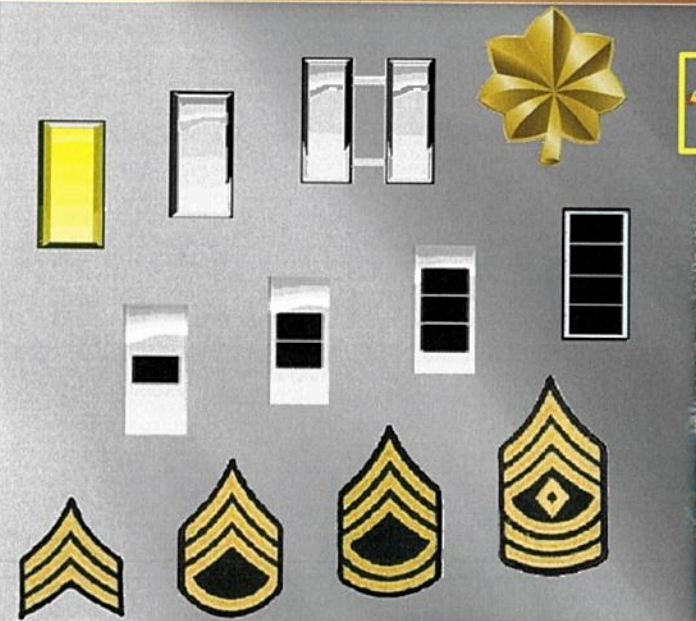




★ 244TH QM BN Leadership Guide ★



"Training Tomorrow's Leaders Today"



ARMY DOCTRINAL PUBLICATION (ADP) 6-22 LEADER REQUIREMENTS MODEL

ATTRIBUTES

CHARACTER	PRESENCE	INTELLECT
Army Values Empathy Warrior/Service Ethos Discipline	Military and Professional Bearing Fitness Confidence Resilience	Mental agility Sound judgment Innovation Interpersonal tact Expertise

LEADS	DEVELOPS	ACHIEVES
Leads others Builds Trust Extends influence beyond the chain of command Leads by example Communicates	Creates a positive environment/ Fosters esprit de corps Prepares self Develops others Stewards the profession	Gets results

COMPETENCIES

Updated as of Feb 2012



Army civilians have served alongside Soldiers since 1775 and remain a critical part of the Army team. Just like their counterparts in uniform, Army civilians are committed to selfless service in the performance of their duties as illustrated in the Army Civilian Corps Creed...

THE ARMY CIVILIAN CREED

- I am an Army Civilian - a member of the Army Team.
- I am dedicated to our Army, our Soldiers and Civilians.
- I will always support the mission.
- I provide stability and continuity during war and peace.
- I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army.
- I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.
- I am an Army Civilian.

Make it Happen!

FOREWORD

In today's era of Globalization, leaders are faced with the challenges of information overload. The vast amounts of available knowledge can make the task of creating a professional development program time intensive. If you write well and keep the information relative and to the point, junior professionals will read what you write, quickly understand it, and remember who wrote it. It's important to focus on building individual talents, but it's even more important to focus on building the right leadership skills, the right environment, and the right processes that allows your junior leaders to thrive with all of their creativity, thoughts, and ideas. One-on-one, mentorship is crucial, but to change an organization, a holistic and integral approach is needed. An environment that fosters a balance of discipline, creativity, and dynamic synergy causes junior officers to thrive professionally.

The bedrock of my professional development program is a document comprised of an integrated compilation of products and tools concerning the Army Profession. I developed this program by utilizing information from my Army Profession and Ethic Trainer (APET) training, materials pulled from various websites, and through collaborations with seniors and peers alike. It contains a collection of my thoughts, experiences, knowledge, and observations synthesized over my past 21 years of services. Through feedback from my subordinates the program has proven to be a success within my unit. Hopefully, this plan will provide other leaders a unique and single source document filled with helpful products on professional development and may serve as an educational tool to counsel junior professionals on what it means to uphold the Army Profession.

