, was one of the most contested battlefronts in the North Atlantic Treaty Organization-led effort to dislodge the Taliban and stabilize the country. The men of Company B, 2d Battalion, 503d Infantry Regiment (Airborne), of the U.S. Army's storied 173d Airborne Brigade, held the valley for coalition forces, all while clinging to rugged mountainsides with little food, little sleep, the loss of numerous comrades, and little contact with the outside world. The valley, according to Sebastian Junger, was "the Afghanistan of Afghanistan: too remote to conquer, too poor to intimidate, [and] too autonomous to buy off." Instead of a strategic or geopolitical analysis, he focuses on chronicling the lives of the men of the 2d Platoon, with whom he was embedded during most of their two-year tours.

The Defence of Duffer's Drift

E. D. Swinton // United States Infantry Association, 1916

First published in 1907, this essay in small-unit tactics was written by a veteran British officer whose service in the Boer War inspired the work. The book is organized into six "dreams" based on one scenario in which the protagonist, a young lieutenant in command of a detachment of fifty regulars, learns a total of twenty-two lessons about defending his position against a much larger guerrilla force. Related with humor and insight, this volume remains as instructive today as when it first appeared over a century ago.

Managing the Unexpected: Resilient Performance in an Age of Uncertainty

Karl E. Weick and Kathleen M. Sutcliffe // San Francisco, Calif.: Jossey-Bass, 2007

This book offers principles and practices to manage the unexpected. The authors use examples from organizations or groups that deal with life or death situations, such as the flight deck crew of an aircraft carrier or firefighting teams, where there is a strong possibility of failure, unforeseen incidents are a regular occurrence, small things make a difference, and lives are on the line.

CRITICAL ANALYSIS AND THE GLOBAL CONTEXT

On War

Carl von Clausewitz // Ed. and trans. by Michael Howard and Peter Paret // 1832; repr. Princeton, New Jersey: Princeton University Press, 1989

This edition of *On War*, the third English version published, is easily the best. It is indexed and care has been taken to provide an accurate translation from the original 1832 edition.

The World Is Flat: A Brief History of the Twenty-first

Century Thomas Friedman // New York: Farrar, Straus and Giroux, 2005

Friedman, a New York Times foreign-affairs columnist and pundit, sees the globalization process entering an entirely new phase. Advances in information technologies, an intensified world division of labor, stepped-up competition, and economic practices such as outsourcing have joined with the political opening of the world following the collapse of communism to produce a progressive "flattening" of the world.

The Lexus and the Olive Tree: Understanding

Globalization Thomas Friedman // New York: Anchor Books, 2000

One day in 1992, Thomas Friedman toured a Lexus factory in Japan and marveled at the robots that put the luxury cars together. That evening, as he ate sushi on a Japanese bullet train, he read a story about yet another Middle East squabble between Palestinians and Israelis. And it hit him: half the world was lusting after those luxury cars or at least the brilliant technology that made them possible, and the other half was fighting over who owned which olive tree.

Monsoon: The Indian Ocean and the Future of American Power

Robert D. Kaplan // New York: Random House, 2010

In a book that knits together history, journalism, travel anecdotes, and strategic analysis, Robert Kaplan looks at the greater Indian Ocean region stretching from East Africa to Indonesia and argues that it will be the center of world geopolitics in the twenty-first century. Here, in particular, the interests of the United States, an energy-hungry China, and a rising India are increasingly converging. Kaplan's work illuminates factors American policymakers will need to take into account in evaluating and advancing the strategic interests of the United States in the years ahead.

The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It

Joshua C. Ramo // New York: Little, Brown, 2009

The key metaphor in this book is of a towering sand pile, built up one grain at a time that suddenly collapses. The author argues that the world is an unstable collection of political, economic, and ecological sand piles. Stability, he says, is impossible.

