Maneuver Support Leader Development Strategy

Commanding General

MSCoE

United States Army

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Foreword

After over 12 years of sustained combat operations, our Army continues the transition towards an unknown future. Budget cuts, non-state actors, and new emerging threats all present challenges that we must be prepared to address now and in the future. Such challenges will require us to be and develop leaders of character who establish trust and who are competent and committed to our values and profession.

The US Army developed the Army Leader Development Strategy in 2013 to refocus on developing agile leaders who can mentally adjust and react to decentralized, complex, and unprecedented situations. The Maneuver Support Center Leader Development Strategy is a complementary document addresses the frameworks and competencies that enable Maneuver Support men and women to assure the mobility, freedom of action, and protection of Army units in unified land operations.

Maneuver Support Leaders must dedicate themselves and their units to those skills that will afford their maneuver counterparts the greatest opportunity to execute their mission. Enhancing our leaders training, education, and experience is the one sure way we maintain the competitive advantage that our nation requires.

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Maneuver Support Leader Development Strategy (MSLDS)
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Chapter 1: Purpose and Context

"In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military." **– Douglas MacArthur**

A. Purpose: Leaders are made, not born. The Army maintains its superiority because its leaders excel in complex environments. Our Maneuver Support men and women have a wealth of knowledge and experience from over a decade of war. Yet, the threat is changing, becoming more decentralized and complex. Within this environment, the Maneuver Support Center of Excellence (MSCoE) and unit commanders develop maneuver support leaders in a deliberate, continuous, and life-long process-ensuring that leaders continue to build their leadership capabilities at each stage of their career.

B. Vision: The MSCoE implements a maneuver support leader development strategy (MSLDS) that develops adaptive, resilient, and expert leaders who are competent, professional leaders of character able to provide Maneuver Support and Protection capabilities that enable success under any conditions.

Maneuver Support Leader Development Strategy Vision

- Intellectual Center of Excellence
- Renowned for the study of leadership and the synchronization and application of all elements of maneuver support in unified land operations
- Supporting field commanders with well-trained and well-educated maneuver support leaders
- World class faculty dedicated to learning and the advancement of professional knowledge

C. Mission: The Maneuver Support Center of Excellence develops Leaders and Warriors; advances Engineer (EN), Military Police (MP), Chemical, Biological, Radiological, and Nuclear (CBRN) and Maneuver Support capabilities to ensure success in the current and future operational environments; sets conditions for training, readiness, deployment, reconstitution, and sustainment of all tenant forces.

Figure 1: MSCoE Leadership Development Strategy

D. Ends, Ways, and Means Framework: The MSLDS provides a nested concept of the ends, ways, and means the MSCoE utilizes in order to produce leaders of character who are committed to the Profession of Arms and capable to thrive in complex environments.

1. Ends are the Maneuver Support leader competencies and attributes required of agile and adaptive leaders capable of accomplishing the mission while confronting adaptive enemies in complex environments.

2. Ways are the methods by which Maneuver Support leader development occurs, and will provide guidance to the CBRN, EN, and MP Commandants as well as FORSCOM commanders to maximize the effectiveness of maneuver support leader development across all three domains (institutional, operational, and self development).

3. Means are implementation strategies that will assist commanders in focusing unit-level leader development and in shaping the self-development programs.

Chapter 2: Ends, Ways, and Means

Leadership is solving problems. 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 or concluded you do not care. Either case is a failure of leadership. - -Colin Powell

The MSCoE strives to build a lethal and decisive Army through the training of technically and tactically proficient maneuver support leaders who are physically and spiritually fit, mentally strong, and resilient. The MSCoE nested its leadership and training development with Training and Doctrine Command (TRADOC) and the Department of the Army (DA) in order to produce leaders of character who are committed to the Profession of Arms and capable of thriving in complex environments.

Annual training loads of 93,000 troops (80K Active Component and 13K Reserve/National Guard Component) receive primary military education, training, and operational support from 16,000 permanent party personnel (7,000 Military permanent party and 9,000 Civilian workers) who execute the MSCoE Campaign Plan. The MSCoE Campaign Plan provides the foundation for the MSLDS and provides the azimuth in how we develop Maneuver Support leaders and prepare the force and future formations for a complex operating environment. This chapter shows how we translate our campaign plan into the MSLDS through action. The MSCoE continues to provide the Army and Maneuver units with the finest Maneuver Support leaders who achieve the MSCoE mission and end state.

