

EXAMPLE UNIT LEADER DEVELOPMENT PROGRAM

1. References

- a) Army Leader Development Strategy
- b) FM 6-22, Leader Development
- c) Memorandum, FORSCOM Leader Development Guidance
- d) Memorandum, XXV Corps Leader Development Strategy
- e) Memorandum, 83rd Division Command Training and Leader Development Guidance
- f) Memorandum, 7th Brigade Leader Development Priorities

2. Purpose

To enable 1-234 IN BN to deploy worldwide with qualified leaders, on order, in support of global contingency operations. To ensure the Total Army can successfully adapt to future challenges by supporting the professional development of leaders to their full potential. The desired end state is for all leaders in this battalion to be capable of executing their leadership responsibilities to accomplish missions while improving the organization and preparing personnel to accept greater responsibility for potential future assignments at transition. The battalion leader development program is applicable to individual leaders, units, and staff.

3. Command Philosophy

Leader development in our unit will be accomplished by how we choose to perform our tasks and conduct ourselves as leaders and as a team. Leader development is a shared privilege of all leaders and personnel. We will use the challenge in all experiences to develop leaders to improve how they conduct leadership. Leaders will guide subordinates to reflect and learn from their experiences. Subordinates will be monitored for their readiness for new challenges. Excellence will be reflected in our approach to our training and mission tasks, in accordance with References a-f, not by the number of events on the training calendar. Leader development will be embedded into our daily operations and supported by special activities. We shall create and sustain a culture and mindset of using opportunities to improve ourselves and others. Each day we should encourage professional development, build up each other, and make corrections swiftly and justly.

4. Priorities, Lines of Effort, Key Tasks

Priorities

- a) Culture of learning: Acculturate new leaders to our developmental philosophy through unit integration and by embracing opportunities for learning.
- b) Junior focus: Assess junior leaders to identify and build their individual strengths and address developmental needs. Direct assessments and development in the fundamentals of leadership in the context of the Mission Essential Task List. Development is ongoing and continues after initial leader certification.
- c) Cohesive development: Work together as teams of leaders to support each other's units to help ensure team leader development and brigade mission success.

Lines of Effort and Key Tasks

1. Assignments and developmental experiences: Plan a patterned sequence of assignments and adjust for optimal development of individuals. Use stretch assignments for high potentials. Add or lengthen developmental assignments for those needing them. Take advantage of opportunities to provide development for subordinates.
2. Assessments and feedback: Conduct and support MSAF Leader360 and Unit360 events and encourage use of 360 results in IDP development. Develop circulation plans for commanders and first sergeants to rotate to observe their subordinate leaders. Find leaders doing something well and recognize it.

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3. Coach/counsel/mentor: Establish rapport with subordinates by getting to know them and their interests. Make counseling and coaching an integral part of battalion operations. Conduct counseling to achieve impact on the individual's development. Use informal coaching at the point of opportunity. Reserve time to serve as mentors.
4. Study events: Nest battalion reading program into division and brigade reading programs. Coordinate quarterly themes of the program to address topics applicable to the following quarter in the Quarterly Training Brief.

5. Roles and Responsibilities

a) All individuals

- i. Engage in the leader development of all battalion personnel, including self.
- ii. Assist with integration of new leaders in the unit, ensuring that all leaders are proficient in tasks necessary to lead Soldiers in combat.
- iii. With support from raters, develop an individual development (IDP) and use leader development opportunities to advance development.

b) Battalion Commander

- i. Plans and executes the battalion program with command sergeant major, staff, and company commander assistance IAW brigade guidance and priorities.
- ii. Provides feedback to officers on their leader development progress
- iii. Reviews and approves assignment patterns for company and field grade officers.

c) Company Commanders and principal staff officers

- i. Assist in the planning and execution of the program
- ii. Assess the program for completion and desired impact
- iii. Authorized to expand the program into areas deemed necessary

d) Command Sergeant Major

- i. Supports the commander in planning and executing the battalion leader development program.
- ii. Senior advisor and organizer for enlisted leader development, including unit assignment patterns and integration of training and leader development practices.
- iii. Ensures leader development is treated appropriately among unit NCOs with respect to mission completion and unit improvement.

6. Standard Practices

- a) Raters conduct timely integration and reception counseling for 100% of new personnel in order to acculturate them into the unit's leader development philosophy and to certify them in leader responsibilities in accordance with Reference d. Assign peer mentors (equivalent rank) for newcomers to give them a peer perspective on the unit leader development philosophy.
- b) Raters and senior raters will include a performance objective on their OER or NCOER to complete performance evaluation and counseling requirements to standard.
- c) Provide professional growth counseling and ensure each individual has a well-thought out and actionable Individual Development Plan.
- d) Identify windows for attendance for each individual to their next Professional Military Education opportunity and assess impact on unit assignment practices. Incorporate PME attendance in permanent and temporary loss projections.
- e) Have individual training conducted so that it incorporates goals for development of future leader requirements. Assess what the individual training contributed towards the goals.

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- f) Incorporate leader development actions in each collective training event: establish at least one training goal focused on the development of leadership competencies, set conditions and plan assessments for the training goal to occur in parallel with mission training, and conduct group and individual reviews of learning associated with the goal.

7. Unit Activities

- a) Create a plan for leader rotation within the unit. Planning considerations include keeping individuals in positions long enough to ensure their stability promotes high unit performance, and that proven, qualified leaders move on to positions of greater responsibility, while other leaders are allowed to continue to develop in current positions or positions better matched for their development. Chart the timing and sequencing of leaders into and out of leadership positions. Use temporary vacancies as opportunities for less experienced leaders to be challenged or broadened.
- b) Raters should make a leader observation plan to circulate among their rated leaders. Determine the best times to observe how they conduct leadership and other key duties according to unit training schedules. Take time to provide on-the-spot feedback and coaching. Record observations for future use.
- c) Conduct leader certifications within one month of assignment to the unit. Commanders two echelons up will perform the certifications. Follow-on checks will be executed within the first 90 days of assuming a leadership position.
- d) Conduct a leader professional development session or team building event for battalion, company, and platoon levels annually. Subordinate units may conduct additional events.
- e) Conduct an MSAF Unit 360 event within 6 months of assumption of command by the battalion commander or in coordination with the Commander's 360 or Brigade's unit 360. Refine individual and unit goals based on MSAF results.
- f) Four hours of duty will be allowed each individual per month to concentrate on IDP activities requiring self-development.
- g) Conduct a professional reading and writing program focused on topics selected for application to the following quarterly training emphasis. Identify the purpose of the reading and stimulate thinking about how the reading applies to improving the unit and to developing individual leaders. Readings or lessons:
 - i. 1st Q FY - Trust, Team Building, Effective Chains of Command
 - ii. 2nd Q FY – Indirect Influence, Negotiation, Leading in Counter-Insurgency Operations
 - iii. 3rd Q FY – Managing Difficult Behavior, Shared Understanding, Integrating Leader Development into Individual-Collective Training
 - iv. 4th Q FY – Developing Others, Coaching, Constructive Feedback, Self-Awareness

8. Implementation/Effective Dates

This plan is effective upon date signed until rescinded or replaced. The plan will be reviewed for currency quarterly by the S3. All leaders will participate in the execution of the plan.