Soldier's Heart: Reading Literature Through Peace and War at West Point

Elizabeth D. Samet // New York: Farrar, Straus and Giroux, 2007

The book chronicles Samet's decade as an English professor at the United States Military Academy. It suggests that an exposure to literature and poetry provides Soldiers, regardless of rank, with the mental flexibility to think deeply and critically about issues such as morality, duty, and ethics that are vital elements of a well-rounded military professional.

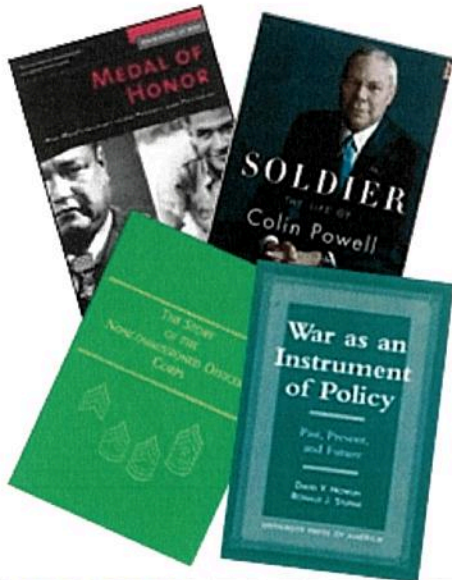
The Global Achievement Gap: Why Even Our Best Schools Don't Teach the New Survival Skills Our Children Need—and What We Can Do About It

Tony Wagner // New York: Basic Books, 2008

American schools are not doing their jobs, contends higher-education advocate Tony Wagner in a story-driven and thought-provoking book. The *Global Achievement Gap* argues that secondary schools rely on multiple-choice tests and memorization while failing to produce students with the critical-thinking skills required in today's world. The book is highly recommended to Army leaders seeking a better understanding of their Soldiers' educational backgrounds and consequent challenges.

SMA's Reading List

List for all NCO's



Medal of Honor : one man's journey from poverty and prejudice, Roy P. Benavidez, 1574886924, Washington, D.C. : Potomac Books, 2005.
Hispanic, part-Yaqui Indian, and an orphan, Benavidez fought his way out of poverty and bigotry to serve with the U.S. Army's elite—the Airborne and the Special Forces. Seriously wounded in Vietnam, he was told he would never walk again. Benavidez not only conquered his disability but demanded to return to combat.

Soldier : the life of Colin Powell, Karen DeYoung, 1400041708, New York : Knopf, 2006
A biography of the soldier-statesman follows Colin Powell's life from his Jamaican roots and youth in the Bronx, through his decorated career in the Army and as Chairman of the Joint Chiefs of Staff, to his role as Secretary of State and departure from the post.

The Story of the Noncommissioned Officer Corps, David W. Hogan, Jr., Robert K. Wright, Jr., Arnold G. Fisch Jr., [Click to download PDF version](#)
A source of inspiration and anecdote, as a repository of history and heritage, and as a compendium of documents, paintings, and photographs relevant to the contributions and experiences of our Noncommissioned Officer Corps.

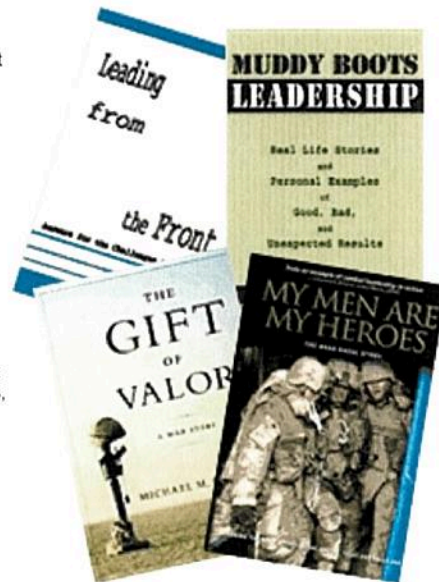
War as an instrument of policy : past, present, and future, David V Nowlin and Ronald J Stupak, 0761808434, Lanham : University Press of America, 1998
War as an Instrument of Policy examines the principles of war and how they may apply to the method of decision making in the higher realms of government when military and civilian leaders meet.

