

**Developing Adaptive Leaders**  
**Course AS.374.401 (fall 2009)**

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**Location:** Seminar 1, ROTC Bldg  
Or at UMBC per voco

**Credit:** 2 hours

**Time:** Monday, 18-1950  
Friday, 14-1550

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1. Introduction and course overview:

a. Congratulations on a successful summer and welcome to the best course you will take in your college career. Over the next several months *we* will build a knowledge base of small unit leadership based on assigned readings, class discussions and – most importantly – on personal experiences you will encounter *as you* lead the Blue Jay Battalion from various positions of leadership on the Cadet staff. Though not everyone will be able to hold positions of authority or decision-making, *all of you* will learn and grow as leaders by participating in training meetings, conducting training and influencing the underclassmen in the battalion in ways you probably have not considered in the past.

(1) Class discussions will be focused on applying the knowledge you have gained from outside readings to real-life leadership situations. You will “experience” the result of your leadership decisions and will have the opportunity to critique yourself and your peers as you progress through the course.

b. This course is intended to add to the foundation of leadership skills you have developed up to this point. By itself, it will not make you a great leader, and that is not its purpose. Rather, this is the continuation of an on-going journey of self-development – one that will continue well into your future careers. The goal is that you will discover some new ideas about leadership and that you will realize some hidden potential for improved leadership in yourself.

(1) I plan on adjusting the syllabus as we go – or at least some of the topics.

c. Finally, it is my sincerest hope that you will ultimately learn that leadership is more an act of selfless service than a means to realize one’s own selfish ambitions. An understanding of this one point will make this course a success.

2. Course Objectives:

a. To develop an appreciation for the complexities of leadership – especially as they relate to the role of the officer and non-commissioned officer in the United States Army.

b. To prepare future lieutenants (you) for their unique roles as mentors, trainers, facilitators and leaders of Soldiers in the Armed Forces of the United States Army.

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c. To expand Cadets' views of leadership beyond a focus on "direct" leadership and expose them to the concepts inherent in leading groups, teams, and organizations – both directly and indirectly.

d. To have Cadets apply leadership concepts to the ROTC battalion so that they can learn valuable lessons for future use in their roles as leaders in military and/or civilian organizations.

3. Course materials and texts are provided: I will often handout additional 2-5 page articles from various sources for discussion in the next class.

a. *Adaptive Leadership*, Cadet Command Course Text. (2008) Boston: Pearson Custom Publishing. A new version of this is coming, but generally follows this outline.

b. Department of the Army. 27 February 2008. Field Manual 3-0, *Operations*. Washington D.C.: US Government Printing Office.

c. Department of the Army. July 2006. Field Manual 6-22, *Army Leadership*. Washington D.C.: US Government Printing Office.

d. Department of the Army. 27 February 2008. Field Manual 3-0, *Operations*. Washington D.C.: US Government Printing Office.

e. Department of the Army. January 2005. Field Manual 5-0, *Army Planning and Orders Production*. Washington D.C.: US Government Printing Office.

f. Department of the Army. December 2008. Field Manual 7-0, *Training for Full Spectrum Operations*. Washington D.C.: US Government Printing Office.

g. *The Army Officer's Guide*, 51<sup>st</sup> Edition. COL Robert J. Dalessandro, ed., (2009) Mechanicsburg, PA: Stackpole Books.

h. *Rules & Tools for Leaders: A Down-to-Earth Guide to Effective Managing*, Dr. Perry M. Smith (2002) The Berkley Publishing Group.

i. Other materials will be provided and include, but are not limited to the follow list. Some are posted to BB.com, while all other can be found at: [www.army.mil/usapa/index.html](http://www.army.mil/usapa/index.html). Normally, I will point you to the pages needed for the assignment. *Sometimes finding the manual is the assignment*. I highly recommend you download the following publications for references in 401/402 and for your new Army career. Caution: Doctrine, Army Regulations and associated professional materials routinely (and more often in recent years) change – you need to keep on top of what resources you need to be successful.

(1) FM 1-0, *The Army*. 14 June 2005.

(2) FM 1-02, *Operational Terms and Graphics*. 21 September 2004.

(3) FM 3-0, *Operations*. 27 February 2008.

