

" platoons seal the fate of armies."

—S. L. A. Marshall

SMALL UNIT LEADERSHIP

A Commonsense Approach

What does it take to get the job done? How do you get the men in your unit to do what you say? To follow you into battle and shoot to kill? How do you build the confidence that spurs men on to do their job, to stand by their leader and each other?

Col. Dandridge M. Malone, USA (Ret.)

Small Unit Leadership

Peter R. Mansoor



Small Unit Leadership:

Small Unit Leadership Dandridge M. Malone, 2009-05-27 What does it take to get the job done How do you get the men in your unit to do what you say To follow you into battle and shoot to kill How you build the confidence that spurs men on to do their job to stand by their leader and each other Praise for Small Unit Leadership Identifies in very specific terms what company grade officers and non commissioned officers NCOs must do to ensure winning in land battle Marine Corps Gazette Colonel Malone tackles the elusive topic of leadership with a real world pragmatic approach This is not a book of intellectual theorization but of specific techniques for leading soldiers on and off the battlefield U S N I Proceedings The author condenses volumes of psychological studies into a readable and exciting book on practical military leadership ARMOR Colonel Malone not only provides handy guides on what should be done and how it should be done he also aids the reader in how to know that desired results are being achieved Leatherneck *Small Unit Leadership* Dandridge Mike

Malone, 2014-05-10 Required reading for all present and future leaders this classic is for those who have to get the job done military or not *Small Unit Leadership* Dandridge Mike Malone, 2003 **Improving the Decision Making Abilities of**

Small Unit Leaders National Research Council, Division on Engineering and Physical Sciences, Naval Studies Board, Committee on Improving the Decision Making Abilities of Small Unit Leaders, 2012-08-06 For the past decade the U S Marine Corps and its sister services have been engaged in what has been termed hybrid warfare which ranges from active combat to civilian support Hybrid warfare typically occurs in environments where all modes of war are employed such as conventional weapons irregular tactics terrorism disruptive technologies and criminality to destabilize an existing order In August 2010 the National Research Council established the Committee on Improving the Decision Making Abilities of Small Unit Leaders to produce Improving the Decision Making Abilities of Small Unit Leaders This report examines the operational environment existing abilities and gap to include data technology skill sets training and measures of effectiveness for small unit leaders in conducting enhanced company operations ECOs in hybrid engagement complex environments Improving the Decision Making Abilities of Small Unit Leaders also determines how to understand the decision making calculus and indicators of adversaries Improving the Decision Making Abilities of Small Unit Leaders recommends operational and technical approaches for improving the decision making abilities of small unit leaders including any acquisition and experimentation efforts that can be undertaken by the Marine Corps and or by other stakeholders aimed specifically at improving the decision making of small unit leaders This report recommends ways to ease the burden on small unit leaders and to better prepare the small unit leader for success Improving the Decision Making Abilities of Small Unit Leaders also identifies a responsible organization to ensure that training and education programs are properly developed staffed operated evaluated and expanded **The U.S. Army Leadership Field Manual** The Center for Army

Leadership, 2004-03-21 How the world s most dynamic organization prepares its leaders for battle with valuable insights for

today's business arena For more than 50 years The U S Army Leadership Field Manual has provided leadership training for every officer training program in the U S Army This trade edition brings the manual's value based leadership principles and practices to today's business world The result is a compelling examination of how to be an effective leader when the survival of your team literally hangs on your decisions More than 60 gripping vignettes and stories illustrate historical and contemporary examples of army leaders who made a difference The U S Army Leadership Field Manual also provides A leadership approach based on the army's core principles of Be Know Do Hands on lessons to enhance training mentoring and decision making skills Chapters that focus on the different roles and requirements for leadership

The Ballard Rules Greg Ballard, 2016-11-28 Lots of people write leadership books but Greg Ballard had the confidence to put his own advice into practice personally This new edition is full of great counsel all road tested in one of the toughest leadership challenges our society has to offer Mitch Daniels former governor of the state of Indiana and president of Purdue University Greg Ballard has formulated a remarkable list of rules for successful leadership and demonstrated their validity with historic service as mayor of Indianapolis Richard G Lugar United States senator ret Greg Ballard was an extraordinary mayor He was an exceptional leader and served with humility passion creativity integrity inclusion and the highest possible aspiration for his city He did all of this with compassion kindness and unusual commitment He and his wife are great parents and working together gave our community terrific leadership James T Morris vice chairman of Pacers Sports Entertainment Drawing on his experiences in the US Marines in the corporate world as a coach and as a small business owner Greg Ballard now publishes his concise yet definitive guide for new junior and middle level leaders In addition to the realities traits and principles explained in the book he also details the two overarching responsibilities of leadership and gives the three indicators of effective leadership He also explains the relationship between responsibility accountability and authority Additionally included are fourteen other thoughts which are of great value The accumulated knowledge in this valuable book will greatly benefit not only individuals in positions of responsibility but also those companies or organizations that have multiple levels of leadership