LIST for SPC-SGT

Leading From the Front, David Garic, 1553951611, Victoria, B.C. : Trafford, 2003.
Filled with proven, practical strategies for leaders, Leading from the Front is both thought provoking and action oriented. In a time when there is a significant amount of confusion about exactly what a leader's role is, this book zeroes in on the essence of leadership and how to practice it.

Muddy Boots Leadership, John Chapman, 0811701662, Mechanicsburg, PA, Stackpole Books, 2006
Leadership, especially military leadership, has many purposes - to build effective organisations, to complete dangerous tasks successfully, and to mould teams that operate like winning athletic teams.

The Gift of Valor, Michael Phillips, 0767920376, New York, Broadway Books, 2005
Corporal Dunham was on patrol near the Syrian border when a black-clad Iraqi leaped out of a car and grabbed him around his neck. Fighting hand-to-hand in the dirt, Dunham saw his attacker drop a grenade and made the instantaneous decision to place his own helmet over it in the hope of containing the blast. When the smoke cleared, Dunham's helmet was in shreds, and the corporal lay face down in his own blood.



My Men are Heroes, Brad Kasel, 0696232367, Des Moines, Iowa, Meredith books, 2007
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"Born and raised in the humble environs of the Bronx, Colin Powell has learned to operate with skill and ease in the world's most exclusive, exacting corridors of power." "Comfortable and confident in today's bareknuckles geopolitical arena, the self-effacing Powell has always been willing to deflect credit if it meant achieving his stated goals."

Making Decisions Under Stress : implications for individual and team training, Janis A Cannon-Bowers and Eduardo Salas, 1557985251, Washington, DC : American Psychological Association, 1998

Outlines the background, research approach, and paradigm used, with specific focus on how to train decision making at the individual and team levels. For personnel in high-risk environments.

On war and leadership : the words of combat commanders from Frederick the Great to Norman Schwarzkopf, Owen Connelly, 069103186X, Princeton, N.J. : Princeton University Press, 2002

Superb and thought-provoking primer from masters of the art of command on the timeless elements of leadership.

Patton on leadership : strategic lessons for corporate warfare, Alan Axelrod, 0735200912, Paramus, NJ : Prentice Hall, 1999

