

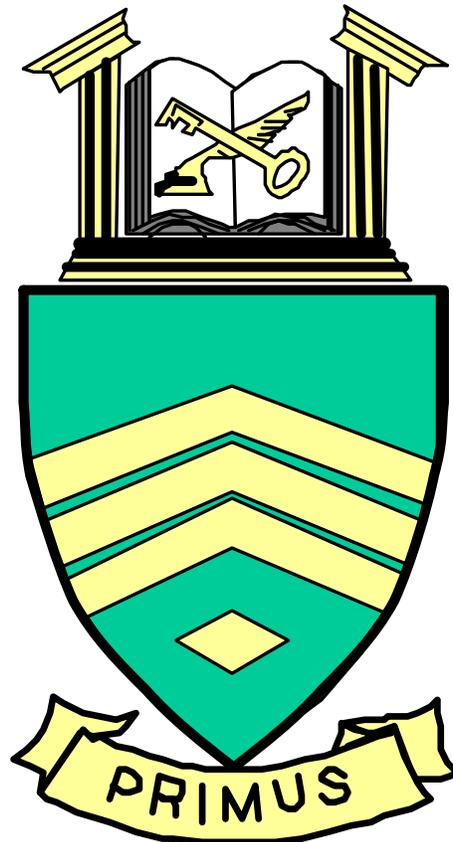
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

T651

OCT 04

TRAIN A COMPANY, OVERVIEW

TRAINING SUPPORT PACKAGE



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TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	T651 / TRAINING A COMPANY, OVERVIEW
Effective Date	01 Oct 2004
Supersedes TSP(s) / Lesson(s)	T651, Train a Company, Overview, Oct 03.
TSP Users	521-SQIM, First Sergeant Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p>COMDT USASMA ATTN ATSS DCF BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002</p> <p>Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875 E-mail: atss-dcd@bliss.army.mil</p>
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number

Task Title

800-400-AAAP

Conduct Battle Focused Training

This TSP
Contains

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TRAIN A COMPANY, OVERVIEW
T651 / Version 1
01 Oct 2004

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u> 521-SQIM	<u>Version</u> 1	<u>Course Title</u> First Sergeant Course
Task(s) Taught(*) or Supported	<u>Task Number</u> 800-400-AAAP (*)	<u>Task Title</u> Conduct Battle Focused Training	
Reinforced Task(s)	<u>Task Number</u>	<u>Task Title</u>	
	800-400-6AAB	Plan Battle Focused Training at the Company Level	
	878-400-5ABX	Develop a Unit Mission Essential Task List (METL)	
	878-400-7AAQ	Prepare the Battalion (Company) Individual Training Portion of the Quarterly Training Briefing (QTB)	
	878-400-7AAR	Advise the Commander on the Status of Individual and Unit Training	
	878-400-7AAS	Assess Individual Training to Support the Battalion (Company) Mission Essential Task List (METL)	
	878-400-7AAT	Manage Training Distracters	
	878-400-7AAU	Implement the Battalion (Company) Noncommissioned Officer Development Program (NCODP)	
	878-400-AAAQ	Conduct an After Action Review	
Academic Hours	The academic hours required to teach this lesson are as follows:		
	<u>Resident Hours/Methods</u>		
	1 hr	/ Conference / Discussion	
	Test	0 hrs	
	Test Review	0 hrs	
	Total Hours:	1 hr	
Test Lesson Number	<u>Hours</u>	<u>Lesson No.</u>	
	Testing (to include test review)	3 hrs	E654 version 1
Prerequisite Lesson(s)	<u>Lesson Number</u>	<u>Lesson Title</u>	
	None		
Clearance Access	Security Level: Unclassified Requirements: There are no clearance or access requirements for the lesson.		
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.		

References

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
FM 7-1	BATTLE FOCUSED TRAINING	15 Sep 2003	

Student Study Assignments

Before class--

- Read FM 7-1, Chapter 2.
- Read Student Handout 1.

During class--

- Participate in classroom discussion.

After class--

- Review classroom notes and materials.
- Return recoverable materials to the instructor.

Instructor Requirements

1:14, MSG, FSC graduate, ITC, SGITC, and VTT-ITC (VTT only) qualified.