Basic Problems in Small-unit Leadership Thomas Owen Jacobs, United States. Department of the Army, United States. Army. Infantry. Human Research Unit (Fort Benning, Ga.), George Washington University. Human Resources Research Office, 1962

Adaptive Team Leadership United States. Department of the Army, 2008

Assessment of the FY 05 Basic Officer Leader Course (BOLC) Phase II Robert J. Pleban, 2006 This report documents the BOLC II cadre Instructor Certification Program ICP and the single site initial implementation conducted during FY 05 BOLC entails a three phase process of officer initial entry training After Phase I precommissioning all lieutenants receive a common core program Phase II focusing on leadership counseling and fieldcraft in a hands on field intensive environment Phase III focuses on branch specific officer training Training observations from the ICP indicated that a disproportionate amount of time was spent on individual skill training versus training the cadre on how to teach coach and

mentor lieutenants Critical soft skills training was either abbreviated or not conducted The training focus of the single site implementation mirrored that of the ICP The lieutenants survey ratings showed significant improvements in how prepared they felt they were to lead a platoon in executing the Warrior battle drills and their confidence in executing the Warrior tasks following BOLC II However important gaps in leadership training were identified Survey results showed that the BOLC training did not meet the lieutenants expectations of the course Recommendations based in part on these findings have resulted in noticeable changes in the next ICP and the two site initial implementation ARI will continue to monitor these changes and their effects on both cadre preparation and the quality of leadership training received by lieutenants during BOLC II

Stinet *Wolfram Von Richthofen* James S. Corum, 2008 The first book length biography of the Luftwaffe s top field commander Wolfram von Richthofen a master of the tactical and operational air war one of the key catalysts in the resurrection of the German air force and an ardent and unwavering follower of the Fuhrer

The GI Offensive in Europe Peter R. Mansoor, 1999 The German Wehrmacht was one of the most capable fighting forces the world has ever known but in the end it was no match for the Allies Some historians contend that the Allies achieved victory through brute force and material superiority But as Peter Mansoor argues all of the material produced by US industry was useless without trained soldiers to operate it a coherent doctrine for its use and leaders who could effectively command the formations into which it was organized

Red Commanders Roger R. Reese, 2005 One of the largest and most feared military forces in the world the Red Army was a key player in advancing the cause of Soviet socialism Rising out of revolutionary era citizen militias it aspired to the greatness needed to confront its Cold War adversaries but was woefully unprepared to change with the times In this first comprehensive study of the Soviet officer corps Roger Reese traces the history of the Red Army from Civil War triumph through near decimation in World War II and demoralizing quagmire in Afghanistan to the close scrutiny it came under during Gorbachev s reform era Reese takes readers inside the Red Army to reconstruct the social and institutional dynamics that shaped its leadership and effectiveness over seventy three years He depicts the lives of these officers by revealing their class origins life experiences party loyalty and attitudes toward professionalism He tells how these men were shaped by Russian culture and Soviet politics and how the Communist Party dominated every aspect of their careers but never allowed them the autonomy they needed to cultivate a high level of military effectiveness Despite its struggle to develop and maintain professionalism the officer corps was often hampered by factors inextricably intertwined with the Soviet state Marxist theory revolutionary ideology friction between party and non party members and the influence of the army s political administration organs Reese shows that by rejecting the Western bourgeois model of military professionalism the state greatly limited its officer corps ability to develop a more effective military While a sense of group identity emerged among officers after World War II it quickly lost relevance in the face of postwar challenges especially the war in Afghanistan which underscored fatal flaws in command leadership *Red Commanders* offers new insight into the workings of a military

giant and also restores Leon Trotsky to his rightful place in Soviet military history by featuring his ideas on building a new army from the ground up It is an important look behind the scenes at a military establishment that continues to face leadership challenges in Russia today *Closing with the Enemy* Michael Dale Doubler,1994 This study picks up where D Day leaves off From Normandy through the breakout in France to the German Army s last gasp in the Battle of the Bulge Michael Doubler deals with the deadly business of war closing with the enemy fighting and winning battles taking and holding territory His study provides a reassessment of how American GIs accomplished these dangerous and costly tasks