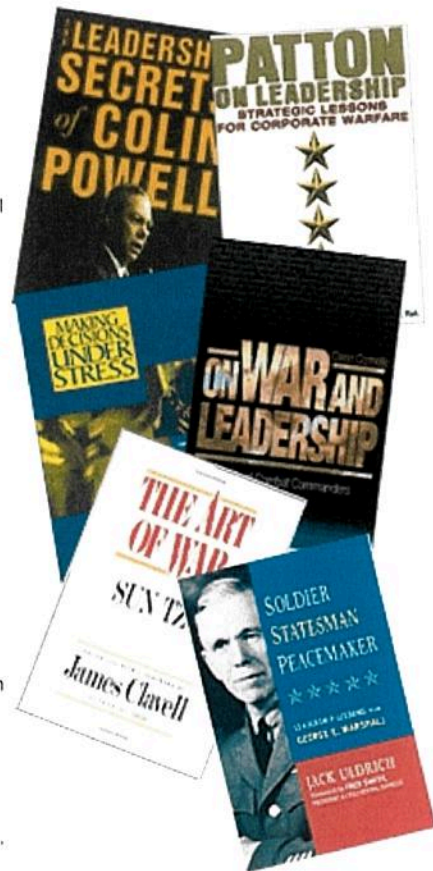
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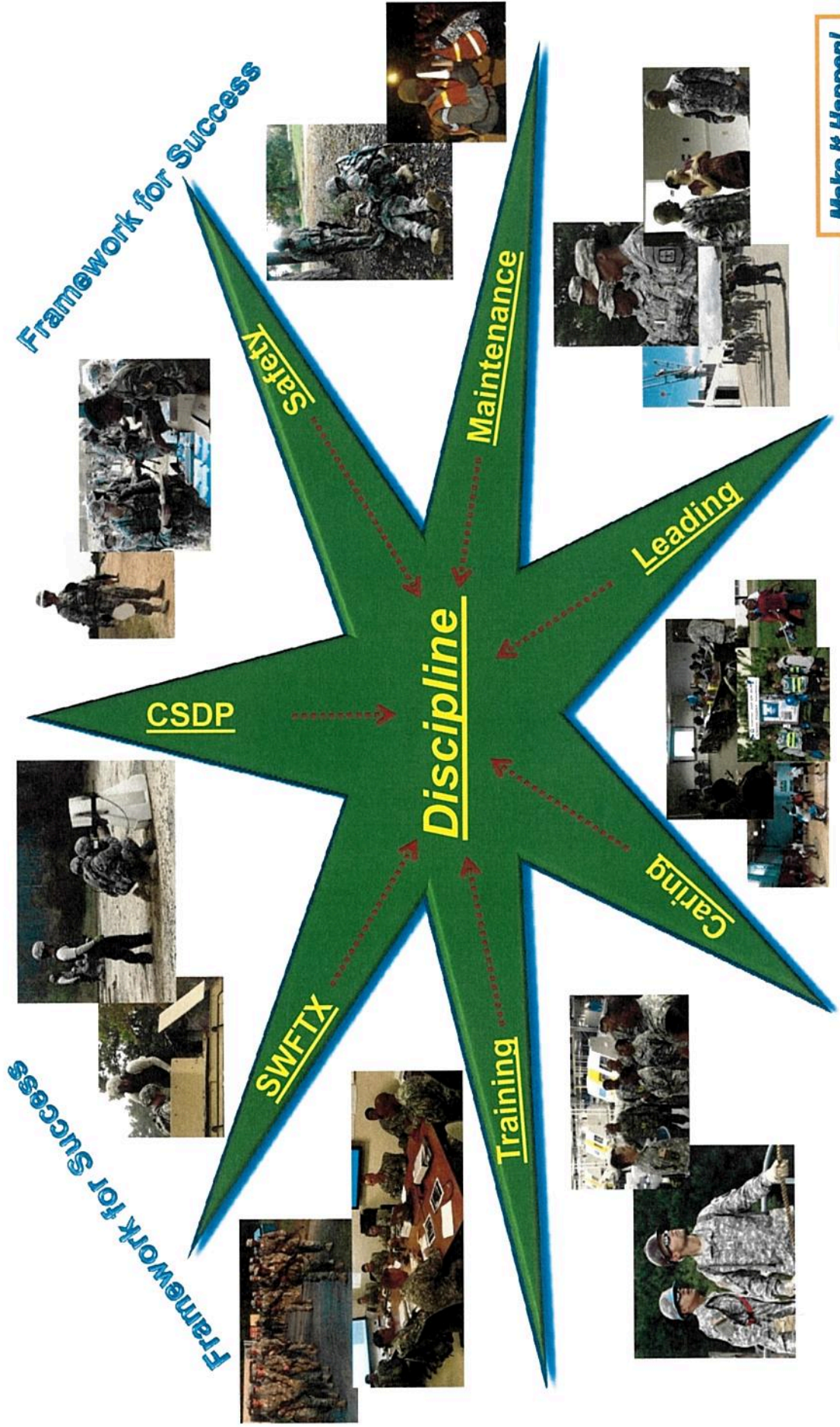




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CSA and SMA Recommending Professional Reading List

<http://www.history.army.mil/reading.html>

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See Jeffrey Gitomer, "Little Book of Leadership" *the 12.5 Strengths*

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The 244th QM BN Leadership Guide can be accessed at the link below.

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