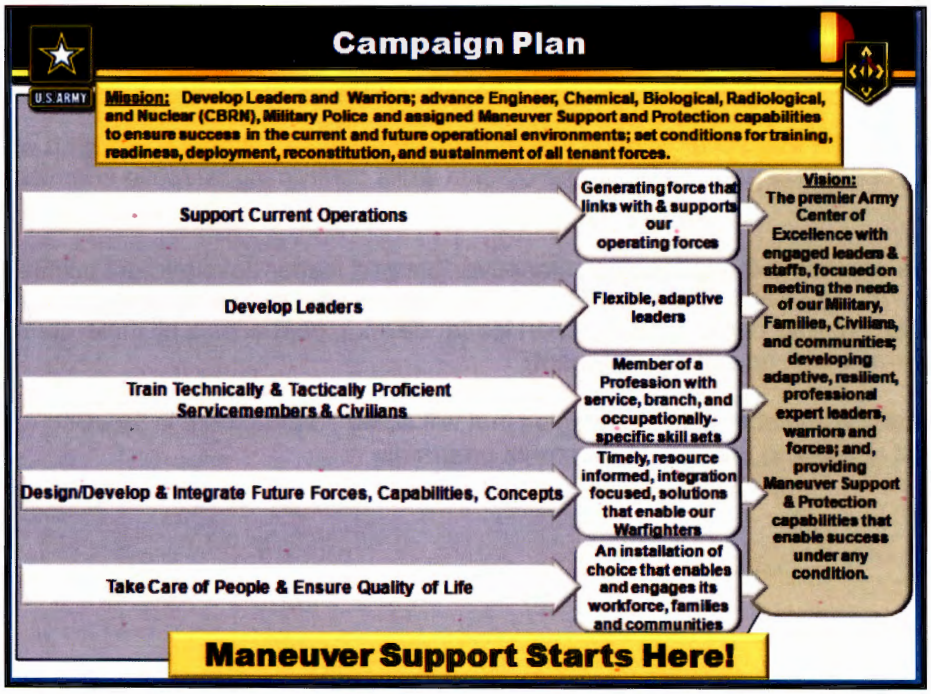

Figure 2: MSCoE Campaign Plan

The MSCoE not only nests its leadership and training development with TRADOC and DA, but MSCoE also creates a versatile and tailorable future force that can operate in a complex operating environment. The MSCoE Staff supports current and future operations with forces prepared to deploy, fight, and win. Currently, about 3,000 Maneuver Support leaders are deployed throughout the world to support a diverse mission set, and continue to achieve results in complex operating environments.

The MSCoE Staff enables this success through the development of concepts and strategies to create versatile future EN, CBRN, and MP Maneuver Support and Protection capabilities. Although the MSCoE Staff contributes to capability development, the Staff proponent for this responsibility resides in the Capabilities Development and Integration Directorate (CDID). CDID ensures MSCoE remains relevant in the operating environment through concepts and doctrine, organizations and systems, and training/leader education. CDID continues to develop future formations with appropriate manning, training, and equipment levels needed for a decisive Army in a complex world.