(4) FM 3-21.8, *The Infantry Rifle Platoon and Squad*. 28 March 2007.

- (5) FM 3-25.26, *Map Reading and Land Navigation*, (w/c1). 30 August 2006.
- (6) FM 4-02.51, *Combat and Operational Stress Control*. 6 July 2006.
- (7) FM 5-0, *Army Planning and Orders Production*. 20 January 2005.
- (8) FM 5-19, *Composite Risk Management*. 21 August 2006.
- (9) FM 6-0, *Mission Command, Command and Control of Army Forces*. 11 August 2003.
- (10) FM 6-22.5, *A Leader's Guide to Combat and Operational Stress*. 18 March 2009.
- (11) FM 7-0, *Training for Full Spectrum Operations*. 12 December 2008.
- (12) FM 7-1, *Battle Focused Training*. 2008.
- (13) FM 7-21.13, *The Soldier's Guide*. 2 February 2004.
- (14) FM 21-20, *Physical Fitness Training w/chg 1*. 1 October 1998.
- (15) FM 22-51, *Leader's Manual for Combat Stress Control*. 29 September 1994.
- (16) FM 25-4, *How to Conduct Training Exercises*. 10 September 1984.
- (17) AR 25-50, *Preparing and Managing Correspondence*. 3 June 2002.
- (18) AR 600-3, *The Army Personnel Proponent System*. 26 February 2009.
- (19) AR 600-8, *Military Personnel Management*. 1 October 1989.
  - (20) AR 600-8-10, *Leaves and Passes*. 15 February 2006.
  - (21) AR 600-8-19, *Enlisted Promotions and Reductions*. 20 March 2008.
  - (22) AR 600-8-29, *Officer Promotions*. 25 February 2005.
  - (23) AR 600-9, *The Army Weight Control Program*. 27 November 2006.
  - (24) AR 600-25, *Salutes, Honors, and Visits of Courtesy*. 24 October 2004.
  - (25) AR 600-85, *Army Substance Abuse Program (ASAP)*. 2 February 2009.
  - (26) AR 600-100, *Army Leadership*. 8 March 2007.
  - (27) AR 611-1, *Military Occupation Classification Structure Development and Implementation*. September 1997.
  - (28) AR 623-3, *Evaluation Reporting System*. 10 August 2007.
  - (29) AR 635-200, *Active Duty Enlisted Administrative Separations*. 8 February 2005.
  - (30) DA Pam 360-512, *Code of the U.S. Fighting Force*. 1 June 1988.
  - (31) DA Pam 600-2 *The Armed Forces Officer*. 1 February 1988
  - (32) DA Pam 600-3, *Commissioned Officer Professional Development and Career Management*. 11 December 2007.
  - (32) DA Pam 600-8, *Management and Administrative Procedures*. 1 August 1986.
  - (33) DA Pam 600-15, *Extremist Activities*. 1 June 2000.
  - (34) DA Pam 600-25, *US Army NCO Professional Development Guide*. 28 July 2008.
  - (35) DA Pam 600-35, *Relationships Between Soldiers and Different Ranks*. 21 February 2000.
  - (36) DA Pam 600-60, *A Guide to Protocol and Etiquette for Official Entertainment*. 11 December 2001.
  - (37) DA Pam 600-65 *Leadership—Statements and Quotes*. 1 November 1985.
  - (38) DA Pam 600-66-85, *Leadership in Action*. 1 July 1986.
  - (39) DA Pam 600-67, *Effective Writing for Army Leaders*. 2 June 1986.
  - (40) DA Pam 623-3, *Evaluation Reporting System*. 13 August 2007.
  - (41) DA Pam 385-10, *The Army Safety Program*. 24 August 2007.
  - (42) DA Pam 385-30, *Mishap Risk Management*. 10 October 2007.
  - (43) TC 25-20, *A Leader's Guide to After Action Reviews*. 30 September 1993.
  - (44) TC 25-30, *A Leader's Guide to Company Training Meetings*. 27 April 1994.