Hell in Hurtgen Forest Robert S. Rush,2001 Some of the most brutally intense infantry combat in World War II occurred within Germany s Hurtgen Forest Focusing on the bitterly fought battle between the American 22d Infantry Regiment and elements of the German LXXIV Korps around Grosshau Rush chronicles small unit combat at its most extreme and shows why despite enormous losses the Americans persevered in the Hurtgenwald meat grinder On 16 November 1944 the 22d Infantry entered the Hurtgen Forest as part of the U S Army s drive to cross the Roer River During the next eighteen days the 22d suffered more than 2 800 casualties or about 86 percent of its normal strength of about 3 250 officers and men After three days of fighting the regiment had lost all three battalion commanders After seven days rifle company strengths stood at 50 percent and by battle s end each had suffered nearly 140 percent casualties Despite these horrendous losses the 22d Regiment survived and fought on due in part to army personnel policies that ensured that unit strengths remained high even during extreme combat Previously wounded soldiers returned to their units and new replacements green to battle arrived to follow the remaining battle hardened cadre The German units in the Hurtgenwald suffered the same horrendous attrition with one telling difference German replacement policy detracted from rather than enhanced German combat effectiveness Organizations had high paper strength but low manpower and commanders consolidated decimated units time after time until these ever dwindling bands of soldiers disappeared forever killed wounded captured or surrendered The performance of American and German forces during this harrowing eighteen days of combat was largely a product of their respective backgrounds training and organization Rush s work underscores both the horrors of combat and the resiliency of American organizations While honoring Command and Leadership for the Small Unit Leader ,1958 *Abandoning Vietnam* James H. Willbanks,2004 Drawing upon both archival research and his own military experiences in Vietnam Willbanks focuses on military operations from 1969 through 1975 He begins by analyzing the events that led to a change in U S strategy in 1969 and the subsequent initiation of Vietnamization He then critiques the implementation of that policy and the combat performance of the South Vietnamese army ARVN which finally collapsed in 1975 **The Big Red One** James Scott Wheeler,2007 No mission too difficult no sacrifice too great Duty First For almost a century from the Western Front of World War I to the deserts of Iraq this motto has spurred the soldiers who wear the shoulder patch bearing the Big Red One In this first comprehensive history of America s 1st Infantry Division James Scott Wheeler chronicles its major combat engagements

and peacetime duties during its legendary service to the nation The oldest continuously serving division in the U S Army the Fighting First has consistently played a crucial role in America s foreign wars It was the first American division to see combat and achieve victory in World War I and set the standard for discipline training endurance and tactical innovation One of the few intact divisions between the wars it was the first army unit to train for amphibious warfare During World War II the First Division spearheaded the invasions of North Africa and Sicily before leading the Normandy invasion at Omaha Beach and fighting on through the Hurtgen Forest the Battle of the Bulge the Ruhr Pocket and deep into Germany By war s end it had developed successful combined arms regimental combat teams and made advances in night operations Wheeler describes the First Division s critical role in postwar Germany and as the only combat division in Europe during the early Cold War After returning to the United States at Fort Riley Kansas the division fought valiantly in Vietnam for five trying years successfully protecting Saigon from major infiltration along Highway 13 while pioneering air mobile operations It led the liberation of Kuwait in Desert Storm and kept an uneasy peace in Bosnia and Kosovo Along the way Wheeler illuminates the division s organizational evolution its consistently remarkable commanders and leaders and its equally remarkable soldiers Meticulously detailed and engagingly written *The Big Red One* nimbly combines historical narrative with astute analysis of the unit s successes and failures so that its story reflects the larger chronicle of America s military experience over the past century

The Luftwaffe James S. Corum,1997 This study provides an appraisal of Germany s air forces from the post World War I era through the early stages of World War II The author demolishes several myths surrounding the Luftwaffe including the belief that they had no ideas beyond the support of ground forces *The Leatherneck* ,1995

Leadership United States Naval Academy. Department of Leadership, Ethics and Law,2000

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