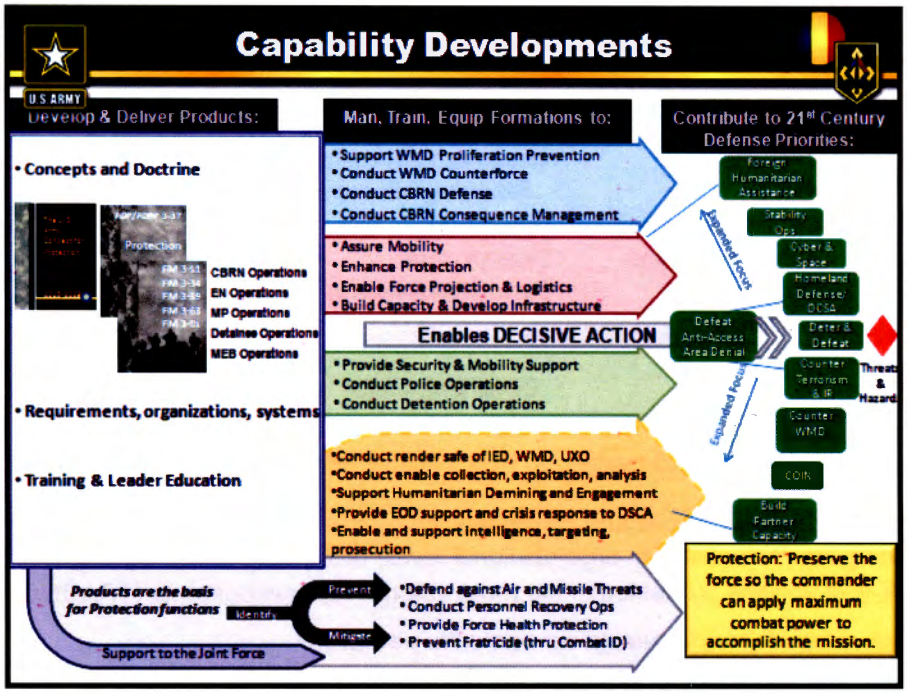

Figure 3: Capability Development

MSCoE's nesting with TRADOC and DA leader development strategies directly correlates with the MSLDS ends, ways, and means to create Maneuver Support leaders and to achieve the objectives and end states identified by TRADOC and DA.

Section1: Ends

Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22). This is what the Army expects of its leaders. No two leaders achieve organizational objectives in exactly the same manner; rather, each leader utilizes their unique leadership attributes to influence their subordinates and achieve organizational success. The Army Leader Development Strategy depicted the Leadership Requirements Model, which illustrates leadership attributes expected from its leaders. This model aligns leader development activities with core expectations using a common set of attributes and competencies: Character, Presence, Intellect, Leads, Develops, and Achieves.

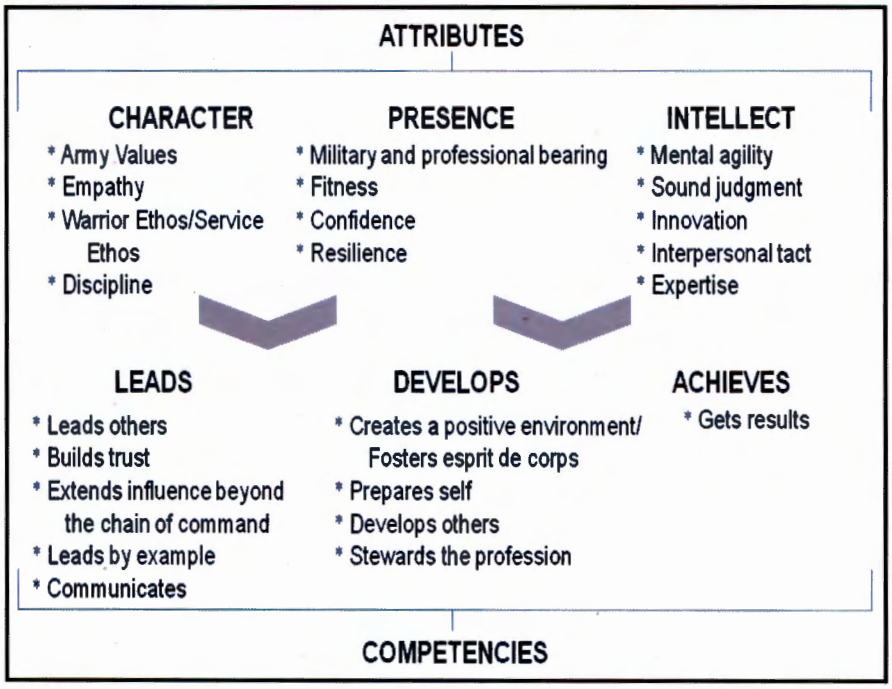

Figure 4: ALDS Leadership Requirements Model, ADP 6-22, Aug 12

The MSCoE supports these attributes and competencies by developing and advocating a capacity for accelerated learning that extends from organizational levels of learning to the individual Soldiers whose knowledge, skills, and abilities are tested in the most unforgiving environments (TRADOC PAM 525-8-2).

