

Leaders Reference Guide (04 Nov 2003)



11 Principles of Leadership

1. Know yourself & seek self-improvement
2. Be technically & tactically proficient
3. Make sound & timely decisions
4. Set the Example
5. Build the team
6. Seek responsibility & take responsibility for your actions
7. Develop a sense of responsibility in your subordinates
8. Keep your subordinates informed
9. Know your soldier & look out for their welfare
10. Ensure the task is understood, supervised, & accomplished
11. Employ your unit IAW its capabilities

METT-TC

- M - Mission
- E - Enemy
- T - Terrain
- T - Troops
- T - Time
- C - Civilians

9 Competencies

1. Communication
2. Decision-making
3. Planning
4. Professional Army ethic
5. Supervision
6. Soldier/team development
7. Technical & tactical proficient
8. Teaching & counseling
9. Use of available systems

14 Attitudes

1. Enforce Standards
2. Set the Example
3. Accomplish the mission
4. Take care of soldiers
5. Be dedicated & selfless
6. Accept responsibility for self & subordinates
7. Obey lawful orders
8. Be honest & courageous
9. Maintain physical & mental toughness
10. Show competence & self- confidence
11. Act fairly & equitably W/ subordinates
12. Be loyal to nation & constitution
13. Be loyal to superiors and subordinates
14. Show initiative & self- motivation

10 Principles of Training

1. Commanders are responsible for training
2. NCOs train individuals, crews and small teams.
3. Train as a combined arms and joint team.
4. Train for combat proficiency – realistic conditions and performance-oriented.
5. Train to standards using appropriate doctrine.
6. Train to adapt.
7. Train to maintain and sustain.
8. Train using multiechelon techniques.
9. Train to sustain proficiency.
10. Train and develop leaders.

ARMY Universal Task List (AUTL) Battlefield Operating Systems (BOS)

- ART 1.0 Intelligence BOS
- ART 2.0 Maneuver BOS
- ART 3.0 Fire Support BOS
- ART 4.0 Air Defense BOS
- ART 5.0 Mobility/Counter mobility/Survivability BOS
- ART 6.0 Combat Service Support BOS
- ART 7.0 Command & Control BOS
- ART 8.0 Conduct Tactical Missions Tasks & Operations

Troop Leading Procedures

- R - Receive the mission
- I - Issue the warning order
- M - Make a tentative plan
- M - Movement (Initiate)
- R - Recon
- C - Complete the plan
- I - Issue the OPOD
- S - Supervise

7 Core Values

- L - Loyalty
- D - Duty
- R - Respect
- S - Selfless Service
- H - Honor
- I - Integrity
- P - Personal Courage

5 Paragraph OPOD

1. Situation
2. Mission
3. Execution
4. Service Support
5. Command and Signal

DOTMLPF

- D - Doctrine
- O - Organization
- T - Training
- M - Materiel
- L - Leadership & Education
- P - Personnel
- F - Facility

METL

- M - Mission
- E - Essential
- T - Task
- L - List

OCOKA

- O - Observation
- C - Cover & Concealment
- O - Obstacles
- K - Key terrain
- A - Avenues of approach

8 Step Training Model

1. Plan the training
2. Train the Trainers
3. Recon the site
4. Issue the order
5. Rehearse the training
6. Execute the training
7. Evaluate the training
8. Retrain as necessary

Training Cycle

- METL Development
- Planning
- Execution
- Assessment