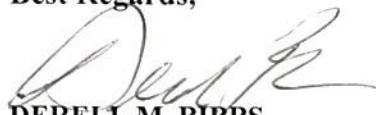
This program is not the "be-all, end-all" regarding junior leaders professional development. It's a simple tool that can be used to build your own professional development plan for junior leaders. As senior leaders, we have an inherent obligation to re-instill across the force a balanced commitment to the three pillars of leader development: Training, Education and Experience. This next generation of Army leaders should meet and exceed the Army standards while continuing to represent our Army in a highly professional manner. We must continue to foster and capitalize on the exceptional talents of our junior professionals and broaden them for future opportunities. Our actions and words should be the example for our junior leaders to follow; they should inspire them to become experts and help them assume their identity, character, and capabilities as a member of this profession. We must teach them that their role is a "calling" –not a job.

"An Army leader is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking and shape decisions for the greater good of the organizations."
(FM6-22, Ch1-1)

I would like to acknowledge and thank BG Gwen Bingham, COL Ron Kirklin, COL Aimee Kominiak, CSM Clarence Richardson, CW3(P) Onedia Clark, Company Commanders and Staff, for their valuable insights and contributions in creating this document. I wish you, your families, and your units the best of luck.

Distribution is unlimited. It can be referenced, but not referenced or cited as official Army policy or doctrine.

Best Regards,



DERELL M. BIBBS
LTC, LG
COMMANDING



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38th CSA Marching Orders



U.S. ARMY



Marching Orders 38th Chief of Staff, U.S. Army



America's Force of Decisive Action

January 2012



38th CSA Marching Orders

INTRODUCTION

Over the past 236 years, the United States Army has proudly served the Nation by winning its wars and securing the peace. Our history is marked by decisive action in a wide range of missions – including regular and irregular warfare, humanitarian assistance operations, engagement with allies to build partner capacity, and support to civil authorities. As part of the Joint Force, the Army ensures mission accomplishment, guarantees national security interests, compels adversaries, prosecutes military campaigns, and forges a positive difference. It is what the American people expect and what our freedom demands.



CSA INTENT

My intent is to sustain a high-quality All-Volunteer Army that remains the most decisive land force in the world; provides depth and versatility to the Joint Force; is agile, responsive, and effective for Combatant Commanders; and ensures flexibility for national security decision-makers in defense of the Nation at home and abroad.

CSA PRIORITIES

- ❖ Provide trained, equipped, and ready forces to win the current fight while maintaining responsiveness for unforeseen contingencies.
- ❖ Develop the force of the future, Army 2020 as part of Joint Force 2020 – a versatile mix of capabilities, formations, and equipment.
- ❖ Sustain our high-quality All-Volunteer Army – Soldiers, Civilians, and Families, in the Active and Reserve Components.
- ❖ Adapt leader development to meet our future security challenges in an increasingly uncertain and complex strategic environment.
- ❖ Foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust.

Ready Today, Prepared for Tomorrow

38th CSA Marching Orders



38th CSA Marching Orders



GUIDING PRINCIPLES

- ❖ Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage are the hallmarks of our Army Profession. We must live them in all we do.
- ❖ Warrior Ethos – every Soldier is a Warrior and lives by our ethos, which binds us together as a band of brothers and sisters.
- ❖ Army Family Covenant – the Army Family is a special family like no other; we will never waver on the care and support commensurate with their service and sacrifice.
- ❖ The Army is a Team of Teams – active and reserve, Soldier and Civilian, with alignment of authority, responsibility and accountability.
- ❖ Train as you Fight – make it realistic and challenging, even when deployed.
- ❖ High Standards and Discipline – these are the heart and soul of great units.
- ❖ Comprehensive Fitness – we must build and maintain resilience across all five dimensions of strength.
- ❖ Responsible Stewardship – our future security rests upon our careful and deliberate management of resources, energy, water, and the environment.
- ❖ Composite Risk Management – practice it 24/7, both on and off duty, for Soldiers, Families, and Civilians alike.



LEADER EXPECTATIONS

- ❖ Have a vision and lead change
- ❖ Be your formation's moral and ethical compass
- ❖ Learn, think, and adapt
- ❖ Balance risk and opportunity to retain the initiative
- ❖ Build agile, effective, high performing teams
- ❖ Empower subordinates and underwrite risk
- ❖ Develop bold, adaptive, and broadened leaders
- ❖ Communicate – up, down, and laterally; tell the whole story