If leadership depends purely on seniority you are defeated before you start. You give a good leader very little and he will succeed; you give mediocrity a great deal and they will fail." **-- George C. Marshall**

Section 2: <u>Ways</u>

The MSCoE executes this strategy by focusing on education, training, and experience through three primary domains: Institutional, Operational, and Self-Development.

2-1 Institutional Domain. The MSCoE provides timely program and policy support to support each regiment and provides a foundation from which each regiment can build on through the MSCoE Staff and Directorates.

2-1a. MSCoE G3. The MSCoE G3 directly supports Regimental leader development from initial entry training through pre-command courses through training support, operations, and programming resources in order to coordinate efforts designed to replicate the operational environment confronting Maneuver Support leaders. As a result of these efforts, Maneuver Support leaders have the ability to experience realistic training events that replicate the operational environment and force them to critically think and to solve ill defined problems and situations. The G3 leverages the primary vehicles of the Digital Training Facility (DTF) to achieve this objective.

The DTF sets the conditions for leaders at individual and collective levels to engage the operational environment by leveraging technology. The DTF challenges leaders individually in the application of current Army technological systems of Virtual Battlespace 2 (VBS2), Command Post of the Future (CPOF), Force XXI Battle Command Brigade and Below (FBCB2) along with individualized leader development by replicating mission planning, key leader engagement, and deployment mission tasks at the tactical level. In addition, the DTF stimulates learning at the collective level by focusing training events from the squad to brigade level. The DTF achieves this through simulations of solving current operational environment problems that Maneuver Support leaders encounter in a deployed setting. Students from the Non-commissioned Officer Academy (NCOA), Regimental Basic Officer Leader Course (BOLC), Captains Career Course (CCC), and US Army Reserve/National Guard units utilize the DTF to prove current Standard Operating Procedures (SOPs), Tactics, Techniques, and Procedures (TTPs), and Army doctrine through simulations in order to reinforce classroom instruction.

Resident within the DTF is the Fort Leonard Wood Commanding General's Warfighter Exercise (WFX). Active and US Army Reserve/National Guard Regimental CCC officers and Senior Leader Course (SLC) Non-Commissioned Officers participate in a 40 hour WFX which serves as a culminating training event. The WFX challenges Maneuver Support leaders to draw not only from their experiences and primary military education but also to fuse those experiences with other branches to solve a current operating environment tactical problem at the battalion and brigade levels. The WFX leverages technology in every conceivable facet to challenge Maneuver Support Leaders to solve ill defined problems in an immature environment. During the WFX Maneuver Support leaders apply the learning objectives established through their Regiments during CCC and SLC and are prepared to apply their Maneuver Support Skills to Maneuver upon graduation.

Under the Commanding General's guidance, the MSCoE G3 assembled subject matter experts (SME) from the warfighting functions that provides Maneuver Support leaders with classroom instruction, WFX and Regimental exercise support, and technological/simulation training development. The warfighting functional SMEs challenge leader learning and development by incorporating the warfighting functions into Maneuver Support planning and to enhance Maneuver Support operations from SLC to CCC. The exposure of warfighter SMEs to Maneuver Support leaders creates dynamic leaders who understand how to create and to develop a team of teams approach to solving Maneuver Support problems.

2.1b. MSCoE partners with the Maneuver Center of Excellence (MCoE) in order to address the mutually supporting operational efforts needed in the operating environment. This partnership bolsters the leadership development of both Maneuver Support leaders and Maneuver leaders as MSCoE and MCoE strives to integrate training and leadership development to complement Maneuver Support and Maneuver operations in unified land operations (ULO). MSCoE also partners with each Center of Excellence within TRADOC in order to integrate and to enhance Maneuver Support leader development and complement Maneuver Support operations. The collaboration with every CoE within TRADOC creates adaptive leaders. This cooperative effort will continue in order to develop Maneuver Support leaders for a 21st century operating environment.