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
One site coordinator at each VTT site to operate the TNET equipment and coordinate classroom instruction. Must be FSC grad, served as 1SG, ITC, and SGITC qualified. (Enlisted)	1:14	1	1 hr
Video, audio and audio linkage equipment operator (optional) at each remote site. (Enlisted)	1:14	1	1 hr
Video, audio, and audio linkage equipment operator at principal VTT site. (Enlisted)	1:14	1	1 hr

Equipment Required for Instruction

<u>Id Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
702101T134520 DELL CPU, MONITOR, MOUSE, KEYBOARD	1:14	1:1	No	1	No
FSC-1 TNET COMMUNICATIONS EQUIPMENT SUITE (VTT LESSON ONLY)	1:14	1:1	No	1	No
FSC-10 INFOCUS LCD PROJECTOR	1:14	1:1	No	1	No
FSC-11 PROJECTION SCREEN	1:14	1:1	No	1	No
FSC-2 TNET ROOM EQUIPMENT SUITE (VTT LESSON ONLY)	1:14	1:1	No	1	No
FSC-3 TNET AUDIO/VIDEO LINKAGE EQUIPMENT (VTT LESSON ONLY)	1:14	1:1	No	1	No
FSC-4 TV MONITOR 32 INCH	1:14	1:1	No	1	No

FSC-6 WINDOWS OS, MICROSOFT INTERNET EXPLORER, MSOFFICE, FTP SITE SOFTWARE	1:14	1:1	No	1	No
FSC-7 VIEWGRAPH OVERHEAD PROJECTOR	1:14	1:1	No	1	No
FSC-8 WHITE BOARD	1:14	1:1	No	1	No
TVT 22-26 The Senior NCO Role in Training Management	1:14	1:1	No	1	No

* Before Id indicates a TADSS

**Materials
Required**

Instructor Materials:

- View Graphs (VGTs): 7 each.
- TSP.
- FM 7-1.
- TVT 22-26.

Student Materials:

- Advance sheet.
- Pen or pencil and writing paper.
- All reference material issued for this lesson.

**Classroom,
Training Area,
and Range
Requirements**

CLASSROOM XXI WITH T-NET CAPABILITY (VTT)
CLASSROOM, GENERAL PURPOSE, 600 SF, 16 PN

**Ammunition
Requirements**

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

**Instructional
Guidance**

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

NOTE: Show **VGT-1 TRAINING OVERVIEW** during the set-up time. Remove the VGT when you are ready to start the instruction.

Before class--

- Read all TSP material.
- Issue FM 7-1.

During class--

- Cover all learning objectives.

-
- Conduct this lesson using the Small Group Instruction method and use the questions provided to generate discussion among the students at the different sites.
 - The facilitator may need to create additional questions to ensure student participation continues throughout the lesson material.
 - The DL (VTT) instructor will select an appropriate site prior to asking a student a question.

After class--

- Collect recoverable material.
- Report any lesson discrepancies to the Senior Instructor.

**Proponent
Lesson Plan
Approvals**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Santa Barbara, Robert A.	GS-09	Training Specialist	
Adams, Chris L.	SGM	Chief Instructor, FSC	
Graham, Kevin L.	MSG	Chief, FSC	
Gratton, Steven M.	SGM	Chief, Functional Courses	
Bucher, George V.	GS-11	Chief, CMD	
Lemon, Marion	SGM	Chief, CDDD	

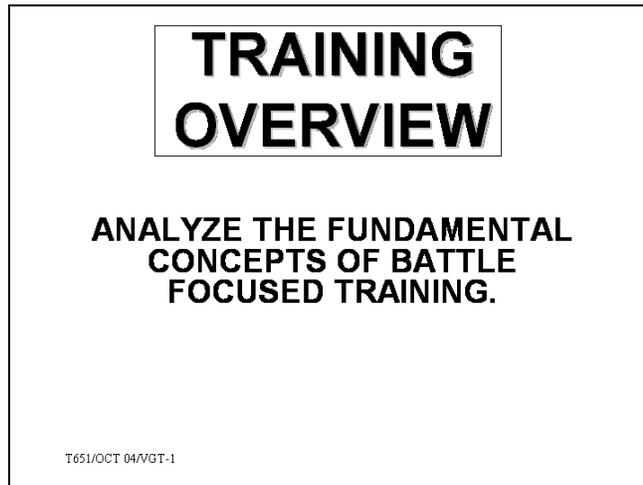
SECTION II. INTRODUCTION

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio is: 1:14
Time of Instruction: 20 mins
Media: VGT-1 and TVT 22-26

Motivator

NOTE: Show VGT-1 during the set-up time. Remove when you are ready to start the instruction.

SHOW VGT-1, TRAINING OVERVIEW



Camera: Main camera on the instructor. Ask each site coordinator at the Distance Learning sites if they are prepared for training.