4. Class standards:

- a. Respect one another’s opinions. Never belittle someone else’s comments, answers, questions or actions in class. And no “thin skins either.” We are all here to learn.
- b. Be prepared to paraphrase the other person’s argument before making your own. For example, “so if I understand your point to mean.... [then you add some brilliant insight here].”
- c. Prepare for class. Ignorance is one of those highly visible aspects of leadership.
- d. Participate in class. In a leadership development class such as this, participation is almost as important as preparation. Although preparation is expected, if you are not able to complete all of the reading prior to class you are still expected to participate openly in class discussions and activities.
- e. For most lessons, we will begin with some contemporary article about the force; you should be prepared to discuss this with the class. You must be able to articulate what you learned as a result of that lesson that you will apply in your role as leader – whether in the Cadet Battalion or in your future platoon.
- f. Snacks and drinks are allowed in class as long as you do not interrupt discussion by opening a wrapper or soda in the middle of someone’s argument. Common sense applies: if it will disrupt class, don’t do it.

5. Uniform. The ACU (or Class B) 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 DTG for the final is enclosed and will encompass all aspects of lessons over the semester.

a. OER Support Form (2 x 100)	200 pts	20%
(1) Includes performance in your staff role that is connected to your lab grade also.		
b. Exam (2 x 100)	200 pts	20%
c. Attendance / Participation	200 pts	20%
d. APFT (2 x 50)	100 pts	10%
e. LDAC AAR	100 pts	10%
f. Your BN METL	100 pts	10%
g. LDP / Mentoring	100 pts	10%

h. Grading Scale:

98-100	A+	79-81	B-
94-97	A	75-78	C+
90-93	A-	70-74	C
86-89	B+	64-69	D
82-85	B	<63	F (=failure to commission)

i. Leader’s Notebook. I will discuss this, but it is a MSL 402 requirement that begins now.

j. I offer extra special assignments to improve your grade by not more than 10%.

8. Attendance is mandatory for all classes. As noted above, this is 20% of your grade and includes how well you do (in your position). The formula is very simple: If there are 20 events and you miss 10, you have a 50%, or 100 points out of 200. Attendance is also required at the: Battalion FTX, weekly Battalion training meetings (as required by your Cadet chain of command), scheduled PT session and APFTs and other battalion scheduled training.

9. Counseling. I will counsel each student a minimum of two times during the semester. We will use the DA Form 67-9-1 (Officer Evaluation Support Form) to list your goals and objectives for the semester. Your initial draft version is due one week after our initial meeting. The final submission of “significant contributions” is due at the end of the semester.

10. Academic Integrity. The following is an excerpt from the University’s Ethics Guide (<http://ethics.jhu.edu>). I assume UMBC, UB and SU all have something similar. In short, stick to the Army Values and all will be fine. *The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, re-use of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty, and unfair competition.*

a. There should be little doubt in your mind how I view ethics or values violations. As a future officer in the United States Army, it is imperative that you maintain the highest standards of ethical and moral conduct. Any substantiated violation of the University’s ethics policies will be address by your academic dean and more importantly, will likely be grounds for disenrollment from the ROTC program.

b. There are times in this course where you will be encouraged to collaborate and re-use materials or products from previous classes. This is obviously not considered a violation of these guidelines and is consistent with academic and Army standards of conduct (i.e., “Don’t recreate the wheel!”). If you are ever in doubt about what is acceptable or unacceptable, ask first.

11. 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. Physical Training (Cadet generated)
2. Leadership Laboratory (Cadet generated)
3. Sports exemption from PT (TBP)

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If you participate in a sport or other activity, you are required to have a coach's verification

4. Cadet professional requirements (TBP)
5. Blue Jay Battalion calendar (electronic)
6. Recommended professional reading list
7. Class schedule, reading and homework (DRAFT: 13 Nov 09)

## Enclosure 7: Class schedule, readings and assignments (fall 2009)

1. Updated: 13 Nov 09: After writing syllabi for eight semesters in ROTC, I find they are a guide and far from a “contract” between you and I. As such, keep yourself informed for changes and adjustments, as we both know there will be some. I prefer email communications, so adjustments will likely be via this media (remember – no texting unless it’s an emergency). This will include the uniform (normally the ACU) and place of the meeting (either JHU or UMBC).

a. Since I entrusted you to run the battalion, I encourage you to use the chain of command and recommend adjustments to this schedule. I do plan to have several senior officers receive your event IPRs for a sense of “real” feedback. It just so happens that five Army officers are on the JHU campus seeking advanced degrees for “the needs of the Army.” For some reason, I think hearing my same answers from a different face seems to carry more weight.

b. Note that on several occasion we have a “make-up class” from 06-0800. This is to offset the many Monday and Friday holidays.

