

Leadership Handbook

OF THE CITIZEN SOLDIER

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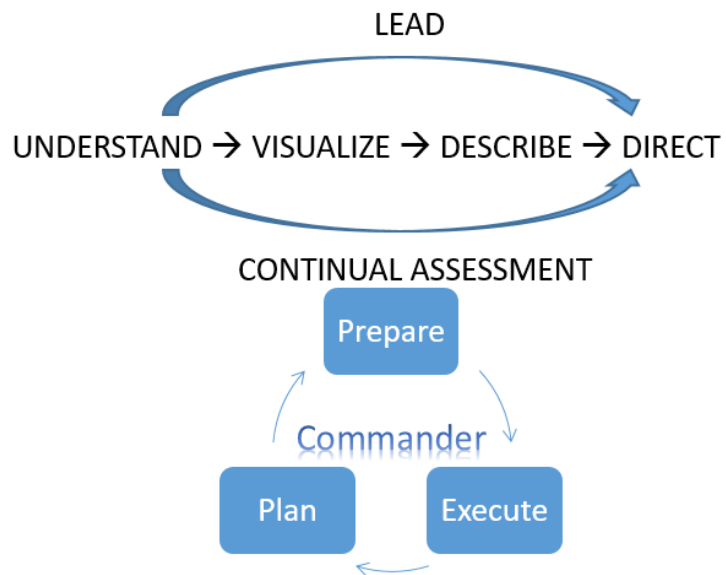
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Operational Art:

“The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose.” Army Doctrine Publication 3-0, Oct. 2011

Commander drives:

Staff executes:



Understanding the Operational Environment

The Three Leadership Levels

1. Strategic
 - a. Army design methodology (ATP 5-0.1, July 2015)
2. Operational
 - a. Military decision making process (MDMP)
3. Tactical
 - a. Troop leading procedures
 - i. Receive the mission
 - ii. Issue initial warning order (don't sit on information)
 - iii. Tentative plan, continually adjusting
 - iv. Initiate movement
 - v. Reconnaissance
 - vi. Complete the plan
 - vii. Issue the order (use the 1/3-2/3 rule)
 - viii. Supervise and refine the execution

The Tasks of Command

1. Inform and influence
2. Drove operations process
3. Build teams
4. Conduct operations process
5. Conduct information and knowledge management
 - a. Data → Information → Knowledge
6. Synchronize information capabilities
7. Conduct cyber-electromagnetic activities (CEMA)

Mission Command Components

1. Personnel
2. Networks
3. Information Systems
4. Processes and procedures
5. Equipment and facilities

10 Medical Functional Areas

1. Medical treatment
2. Hospitalization
3. MEDEVAC
4. Preventive medicine
5. Dental
6. Veterinary services
7. Medical Logistics (MEDLOG)
 - a. The 8 Logistic Principles
 - i. Integration
 - ii. Anticipation
 - iii. Responsiveness
 - iv. Simplicity
 - v. Economy
 - vi. Survivability
 - vii. Continuity
 - viii. Improvisation
8. Combat operational stress control
9. Laboratory services
10. Medical mission command

The 13 Sustainment Functions

LOGISTIC

1. Supply
2. Field services
3. Maintenance
4. Transportation
5. Distribution
6. Operational contract support
7. General engineering support

PERSONNEL SERVICES

8. Human resources support
9. Religious
10. Financial
11. Legal
12. Band
13. Health services support

Military Decision Making Process (MDMP)

1. Receive mission (issue WARNO 1)
2. Mission analysis (issue WARNO 2)
 - a. Read the entire operational order and all references
 - b. For every leadership level above the Company, break down the following for everything that affects your lane, by each Medical Functional Area
 - i. Specified tasks
 - ii. Implied tasks
 - iii. Facts
 - iv. Assumptions
3. Course of Action (COA) development
 - a. Use COA screening criteria for any potential plan
 - i. Feasible
 - ii. Acceptable
 - iii. Suitable
 - iv. Distinguishable
 - v. Complete
 - b. Complete the following tasks to develop, organize, and propose potential plans
 - i. Assess combat power relative to the enemy
 - ii. Generate options
 - iii. Array forces
 - iv. Develop a broad concept
 1. Lines of effort
 2. Operations
 3. Goals by phase
 - v. Assign headquarters which names all the moving parts
 - vi. Prepare COA statements and sketches by Medical Functional Area and per phase and role (rehearse)
 - vii. Conduct COA brief
 - viii. Select or modify COA for continued analysis
4. COA analysis (“war gaming”)
 - a. Gather the tools
 - b. List all friendly forces
 - c. List assumptions and prepare plan to make facts
 - d. Critical events and decision points
 - e. Select war gaming
 - i. BELT: phase lines over entire area
 - ii. Avenues in depth: tracer elements
 - iii. Box: zoom area focus
 - f. Synchronization matrix and/or sketch method with phases by Medical Functional Area
 - g. War-game the operation and assess results