The Army's top priority, training, prepares us to fight. You, as a leader, will fulfill your responsibility by ensuring that no soldier ever dies in combat because of poor training. First sergeants assume responsibility for ensuring that their soldiers train to standard and link soldier's performance with the unit's training plans. You and your subordinate NCOs accomplish this by rigorously planning and executing every training activity to standard. The battle focused training process provides you with the key for successful training. In this lesson, you will examine the functions that you perform to implement the battle focused training process in your unit.

Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective requirements.

At the completion of this lesson, you [the student] will:

Action:	Analyze the fundamental concepts of battle focused training.
Conditions:	As a first sergeant in a classroom environment, given FM 7-1.
Standards:	Analyzed the fundamental concepts of battle focused training IAW FM 7-1.

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

NOTE: It is the responsibility of all soldiers and DA civilians to protect the environment from damage.

None

Evaluation

At the end of this module, you will receive a 40-question written, objective examination. It will test your learning of the objectives from this and other lessons. To receive a Go (70 percent), you must correctly answer 28 or more of the questions.

Instructional Lead-In

In this lesson you will examine the application of battle focused training concepts to company training, and how they will help you as you train your company.

Show TVT (22-26), The Senior NCO Role in Training Management.

NOTE: Inform the students to pay particular attention to the last portion of the film because it discusses the management training cycle in depth and sets the tone for the rest of the lessons in the training module of instruction. Allow a short time for student discussion.

NOTE: After the TVT, reintroduce the TLO and then break the class into three groups (each VTT site is one group). Assign each group/site a discussion area. Group 1, Principles of Training (FM 7-1, pages 2-1 to 2-10); Group 2, The Commander's Role (FM 7-1, pages 2-11 to 2-14); and Group 3, Battle Focus (FM 7-1, p. 2-14 thru 2-16). Use the questions and VGT-2 through VGT-7 to generate discussion among the groups, if necessary.

NOTE: Allow 10 minutes to process the information and a total of 15 minutes to discuss the assignments (Group 1, 5 minutes; Group 2, 5 minutes; and Group 3, 5 minutes). Tell the students to base their discussion on their experiences in a unit as they relate to their assigned subject area. Do not allow them to read verbatim from the FM.

NOTE: Show VGT-2 while assigning the group discussion areas.

NOTE: Use questions to generate discussion. Encourage group interaction.

SECTION III. PRESENTATION

1. Learning Step / Activity 1. Determine The Fundamental Concepts Of Battle Focused Training

Method of Instruction: Conference / Discussion

Technique of Delivery: Small Group Instruction (SGI)

Instructor to Student Ratio: 1:14

Time of Instruction: 25 mins

Media: VGT-2 thru VGT-7

SHOW VGT-2, TRAINING OVERVIEW



Ref: FM 7-1, Chap 2

NOTE: Start the group preparation/discussion time. After the 10 minutes are up, inform the groups to get ready for their discussion.

REMOVE VGT-2

NOTE: Group 1 will now discuss the principles of training.

To ensure that your unit trains effectively, you must understand and apply the principles of training.

QUESTION: What are the principles of training?

ANSWER: See VGT-3.

SHOW VGT-3, PRINCIPLES OF TRAINING

PRINCIPLES OF TRAINING

- **Commanders are responsible for training.**
- **NCOs train individuals, crews, and small teams.**
- **Train as a combined arms and joint team.**
- **Train for combat proficiency.**
- **Train to standard using appropriate doctrine.**
- **Train to adapt.**
- **Train to maintain and sustain.**
- **Train using multiechelon techniques.**
- **Train to sustain proficiency.**
- **Train and develop leaders.**

T651/OCT 04/VGT-3

Ref: FM 7-1, pp 2-1 thru 2-10

NOTE: Cover any points the students missed. Ask for and answer questions.

Commanders are Responsible for Training.

- Should be present and lead training.
- Base training on the METL.
- Provide the required resources.
- Train to the Army standard.
- Develop and execute training plans that result in proficient individuals, leaders, and units.
- Incorporate risk management into all aspects of training.
- Assess current levels of proficiency.

NCOs Train Individuals, Crews, and Small Teams.

- Responsible for conducting standards-based, performance-oriented, battle focused training.
- Identify specific individual, crew, and small team tasks.
- Plan, prepare, rehearse, and execute training.
- Evaluate training, conduct AARs and provide feedback to the commander.
- Coach junior NCOs and officers to master a wide range of individual and leader tasks.