2. Key:

a. Date-time-group (DTG) = Army dates are written in several ways and this is what is appropriate: 04 Sep 09 (informal); 04 September 2009 (more formal); and September 4, 2009 (most formal) – pay and some administration / forms requires you use MM/DD/YR. A DTG is simply the date, followed by the time and the year (i.e. 041630SEP09). Note this is all caps, while the other form is not.

b. “BB” = go to Blackboard.com and use the “references” folder.

c. “MSL 401: pp. XX-XXX” = read from the Adaptive Leadership book (issued)

d. XX/XX Month = Friday/Monday scheduling

Cl as s	DTG	Topic(s)	Readings	Assignment (or clarification to readings)
1	08 06-0800Sep	<ul style="list-style-type: none"> <li>Course/syllabus Overview</li> <li>Leadership Development and Assessment Course (LDAC) After Action Review (AAR)</li> <li>How to conduct AAR</li> <li>Heat Injury Prevention</li> </ul>	MSL 401: pp. 174-185 AR 25-50: pp. 1-8, pp. 23 FM 7-0: pp. 4-39:4-40	<ul style="list-style-type: none"> <li>- Turn in LDAC AAR HW IAW AR 25-50: 04 Sep</li> <li>- Review Heat Prevention PPT Slides (on BB.com)</li> </ul>
<b>Initial Counseling – See sign up sheet on my door – Make your appointments!</b>				
*	14/28 Sep	<ul style="list-style-type: none"> <li>No class meeting: PMS TDY at a Leadership Conference</li> </ul>	<ul style="list-style-type: none"> <li>- National Security &amp; Military Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Review NSS and NMS (on BB.com, also on <a href="http://www.state.gov">www.state.gov</a>)</li> </ul>

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			(NSS/NMS) - Leadership Development Process (LDP) hand out	- Staff time devoted to new Leadership Development Process and terms; see handout provided in your boxes – LDP Hand Book is also posted to BB.com
2	22 <b>06-0800S</b> ep	<ul style="list-style-type: none"> <li>• “Defending the Constitution” &amp; nothing starts from nothing (Snow Men)</li> <li>• Battalion (BN) Staff Duties and Responsibilities</li> <li>• BN LDP Refresher</li> </ul>	- MSL 401: pp. 160-173 Staff Handout - FM 6-0, Appendix C & D - FM 6-22, Appendix A - TBD: Contemporary Article	- Review Staff Roles and Responsibilities - 6-22, Appendix A is a summary of Part II-III; you should scan these for more detailed reference
<b>Submit DRAFT OER Support Form (DA Form 67-9-1) – one week from initial counseling I want this digitally (in PureEdge Viewer)</b>				
3	18/21 Sep	<ul style="list-style-type: none"> <li>• Training Management</li> <li>• Army Training &amp; Leadership Development Model</li> <li>• Mission Essential Task List (METL) Development I</li> </ul>	- FM 7-0, pp. 1-1:2-13 - FM 7-0, pp. 3-1:3-9 - FM 7-0, pp. 4-1:4-13	- See also <a href="https://www.ATN.mil">https://www.ATN.mil</a> (your AKO password will allow access to this site) - <i>OER support form should be complete</i>
4	25/28 Sep	<ul style="list-style-type: none"> <li>• Mission Essential Task List (METL) Development Continued II</li> </ul>	- FM 7-0, pp. 4-14-4-39	- Create an <u>Individual</u> Battalion METL Assessment and turn in <i>electronically</i>
5	02/05 Oct	<ul style="list-style-type: none"> <li>• Risk Management Refresher</li> </ul>	- FM 100-14, pp. 2-0:2-21, and Appendix 1-10	- Complete a Risk Management Worksheet for any BN FTX task; find the format for this on BB.com
<b>09-11 Oct: Battalion Field Training Exercise (FTX)</b>				
6	13 <b>06-0800</b> Oct	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>		- This is your time to develop and refine staff meeting notes - Other uses of this time: LDP, collective METL refinement, and mentoring