38th CSA Marching Orders



THE ROLE OF THE ARMY

The purpose of the U.S. Army is to fight and win our Nation's wars. Warfighting is our primary mission. Everything that we do should be grounded in this fundamental principle. It is imperative that we be responsive to Combatant Commanders as part of the Joint Force. We do this by rapidly dominating any operational environment and providing decisive results across a full range of missions. Interoperability and close coordination with our coalition partners remains vital in this regard. Our strategic framework is guided by three principal and interconnected roles:

- ❖ **PREVENT:** The Army prevents conflict by maintaining credibility based on capacity, readiness and modernization. It averts miscalculations by potential adversaries.
- ❖ **SHAPE:** The Army shapes the environment by sustaining strong relationships with other Armies, building their capacity, and facilitating strategic access.
- ❖ **WIN:** If prevention fails, the Army rapidly applies its combined arms capabilities to dominate the environment and win decisively.

THOUGHTS ON THE WAY FORWARD

Over the past ten years of continuous combat, our Army has proven itself in some of the toughest environments we have ever faced. Leaders at every level displayed unparalleled ingenuity, flexibility and adaptability. Soldiers embodied mental and physical toughness and courage under fire. Our Army has transformed into the most seasoned, flexible, rapidly deployable, and spirited land force in the world today.

While we cannot predict the future of our increasingly uncertain and complex strategic environment, we can be certain that our Nation will continue to call on America's Army. Going forward, we will be an Army in transition. An Army that will apply the lessons learned in recent combat as we transition to evolving threats and strategies. An Army that will remain the best manned, best equipped, best trained, and best led force as we transition to a leaner, more agile force that remains adaptive, innovative, versatile and ready as part of Joint Force 2020.

I am humbled by your steadfast dedication; outstanding professionalism, and incredible esprit de corps. Respect our traditions as you achieve excellence. It is an honor to serve in your ranks -- you have my absolute trust and confidence. Thank you for willingly serving our Nation. *Army Strong!*

-----original signed-----
General Raymond T. Odierno
38th Chief of Staff, U.S. Army

Meeting the Needs of the Nation

People are our Army

38th CSA Marching Orders



38th CSA Marching Orders



CHARACTERISTICS OF THE FUTURE FORCE

- ❖ **Depth and Versatility:** The Army provides depth to the Nation by a trained and ready land force that includes a viable operational reserve. Reversibility and expansibility of the force also contribute to strategic depth. The Army's diverse mix of rapidly deployable capabilities, formations and equipment ensures versatility for the Joint Force. It is imperative that the Army provide the National Command Authority with scalable options to meet the Nation's security needs in a complex, dynamic, and uncertain global environment.
- ❖ **Adaptive and Innovative:** Army leaders accept that there are no predetermined solutions to problems. Army leaders adapt their thinking, formations, and employment techniques to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Accordingly, thorough understanding and wise application of cultural knowledge and language skills are tantamount to our success. So too are training, leader development, and personnel policies aimed at fostering creativity at every level.
- ❖ **Flexible and Agile:** To achieve strategic, operational, and tactical success, we must be flexible in the face of adversity and agile in our responsiveness, able to dominate any operational environment against conventional and hybrid threats. Flexibility is achieved by preserving responsiveness to a broad range of missions including regular and irregular warfare; humanitarian assistance; security cooperation; and support to civil authorities. Effective mission command, collaborative planning, and decentralized execution foster agility.
- ❖ **Integrated and Synchronized:** Army forces do not operate independently but as a part of a larger joint, interagency, and frequently multinational effort. Army leaders integrate and synchronize Army operations within this larger effort. The arrangement of military actions in time, space, and purpose produces maximum relative combat power at a decisive place and time.
- ❖ **Lethal and Discriminate:** The capacity for physical destruction is fundamental to all other military capabilities and is the most basic building block for military operations. Army leaders organize, equip, train, and employ their formations for unmatched lethality under a wide range of conditions. The capability for the lawful, discriminate, and expert application of lethal force builds the foundation for effective operations.

