

Adaptive Team Leadership
Course AS.374.301 (Fall 2009)

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Location: Seminar 1, ROTC Bldg

Time: Tuesday, 1530-1720

Credit: 2 hours

Office Hours: By appointment

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1. Introduction and course overview:

This is an academically challenging course where you will study, practice, and apply the fundamentals of Army leadership, Officership, Army values and ethics, personal development, and small unit tactics at the team and squad level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a team or squad in the execution of a tactical mission during a classroom PE, a Leadership Lab, or during a Situational Training Exercise (STX) in a field environment. Successful completion of this course will help prepare you for success at the ROTC Leader Development and Assessment Course (LDAC) which you will attend next summer at Fort Lewis, WA. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes values and core leader competencies from your instructor and other ROTC cadre and MS IV (senior year) Cadets who will evaluate you using the ROTC Leader Development Program (LDP) model.

2. Course Objectives:

The overall objective of this course is to integrate the principles and practices of effective leadership, military operations and personal development in order to adequately prepare you for the summer Leader Development and Assessment Course (LDAC). This course has specific learning objectives for the five tracks listed below.

a. Leadership

- (1) Explain the Leadership Development Program (LDP) evaluation cycle
- (2) Write a self evaluation of leader actions taken during Leadership Labs

b. Values and Ethics

(1) Observe the Warrior Ethos in fellow Cadets/cadre or when presented with a current or historical vignette or case study. Field Manual (FM) 7-0, Training the Force, defines the Warrior Ethos as "... the Soldier's selfless commitment to the nation, mission, unit, and fellow Soldiers. It is the professional attitude that inspires every American Soldier. The Warrior Ethos is grounded in refusal to accept failure. It is developed and sustained through discipline,

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commitment to the Army Values, and pride in the Army's heritage." (Department of the Army. 22 October 2002. Field Manual 7-0, *Training the Force*. Washington D.C.: US Government Printing Office.)

(2) Embody the Warrior Ethos in Leadership Labs and cadet interactions

c. Personal Development

- (1) Define standards for the Army Physical Fitness Test (APFT)
- (2) Write short-term and long-term goals to prepare for APFT
- (3) Describe the factors of suicide prevention
- (4) Deliver on or more of the four types of military briefings

d. Officership

- (1) Apply the Composite Risk Management process to the orders process
- (2) Apply the fundamentals of Drill and Ceremony to squad formations

e. Tactics and Techniques

- (1) Apply troop leading procedures (TLP) to accomplish team and squad operations
- (2) Apply map reading, land navigation and terrain analysis to team and squad operations
- (3) Apply military decision making to solve problems
- (4) Apply fundamentals of Army operations to small unit operations
- (5) Pass the Combat Water Survival Test (CWST)

3. Course materials and texts:

a. Student Text: *Applied Team Leadership*, Cadet Command Course Text. (2008) Boston: Pearson Custom Publishing

b. Selected readings available online at: <http://www.usapa.army.mil>

- (1) Leadership Development Program Handbook, Jul 09
- (2) Department of the Army. 12 October 2006. Field Manual 6-22, *Army Leadership*. Washington D.C.: US Government Printing Office
- (3) Department of the Army. 28 March 2007. Field Manual 3-21.8, *The Infantry Rifle Platoon and Squad*. Washington D.C.: US Government Printing Office
- (4) Department of the Army. 14 June 2001. Field Manual 3-0, *Operations*. Washington D.C.: US Government Printing Office
- (5) Department of the Army. 30 September 1992. Field Manual 21-20, *Physical Fitness Training*. Washington D.C.: US Government Printing Office
- (6) ARTEP 7-1, Warrior Battle Drills, Jul 06
- (7) ARTEP 7-8, Battle Drills for the Infantry Platoon and Squad, Feb 02
- (8) Student Handout (SH) 21-76, Ranger Handbook, Jul 06

5. Uniform. The Army Combat Uniform (ACU) is the standard unless you make other arrangements with me.

6. Grading. There is no midterm in this class, the exam just happens to fall around mid-semester. The second exam will be a comprehensive exam covering the entire semester and will be on the last class period prior to the university's final exam week. The following is a breakdown of how you will be graded.