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7	16/19 Oct	<ul style="list-style-type: none"> <li>• Army Ethics</li> <li>• Joint Ethics Regulation</li> </ul>	MSL 401: pp. 124-145	- JER: <a href="http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/">http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/</a> for reference only
<b>22-25 Oct: Ranger Challenge 2009</b>				
8	27 <b>06-0800</b> Oct	<ul style="list-style-type: none"> <li>• Exam I</li> </ul>	- Study!	- Review Study Guide for Exam I
9	30 Oct / 02 Nov	<ul style="list-style-type: none"> <li>• Review Exam I</li> <li>• Officer Career Management</li> </ul>	<ul style="list-style-type: none"> <li>- MSL 401: pp. 312-333</li> <li>- Officers Guide, pp. 421-448 and Appendix A</li> <li>- Hand out: Officer Record Brief and Leave &amp; Earning Statement for reference</li> </ul>	<ul style="list-style-type: none"> <li>- Complete and turn in your 67-9-1A (do not confuse this with the -1; on digits)</li> <li>- <a href="http://www.mypay.gov">http://www.mypay.gov</a></li> <li>- <a href="https://www.HRC.mil">https://www.HRC.mil</a></li> </ul>
10	06/09 Nov	<ul style="list-style-type: none"> <li>• Military Decision Making Process I</li> </ul>	<ul style="list-style-type: none"> <li>- MSL 401: pp. 342-351</li> <li>- FM 5-0, pp. 3-1:3-29</li> <li>- Scan FM 34-130, pp. 2-1:2-44</li> </ul>	- I will review your LDP "blue cards" by this time and give you feedback on your feedback to the MSIIIs
11	13/16 Nov	<ul style="list-style-type: none"> <li>• Military Decision Making Process II</li> </ul>	<ul style="list-style-type: none"> <li>- MSL 401: pp. 352-359</li> <li>- FM 5-0, pp. 3-29:3-64</li> </ul>	- Reminder - begin completing the "back side" of your -1A
<b>21 Nov: Dining-In! I will announce next semester's chain of command here.</b>				
12	20/23 Nov	<ul style="list-style-type: none"> <li>• Counseling Subordinates</li> <li>• Officer Evaluation System (OES) &amp; Officer Evaluation Report (OER)</li> </ul>	- FM 6-22, Appendix B	<ul style="list-style-type: none"> <li>- DA PAM 600-25</li> <li>- DA PAM 623-3</li> </ul>

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		<ul style="list-style-type: none"> <li>• Non-commission Officer Evaluation System (NCOES) &amp; Non-commissioned Officer Evaluation Report (NCOER)</li> </ul>	<ul style="list-style-type: none"> <li>- MSL 401: pp. 272-311</li> <li>- Handouts from associated ARs and DA PAMs</li> </ul>	<ul style="list-style-type: none"> <li>- AR 623-3</li> </ul>
<b>PMS is at conference: 07-11 Dec</b>				
T B D	01 <b>06-0800</b> Dec	<ul style="list-style-type: none"> <li>• <i>Make-up if necessary</i></li> </ul>		<ul style="list-style-type: none"> <li>- <i>Every year there is some reason! So count on it.</i></li> </ul>
13	04/07 Dec	<ul style="list-style-type: none"> <li>• Exam II</li> </ul>	<ul style="list-style-type: none"> <li>- Study!</li> </ul>	<ul style="list-style-type: none"> <li>- Review Study Guide for Exam II (another professor will proctor the exam on the 7<sup>th</sup>)</li> <li>- Submit final OER Support Form, -1 (“back side” completed)</li> <li>- Submit class critique and peer evaluation</li> </ul>
NA	14-24 Dec	<ul style="list-style-type: none"> <li>• End of semester counseling</li> </ul>	<ul style="list-style-type: none"> <li>- Sign-up Sheet</li> <li>- DO NOT MISS THIS</li> </ul>	<ul style="list-style-type: none"> <li>- Over break... review your new staff position and its responsibilities, start your -1, and enjoy some well deserved rest (safely of course)</li> </ul>