

## LESSON FOUR

### PRACTICE EXERCISE

#### SECTION I

1. Officer leader development begins with \_\_\_\_\_.
  - A. Precommissioning training.
  - B. The officer basic course.
  - C. Unit METL training.
  - D. Branch selection.
  
2. The operational assignments pillar provides \_\_\_\_\_.
  - A. Battle focused training.
  - B. Successive duty assignments.
  - C. Training in specific leader skills.
  - D. All of the above.
  
3. Remediation or reinforcement training is part of \_\_\_\_\_.
  - A. The phases of leader development.
  - B. The process of leader development.
  - C. The self-development portion of leader development.
  - D. The implementation of a command leader development program.
  
4. The leadership competencies are included in the \_\_\_\_\_.
  - A. Reception and integration phase.
  - B. The basic skill development phase.
  - C. The advanced development and sustainment phase.
  - D. None of the above.
  
5. A leader book is a tool used during which phase of leader development?
  - A. Reception and integration phase.
  - B. The basic skill development phase.
  - C. The advanced development and sustainment phase.
  - D. None of the above.

## SECTION II

Task: Prepare a plan to develop subordinate leaders in a company.

Condition: Given a practice exercise situation.

Standard: As a minimum, your plan to develop subordinate leaders must address the three phases of subordinate leader development.

### Situation

You have recently been selected to assume command of the 90th Maintenance Company. The 90th Maintenance Company is a general support maintenance company. The company consists of four detachments and a company headquarters. Each detachment is located in a different city. LTC Green, the battalion commander, has called you to his office to discuss the maintenance company and the battalion in general. You listened, took notes, and were generally impressed by how much LTC Green knew about the maintenance company. Listed below is a synopsis of the comments LTC Green made during your meeting.

-The maintenance company is a good company. The company is at full strength and all your detachment leaders have been in the unit for at least 3 years.

-One of my goals is to establish a viable leader development program within the battalion. I've worked with each commander and the staff to establish just such a program. CPT Holbrook, the current Maintenance Company Commander, began the leader development program in the maintenance company and has done well. Naturally, no program is perfect, and there is room for improvement. After you take command, I would like you to review your notes, think about your observations, and let me know what changes you plan to make in each phase of the current leader development program.

-Leader development is everyone's responsibility. All leaders must be involved. Our leader development priorities are: MOS proficiency, collective training sustainment, and leader training.

-The inprocessing and initial assignment of a new leader are critical. It starts the new leader out in the right direction. Unfortunately, the administrative technicians do most of this. I try to see all sergeants and officers and the CSM tries to see all the NCOs. We tried to start a battalion orientation program and asked each unit to send new soldiers to the battalion headquarters one weekend per month. The truth is it's not working. Distance is the biggest factor. The other problem is that commanders and first sergeants need these people and put them right to work. Everyone seems to forget about our orientation program. I don't like it, but I understand what's happening. Once you get your feet on the ground I'll be looking for your recommendations.

-Our operational readiness (OR) rate goal for organizational equipment is 90 percent. We do all the organizational and general support maintenance we can. However, if the maintenance can not be completed in a timely manner, we contract the maintenance out to a civilian organization. The bottom line is this if we perform the maintenance, our soldiers are better trained. We don't let the opportunity to perform our wartime mission slip by us. During our last active duty training (ADT) period we supported a brigade and kept the brigades OR rate at or above 90 percent for the entire ADT period. That's the standard, ensure each of your soldiers know the standard.

-Since we returned from ADT I've noticed that there is a lot pride within the individual detachments. Most of our detachments have their own mottos, guidons and symbols. The down side to that is that they see themselves as members of individual detachments rather than a cohesive company. One of your challenges is to develop a sense of company identity when your unit is divided between four locations.

-Your weapons qualification scores from the last range firing were acceptable, but nothing to write home about.

-Less than half of your mechanics in the grades of SSG and SGT have completed the mechanic certification program. My guess is that it's probably worse for the lower enlisted ranks.

-The last ARTEP went well for the maintenance company however, the maintenance company was weak in the METL task areas of rear area security and employment of a unit reaction force. The leadership was unable to organize and deploy the reaction force in the time required.

-The warrant officers are good. They appear to be a tightly knit group. The more senior warrants have developed a training program for the junior warrant officers in the company.

-One thing I've noticed is that the company is slow to react to changes. The exchange or flow of information just isn't as efficient as it should be.

-The company gets its soldiers to schools--PLDC, BNCOC, and the motor maintenance courses. You will find that they make excellent use of local training opportunities such as vocational training that relates to specific MOSs. Keep that going.

-The maintenance company did a good job organizing the last staff ride for the officers and senior NCOs of the battalion. You've got some good lieutenants. Your next battalion level leader development exercise is a tactical exercise without troops (TEWT). You have 3 months to prepare for it. The S3 will assist you.

-The company doesn't appear to have a developed sequence of assignments. For example, 2LT Holmes has been in the company for 3 months and is the maintenance control officer. The automotive and armament platoon and the ground support equipment platoon missions are important but I'm not certain the current commander is using an established assignment sequence.

LTC Green went on to add some personal areas which he expected of all his commanders:

-Recognize the nature of the battalion. We're spread over a large geographic area. Quality MOS and sustainment training during weekend drills is essential. Make sure you and your soldiers understand that everything you do should contribute to our mobilization readiness. If you can't link it to mobilization or a METL mission, you probably don't need to do it.

-You and your key leaders must know and understand all of our mission essential tasks. They aren't that difficult.

-Use your change of responsible officer inventory wisely. Make sure all major end items, sets, kit, outfits, and tool boxes are complete. Update shortage annexes and if there are shortages, fix responsibility. Don't make the mistake of accepting problems just to get the guidon.

During the change of responsible officer inventory everything that LTC Green told you proved to be true. You took command of the company two weeks ago and are now looking at how you can develop your subordinate leaders.

Key personnel within your unit are:

Company commander:	Yourself
Maintenance Control Officer:	2LT Larry Holms
First sergeant:	1SG Steve Smith

Automotive/armament platoon:	1LT	Jim Bowling
Automotive repair tech:	CW4	Bill James
Armament repair tech:	CW2	Sam Rohen
Platoon sergeant:	SFC	Johnny Johnson
Ground support equip plt:	1LT	Charles Exxon
Missile maint tech:	CW2	Dick Viken
Platoon sergeant:	SFC	Smokey Webber
Supply platoon:	1LT	Steve Oaks
Supply tech:	CW2	Grant Spivy
Platoon sergeant:	SFC	Tim Banks

Your unit's mission is:

To provide intermediate (forward) maintenance and common repair parts supply service to the attached and supporting units of a brigade task force in a heavy division.

REQUIREMENT: Develop a plan to continue and improve the development of subordinate leaders in the 90th Maintenance Company.(Refer to the task, conditions, and standards as necessary.)

SPECIAL INSTRUCTIONS: Use the lesson text as a reference to complete the practice exercise. When you have completed the exercise you should have prepared the following:

1. Your identification of the components of the current leader development program.
2. Your evaluation of the current leader development program.
3. An outline of the changes you plan to make in each of the phases for your use when you brief LTC Green on your plan.
4. Your plan for implementing your changes.