

HIP-POCKET GUIDE

FROM THE WINTER 2023 EDITION OF ARMY SUSTAINMENT

DEVELOPING ARMY LEADERS LINES OF EFFORT WITHIN THE ARMY LEADER DEVELOPMENT STRATEGY



A U.S. ARMY
LOGISTICS, G-4
PRODUCT

Institutional Domain

Operational Domain

Self-Development Domain

Training

Organized, structured, and continuous process based on principles of learning to increase individual and organizational operational capability

- Instill Mission Command capability
- Ensure adaptive individual, proponent, and functional training
- Provide the Operational Force a competent Soldier ready to perform expected duties

- Practice and enforce Mission Command
- Develop leaders at Combat Training Centers
- Build adaptive, agile leaders through challenging scenarios
- Use a process of teach, train, validate, and assign responsibility

- Ensure structured self-development
- Obtain new and relevant skills to enable task mastery

Education

Imparting knowledge and developing the competencies and attributes Army professionals need to accomplish current and future missions

- Execute Mission Command writing campaign
- Ensure curricula and instructors are adaptive and relevant
- Optimize fellowships and other broadening educational opportunities
- Assess leaders before they matriculate

- Validate that leaders are ready for their next course before they're sent
- Leverage unit development programs to expand knowledge
- Educate leaders before they assume their next role

- Execute guided self-development through Mission Command
- Maintain an intrinsic desire for life-long learning
- Question facts and assumptions and enhance domain-specific knowledge

Experience

Continuous progression of personal and professional events – career long learners reflect on all relevant experiences

- Exercise Mission Command at echelon
- Improve and individualize talent management practices
- Provide leaders a broad range of professional experiences
- Provide leaders with experiences within the education system

- Exercise Mission Command
- Enable and allow for varying broadening assignments
- Ensure units can provide progressive, purposeful development assignments
- Underwrite honest mistakes and prudent risk taking while valuing those who develop others

- Execute personal self-development through Mission Command
- Improve self-awareness through varying experiences
- Seek external opportunities for growth

Army leaders are prepared to exercise mission command and prevail in current and future operations

DEVELOPING MISSION COMMAND

STEPS TO ENSURE PRINCIPLES ARE NESTED WITH TRAINING STRATEGY



Units that maintain a clear understanding of mission command principles are capable of effective decision making consistent with their commander's intent

Step 1

Educate the unit on mission command principles, as members of all ranks must understand the need for each

How do leaders integrate mission command principles into training opportunities?

Do leaders specifically identify mission command principles when leading subordinates?

Do leaders make subordinates aware that mission command principles exist within their current role?

Step 2

Ask the unit about the roles subordinates play in mission command and have them describe delegated authority and how to meet the commander's intent

How do leaders integrate mission command principles into training opportunities?

Do leaders specifically identify mission command principles when leading subordinates?

Do leaders make subordinates aware that mission command principles exist within their current role?

Step 3

Review your leader development program and modify as needed to ensure mission command principles are regularly addressed

How can unit-level counseling be improved?

Does subordinate behavior suggest that commanders trust and support their decisions?

Do training events allow subordinates to improve their decision-making capabilities?