2.1c. MSCoE continues engagement and partnerships with allied and foreign militaries. MSCoE supports Regimental engagement with foreign militaries through student exchanges and primary military education programs. MSCoE currently trains 450 international military students from 70 countries annually. These programs have evolved where the Regiments visit their foreign counterpart Regiments in order to learn and to share Maneuver Support doctrine, concepts, and training TTPs. Regimental Staffs continue to visit and to host foreign militaries as a means to forge partnerships and to reinforce student learning with joint operational concepts and training while at Fort Leonard Wood. MSCoE incorporates officers from the United Kingdom, Canada, and Australia as primary military educational cadre to train and guide our Maneuver Support leaders through their educational endeavors. In addition, MSCoE supports the foreign liaison officer program; whereby, Maneuver Support leader exchanges occur simultaneously between Fort Leonard Wood and Germany, France, and other nations to improve operational relationships and to build upon established partnerships.

2.1d. MSCoE serves as the primary maneuver support education center for the Navy, Marine Corps (USMC), Air Force (USAF), and Coast Guard. MSCoE maintains the largest USMC and USAF detachments on any Army installation; 1 in 7 Marines train here. As a result, Maneuver Support leaders train side by side by with their sister service equivalents at all levels while training at Fort Leonard Wood. This unique dimension gives Maneuver Support leaders an opportunity to learn and to share doctrinal concepts and TTPs from another service. As a result of this cooperative learning environment, students obtain not only an understanding of the sister services but an understanding of joint operations in the operating environment. This relationship building sets the conditions for conducting operations in a joint environment as well as understanding the true capabilities of our sister services in Maneuver Support operations.

2-2 Operational Domain. The Operational domain is where leaders apply the knowledge acquired institutionally and expand on that foundation primarily through training and experience. It validates the breadth, depth, and quality of instruction received from each regiment. The MSCoE maintains a close partnership with supported FORSCOM units as well as Combat Training Centers to ensure that training remains relevant and focused on current as well as projected trends in the operational environment.

2-2a. Operational Environment Analysis. The MSCoE Staff conducts a continuous operational environment analysis in order to ensure that the Maneuver Support and Protection Warfighting Functions not only understand the operational environment but negotiate it through technological innovations, reviewing/revising doctrine, and enabling decisive action. CDID and the Directorate for Counter Improvised Explosive Devices (DCIED) work closely to close any gaps between the Maneuver Support and Protection Warfighting Functions through manning, training, and equipping formations.

2-2b. Capabilities Development and Integration Directorate. The primary objective for CDID is to ensure USAES, USACBRNS, and USAMPS remain relevant in the operating environment through doctrinal reviews and publications, requirements analysis, training and leadership development programs through the Battle Laboratory, and equipping the force with new equipment through systems innovations. This combined approach is designed to ensure Maneuver Support leaders along with the Maneuver Support and Protection Warfighting Functions continues to succeed in solving 21st century defense priorities.

2-2c. Directorate for Counter Improvised Explosive Devices. DCIED strives to support Maneuver Support leaders and the US Army in mission preparation and execution in an operating environment where the hybrid threat operates. DCIED supports Maneuver Support leaders with hybrid threat analysis through IED TTPs and doctrine and measures the current Maneuver Support gap analysis. DCIED provides Maneuver Support leaders with the tools needed to counter the hybrid threat and the enduring threat of IEDs in order to support the Maneuver Warfighting Function during unified land operations.

2-2d. The Center for Army Lessons Learned (CALL) rapidly collects, analyzes, disseminates, and archives operational records in order to facilitate rapid adaptation initiatives and conduct focused knowledge sharing and transfer that informs the Army and enables operationally based decision making, integration, and innovation among Army Leaders. The Ft. Leonard Wood branch of CALL, located in the Bruce Clarke Library, provides information on current TTPs used to accomplish those tasks that enhance movement and maneuver while preserving the force and partners. By integrating current TTPs and lessons learned with doctrine the MSCoE ensures that Maneuver Support Leaders understand both positive and negative trends within operational units and can prepare now to enhance strengths and reverse shortcomings within the operating force in order to better support maneuver.