- a. Attendance (Class Only): 25% of grade
- b. Assignments: 12.5% of grade

(1) Confirm your blackboard.com email with me. Respond to my e-mail through blackboard. Worth 10 points, due 11 Sep 09.

(2) Army Uniforms and Appearance – Demonstrate knowledge of Army uniform and appearance standards by completing the handout using Army Regulation 670-1. Worth 100 points; due 15 Sep 09.

(3) Climate survey: complete online climate survey as directed by instructor. Worth 10 points, due 29 Sep 09

(4) Terrain features – demonstrate knowledge of terrain features and map reading by completing the handout. Worth 100 points; due 22 Sep 09.

(5) Saving Private Ryan – Watch the movie, and follow hand-out. Apply Troop Leading Procedures as they relate to scenes in the movie. Worth 25 points; due 22 Sep 09.

(6) Terrain Model Kit – Create a complete terrain model kit (TMK) for use during briefing tactical missions. Worth 25 points; due 13 Oct 09.

- c. Quizzes: 12.5% of grade. Quizzes will be given on a no-notice basis. They will be based on the previous week's instruction, or on the homework reading assignments.
- d. Exam 1: 25% of grade
- e. Exam 2: 25% of grade
- f. All late papers and assignments will receive a 10% reduction in grade.
- g. The following grading scale will be used based on 100 points possible:

A+ 97-100	B+ 87-89.99	C+ 77-79.99	D 50-69.99
A 94-96.99	B 84-86.99	C 74-76.99	F <50
A- 90-93.99	B- 80-83.99	C- 70-73.99	

7. Attendance is mandatory for all classes. As noted above, this is 25% of your grade. Attendance is also required at the: Battalion Field Training Exercise (FTX), scheduled physical training (PT) sessions, Army Physical Fitness Tests (APFTs) and other battalion scheduled training.

8. Counseling. I will counsel each student a minimum of two times during the semester. We will discuss and record in writing your goals and objectives for the semester.

9. I am truly excited about this coming semester! I am committed to helping you develop the requisite knowledge, skills and abilities necessary to lead others toward mission accomplishment. I will do all that I can to make this a rewarding and enjoyable class.

Encls.

1. Recommended professional reading list
2. Class schedule and homework

LAURIE A. FORAND

Captain, Aviation

Assistant Professor of Military Science

Enclosure 1: Recommended professional reading list (MSL 301)

Bennis, W. G., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. New York: Harper & Row Publishers.

Bennis, W. G. (2003). *On becoming a leader*. New York: Basic Books.

Bennis, W. G., & Thomas, R. J. (2002). *Geeks & Geezers: How era, values, and defining moments shape leaders*. Boston: Harvard Business School Press.

Burns, J. M. (1978). *Leadership*. New York: Harper & Row Publishers.

Gardner, J. W. (1990). *On leadership*. New York: The Free Press.

Headquarters, Department of the Army, Field Manual 1-0 (2005). *The Army*. Washington, D.C.: U.S. Government Printing Office.

Headquarters, Department of the Army, Field Manual 6-22 (2006). *Army leadership*. Washington, D.C.: U.S. Government Printing Office.

Kotter, J. P. (1996). *Leading change*. Boston: Harvard Business School Press.

Wong, L. (2004). *Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom*. Carlisle Barracks, PA: Strategic Studies Institute.

Wong, L. (2002). *Stifling innovation: Developing tomorrow's leaders today*. Carlisle Barracks, PA: Strategic Studies Institute.