The Force of Decisive Action



America's Army



Trust – the Bedrock of our Profession

- **Trust between Soldiers**
- **Trust between Soldiers and Leaders**
- **Trust between Soldiers, their Families and the Army**
- **Trust between the Army and the American People**

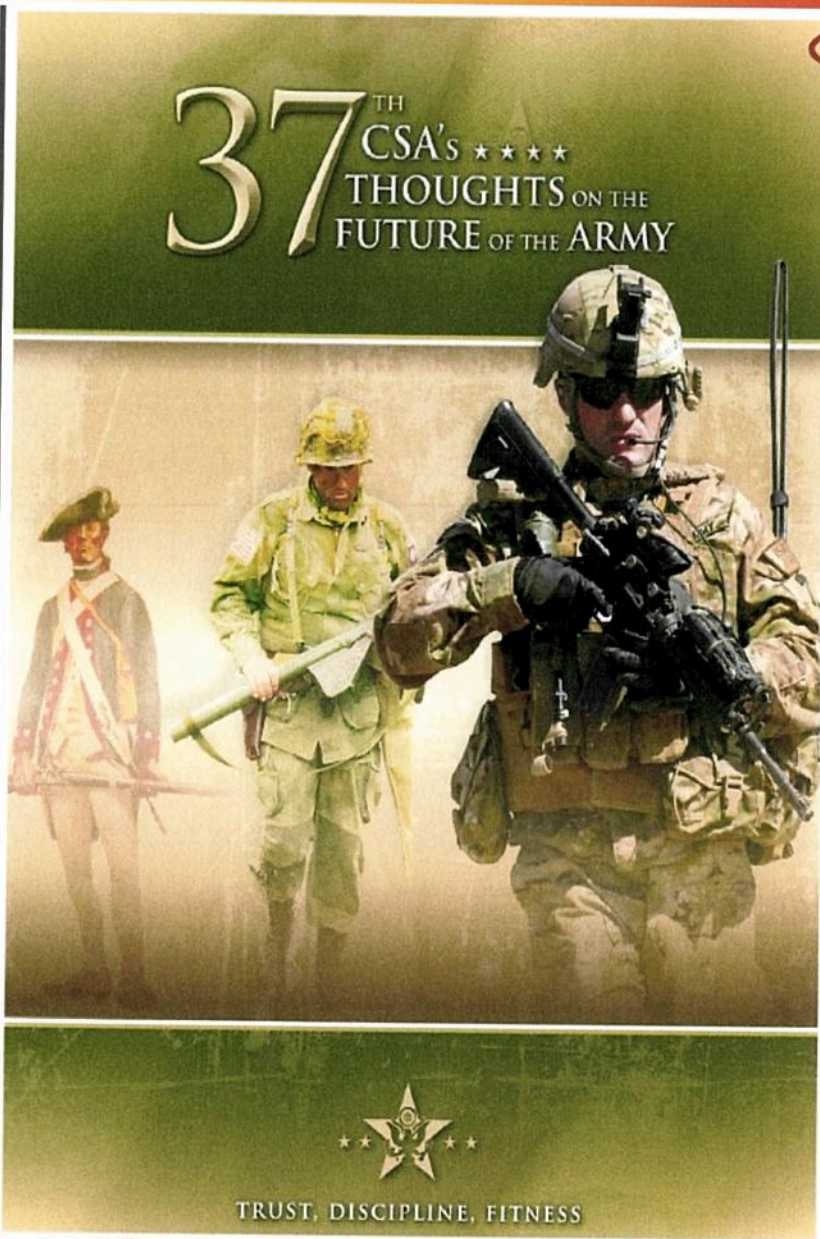


**The Strength of our Nation is our Army,
The Strength of our Army is our Soldiers,
The Strength of our Soldiers is our Families,
This is what makes us Army Strong!**

The Strength of the Nation



"37th CSA Thoughts...



Leader Development: The Army is the Nation's pre-eminent leadership experience. This is true not only because of the responsibilities and authorities we invest in our leaders while deployed, but also because of the investment we make in their development throughout their career. Within this focus area, we will examine our leader development strategy to ensure that we have clearly identified the knowledge, skills, and attributes necessary for the leaders of Army 2020. We will examine our training and education programs to assess our ability to produce these leaders. We will examine our personnel policies to ensure that they contribute to the Army leadership experience.