I will prepare and some day my chance will come.
--Abraham Lincoln

2-3 Self-Development Domain. Within the Self-Development Domain, each leader has a responsibility for continued learning and growth. A course of personal study and contemplation is an essential component for the individual development of every Maneuver Support Professional. Self-development consists of individual study, research, professional reading, practice, and self-assessment. While self-development is an inherently individual activity, leaders at all levels must provide the necessary counseling, coaching, and mentorship to their subordinates to help with professional growth. Many times subordinates possess the motivation to conduct self-development activities, but are unaware of the options available. Within organizations leaders must emphasize self-development among their subordinates. The MSCoE facilitates this self-development through the Commanding General's quarterly Professional Development Program and monthly leadership training program that rotates among SLC, BOLC, and CCC. The Commanding General also developed a reading list for Maneuver Support Leaders, with the challenge that Maneuver Support Leaders read these books and to discuss, debate, and think critically about the ideas they contain. Books in the Commanding General's reading list include:

1. *It worked for me: In Life and Leadership*: Colin Powell
2. *Duty: Memoirs of a Secretary at War*: Robert Gates
3. *The Generals: American Military Command from WWII to Today*: Thomas Ricks
4. *American Caesar: Douglas MacArthur 1880-1964:* William Manchester
5. *Good to Great: Why Some Companies Make the Leap. . .And Others Don't*: Jim Collins
6. *The Great Deluge: Hurricane Katrina, New Orleans, and the Mississippi Gulf Coast:* Douglas Brinkley

These books address attributes of a leader, organizational culture and change, civil-military relations, and Defense Support of Civil Authorities. *It worked for me* provides vignettes that complement the Leadership attributes outlined in ADP 6-22. *Duty* provides important insights into the Civil-Military Relationship. *The Generals* provides a contrasting opinion of American military leadership and provides leaders an opportunity to think critically and debate some of the key tenets that the author proposes. *American Caesar* provides insights into one of the nation's most controversial General Officers, highlighting both positive and negative leadership attributes as well the importance of the Civil-Military Relations and the consequences of a negative relationship. *Good to Great* highlights leadership attributes from a business perspective and provides a way to address organizational culture and change. *The Great Deluge* covers Defense Support of Civil Authorities.

The MSCoE, supported by each of the three regiments, provides these opportunities through three variations of self-development defined by the ALDS: structured self-development, guided self-development, and personal self-development.

2-3a. Structured self-development is mandatory learning modules to meet specific learning objectives and requirements. Leaders fulfill structured self –development IAW rank and branch requirements.

2-3b. Guided self-development is recommended, but optional learning that is intended to enhance professional competence.

2-3c. Personal self-development is self-initiated learning to meet personal training, education, and experiential goals.

Section 3: <u>Means</u>

The MSCoE sets the conditions for every Regiment by forecasting training requirements and student load as well as providing the resources and support necessary to train more than 90,000 Soldiers, Marines, Airmen, Sailors, Coast Guardsmen, and inter-agency partners annually.

More specifically, MSCoE provides world class training facilities to enhance institutional opportunities for learning. Newly completed projects and ongoing projects such as the DTF, the Tech Escort Training Facility, and the National Guard Regional Training Facility allows the MSCoE to maintain a robust training capacity that provides for the technological requirements that our leaders will need to operate on the 21st Century battlefield. The MSCoE continues to provide the financial resources required to enable every Regiment to achieve their training objectives.

Conclusion

The effectiveness of the Army's and each Center's of Excellence Leadership Development Strategies will ultimately be tested in the crucible of combat. Army leaders exercise a profound responsibility because the consequences of their decisions and actions affect the lives of Soldiers, their families, the enemy and non-combatants (ADRP 6-22). All leaders within the Maneuver Support Center of Excellence must commit to continuing to develop themselves as well as their subordinates using the principles outlined in the MSLDS in order to prepare for the operational and strategic challenges of the future.

The MSLDS provides a nested concept of the ends, ways, and means the MSCoE utilizes in order to produce leaders of character who are committed to the Profession of Arms and capable to thrive in complex environments. Ultimately, the MSCoE develops maneuver support leaders in a deliberate, continuous, and life-long process-ensuring that leaders continue to build their leadership capabilities at each stage of their career. As Thucydides remarked, "The nation that will insist on drawing a broad line of demarcation between the fighting man and the thinking man is liable to find its fighting done by fools and its thinking done by cowards." The MSCoE recommits itself to developing Maneuver Support Leaders for the 21st Century.