Enclosure 2: Class schedule, readings and assignments (Fall 2009)

Class 1 – 8 Sep

Topics of Instruction:

- Intro/Syllabus Review
- Intro to Team Dynamics
- Leadership Development Program (LDP) Overview

Homework:

- Read Cadet text; Section 2, Leadership Development Program (LDP)
- Review LDP Handbook, Pages 1-22
- Read Cadet Text, Tactics & Techniques Track, Map Reading I
- Review Cadet Text, Tactics & Techniques Track, Map Reading II – Read definitions in green boxes
- Read Cadet Text, Tactics & Techniques Track, Terrain Analysis pages 187-188; Review entire chapter – definitions in green boxes
- Army Uniform & Appearance Assignment

Class 2 – 15 Sep

Topics of Instruction:

- Army Briefing Techniques
- Map Reading I&II
- Terrain Analysis

Homework:

- Map Reading Handout
- Review FM 3-21.8 *The Infantry Rifle Platoon and Squad*, pages 1-29 through 1-32 (Troop Leading Procedures)
- Review FM 3-12.8 *The Infantry Platoon and Squad*, Chapter 5, Section III (TLP)
- Read cadet text Tactics and Techniques Section 6 “Combat Orders”
- Review the *Saving Private Ryan* DVD study sheet used to illustrate the abbreviated application of some of the eight steps of the troop-leading procedures, time management skills, METT-TC, and OAKOC. Relate the steps of the troop-leading procedures to the events in the vignette. (Critical Scene: Scene 14: One Decent Thing 01:46)

Class 3 – 22 Sep

Topics of Instruction:

- Troop Leading Procedures (TLP)
- Combat Orders

Homework:

- Review platoon order and be prepared to complete the squad OPORD in the next class
- Review cadet text Tactics and Techniques Section 6 “Combat Orders”
- Read FM 3-21.8, *Infantry Rifle Platoon and Squad*, pages 5-18 – 5-21 (Issue the Order / Squad Operations Orders)
- Command Climate Survey

Class 4 – 29 Sep

Topics of Instruction:

- Application of TLP
- Operations Orders

Homework:

Study for Exam 1

Enclosure 2: Class schedule, readings and assignments (Fall 2009)

Class 5 – 6 Oct (Exam 1)

Topics of Instruction:

- Squad Tactical Movement
- Squad Tactics – Patrolling

Homework:

Create a complete terrain model kit (TMK) for use during briefing missions.

Class 6 – 13 Oct

Topics of Instruction:

- Battle Drills
- Squad Tactics – Offensive Ops
- Offensive Ops Practical Exercise (PE)

Homework:

- Review text Section 10, Squad Tactics: Offensive Operations
- Review text Section 11, Squad Tactics: Recon

Class 7 – 20 Oct

Topics of Instruction:

- Reconnaissance
- Recon PE
- Knock out Bunker

Homework:

- Read text Section 12, Squad Tactics: Ambush
- Read text Section 13 “Attack”

Class 8 – 27 Oct

Topics of Instruction:

- Ambush
- Ambush PE
- Attack

Homework:

- Read cadet text Tactics and Techniques Section 13 “Attack”
- Review FM 3-21.8, The Infantry Rifle Platoon and Squad, March 2007; paragraph 7-44 through 7-71

Class 9 – 3 Nov

Topics of Instruction:

- Attack PE
- Squad Tactics – Defense
- Defense PE

Homework:

- Review cadet text Tactics and Techniques Section 13 “Attack”
- Read Student Text Chapter on Squad Tactics: Defense
- Review FM 3-21.8 Infantry Rifle Platoon and Squad, MAR 2007, Chapter 8, Sections I-VII and Appendix A (All) as noted below in order to become familiar with squad tactics in the defense prior to in class Section I, Characteristics of the Defense (All)
- Section III, Fire Support, para 8-52 (pp 8-13)
- Section III, Protection, para 8-53 through 8-63 (pp 8-13 thru 8-15)
- Section V, Observation Posts, para 8-94 through 8-96 (pp 8-21)
- Appendix A, Techniques of Fire, (All)

Enclosure 2: Class schedule, readings and assignments (Fall 2009)

- Sec V, Limited Visibility Techniques, 8-81 (pp 8-19)

Class 10 – 10 Nov

Topics of Instruction:

- Squad Tactics PE

Homework:

Review all topics covered so far this semester.

Class 11 – 17 Nov

Topics of Instruction:

Review for Exam 2

Homework:

- Study for Exam 2

Class 12 – 1 Dec (Exam 2)

Exam

Peer Evaluations

Counseling Sign-Up