"Leadership is intangible, and therefore no weapon ever designed can replace it." ~ Omar Bradley



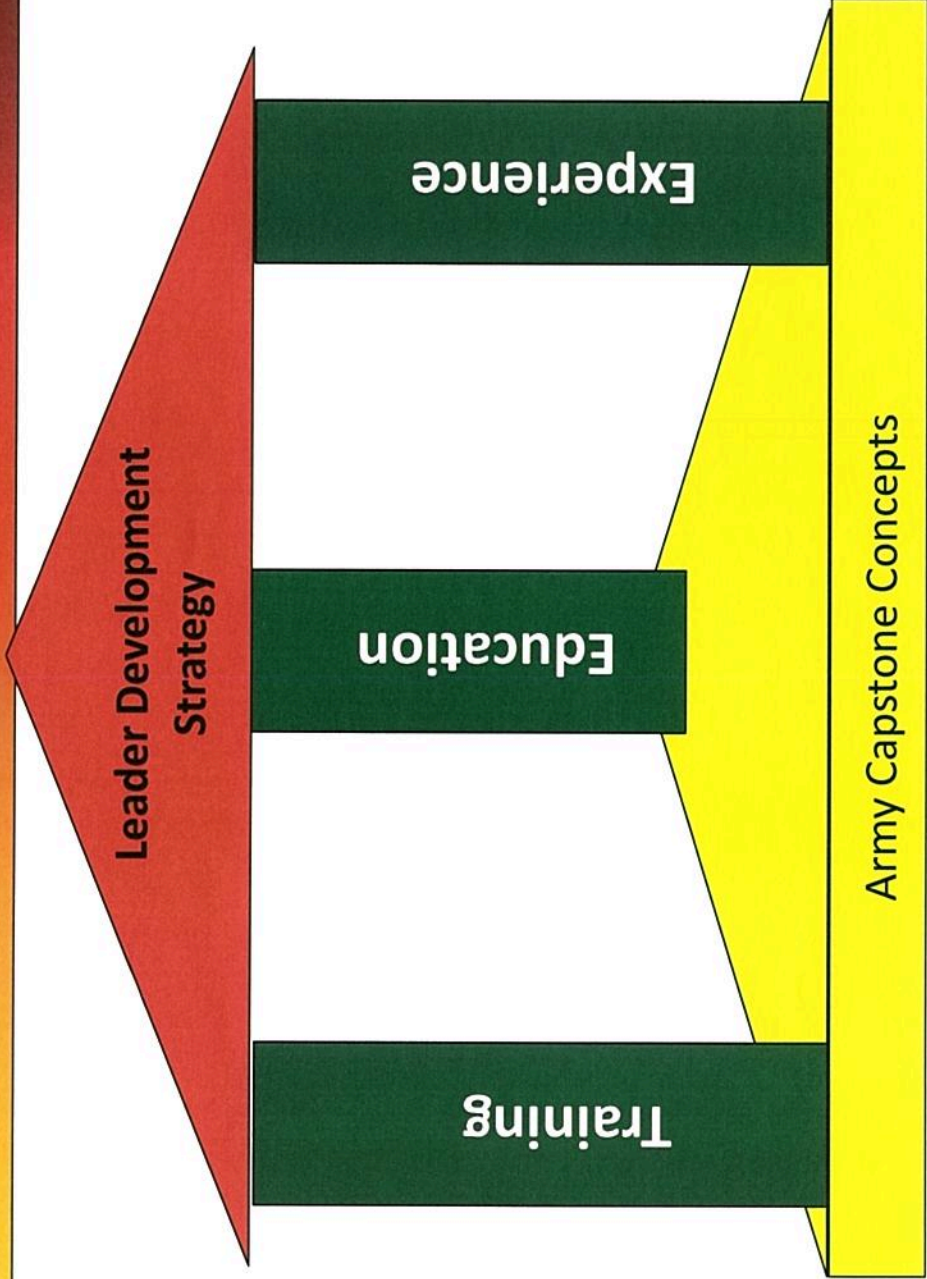
Building Blocks: **Trust, Discipline, Fitness**

The Profession: The Army is a profession in a unique and important trust relationship with each other and with the Nation. We are currently in a campaign of learning about the skills, knowledge, attributes, and behaviors that should define us as a profession. Within this focus area, we will work to understand the impact of the past ten years of war on us. We will examine our policies and strategies to ensure that they enhance our sense of belonging to the profession and contribute to our development as professionals.

When we deploy, we can requisition nearly everything we need. We cannot requisition trust, discipline, and fitness. These qualities have to exist in every unit and in every Soldier of our Army all the time. Everyday we should ask ourselves if we are doing enough to contribute to a climate of trust, ensure the discipline of our soldiers, and increase the fitness of the force.



Leader Development Framework



Army Leader Development Strategy (ALDS)