- h. War-gaming briefing (optional)
5. COA comparison
 - a. Advantages and disadvantages analysis chart
 - b. Decision matrix comparing AHS principles, weighted by commander
 - i. Conformity
 - ii. Continuity
 - iii. Control
 - iv. Proximity
 - v. Flexibility
 - vi. Mobility
 - c. Decision brief
6. COA approval (issue WARNO 3)
7. Orders production

Mission Variables (METT-TC)

- Mission
- Enemy
- Terrain
- Troops available
- Time
- Civilian considerations

Types of Briefings

1. Information
2. Mission
3. Staff (Commander's update briefs, Battle update briefs)
4. Decision

Leading People in Harmonious Teams

6 Principles of War-Fighting Functions

1. Build cohesive teams through mutual trust
2. Create share understanding
3. Provider a clear Commander's intent
4. Exercise discipline initiative
5. Use mission orders
6. Accept prudent risk

Three Pillars of General Leadership in Organizations

1. Mentor
2. Coach
3. Counsel

Leader Development Methodology

- Develop self
- Develop others

Leader's Self-Development Model

1. Institutional education
2. Operational experience
3. Self-study
 - a. Guided
 - b. Structured
 - c. Personal
 - d. Required
 - e. Voluntary

Paul Elder Model of Critical Thinking

1. Standards – accuracy, precision, logical, breadth
2. Elements – purposes, questions, inferences
3. Traits – humility, coverage, competence

Attributes of Intellect

1. Mental agility

2. Sound judgment
3. Innovation

Developing Others: The Five Original Sources of Power^{1,2}

1. Referent power
2. Expert power
3. Legitimate power
4. Coercive power
5. Reward power

Effective Influence Tactics^{1,3}

HARD TACTICS

1. Classified pressure
2. Legitimizing
3. Coalition
4. Exchange

SOFT TACTICS

5. Classified ingratiation
6. Consultation
7. Inspirational appeal
8. Personal appeals
9. Collaboration

Counseling

1. Types
 - a. Event-oriented
 - b. Crisis
 - c. Promotion
 - d. Change of circumstances (rater, etc.)
 - e. Performance
2. Steps
 - a. Identify the need
 - b. Prepare
 - c. Conduct
 - d. Follow up

ATTRIBUTES

1. Character: values, ethos
2. Intellect: education
3. Presence: appearance, discipline, engagement

COMPETENCIES

4. Leads: exert influence outside the chain of command
5. Develops: gives others a chance to fail safely
6. Achieves: gets numeric results

Anticipating Future Mission Changes

Mission Command

1. Strategic environment: global implementation of national power (16 years out)
2. Operational environment: composite of circumstances and conditions that affect decisions (right now)
3. Overwatch: enemy uses capabilities against us well
4. Operational variables (PMESII-PT) is good for analyzing seminal events, news, security threats.
 - a. Political
 - b. Military
 - c. Economic
 - d. Social
 - e. Infrastructure
 - f. Information
 - g. Physical environment
 - h. Time

Analysis of Cultural Impact from Missions (ASCOPE)

1. Area
2. Structures
3. Capabilities
4. Organizations
5. People
6. Events

Five Primary Stability Tasks

1. Establish civil security
2. Establish civilian control
3. Restore essential services
4. Support governance
5. Support economic and infrastructure development

Nation States

1. Core
 - a. US
 - b. Canada
 - c. UK
2. Transition

- a. China
- b. India
- c. Israel
3. Rogue
 - a. Iran
 - b. North Korea
4. Failed or Failing
 - a. Haiti
 - b. Sudan
 - c. Somalia

Non-State Actors (Hybrid threat = any combination of the threats below)

ROGUE ACTORS

1. Insurgent
2. Terrorist
3. Drug and human traffickers
4. Criminal

THIRD PARTY ACTORS

1. Humanitarian relief organizations
2. Refugees
3. Internally displaced personnel
4. Media
5. Transnational corporations
6. Other civilians on the battlefield

Four Stability Mechanisms

1. Compel
2. Support
3. Control
4. Influence

OTHER READING

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