Train as a Combined Arms and Joint Team.

- Army forces seldom operate unilaterally.
- The basis for the organization and operation of Army forces is combined arms.
- Today's Army doctrine emphasizes teamwork at all echelons.
- Commanders are responsible for training all warfighting systems.
- The commander is responsible for the training of all elements of the formation.
- Functional task proficiency of subordinate units is an essential prerequisite for effective combined arms training.
- The combined arms training challenge is the same for all echelons of command.

Train for Combat Proficiency.

- Realistic conditions.
- Performance oriented.

Train to Standard Using Appropriate Doctrine.

- Must be done to the Army standard.
- Conform to Army doctrine.
- Army doctrine is consistent with and nested in joint doctrine.

Train to Adapt.

- Prepare subordinates to operate in positions of increased responsibility.
- Vary training conditions, making them increasingly difficult and unpredictable.
- Improvise with the resources at hand, exploit opportunities, and accomplish the assigned mission.

Train to Maintain and Sustain.

- Maintenance is essential for sustained operations.
- Maintenance is vital to mission accomplishment.
- Soldiers and crews perform preventive maintenance checks and services (PMCS) under combat conditions.
- Maintain equipment under battlefield conditions.
- Maintenance is training.

Train Using Multiechelon Techniques.

- Train leaders, staffs, units, and individuals at each echelon of the organization simultaneously.
- Maximize use of allocated resources and available time.
- Reduce the effects of personnel turbulence.
- Require detailed planning and coordination.
- Train at least two echelons simultaneously.

Train to Sustain Proficiency.

- Hone mastered tasks by periodic sustainment training.
- Sustainment training enables units to operate in a Band of Excellence.
- Training to sustain proficiency in the Band of Excellence includes training leaders, staffs, and units.
- Schedule critical training at the minimum frequency necessary for sustainment.

Train and Develop Leaders.

- Mentor, guide, listen to, and “think with” subordinates.
- Train leaders to plan training in detail.
- Train leaders to prepare for training thoroughly.
- Train leaders to execute training aggressively.

REMOVE VGT-3

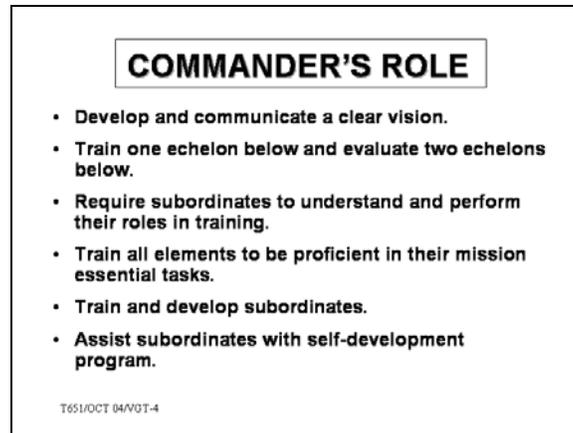
NOTE: Group 2 will now discuss the commander's role in training.

QUESTION: What is the commander's role in training?

ANSWER: See VGT-4 and VGT-5.

Ref: FM 7-1, pp 2-11 and 2-14

SHOW VGT-4, COMMANDER'S ROLE



Ref: FM 7-1, pages 2-11 thru 2-13

NOTE: Use the paragraphs after VGT-4 and VGT-5 to ensure students cover the main points during their discussion.

NOTE: Cover any points the students missed. Ask for and answer questions.

Develop and Communicate a Clear Vision or Intent.

- Mission, doctrine, history.
- Enemy/threat capabilities.
- Operational environment.
- Organizational and personnel strengths and weaknesses.
- Training environment.

Train One Echelon Below and Evaluate Two Echelons Below.

- Responsible for training their own unit and one echelon below.
- Evaluate units two echelons below.

Require Subordinates to Understand and Perform Their Roles in Training.

- Assigns officers the primary responsibility for collective training.
- Assigns NCOs the primary responsibility for individual, crew, and small team training.
- Uses multiechelon techniques.
- Commanders teach, coach, and mentor subordinates.

Train All Elements to be Proficient on Their Mission Essential Tasks.

- Train to Army standard.
- Project training plans far enough into the future.
- Coordinate resources with sufficient lead-time.

Train and Develop Subordinates.

- Create leader development programs.
- Mentor, guide, listen to, and “think with” subordinates.
- Develop subordinates who have an agile and adaptive mindset.

Assist Subordinates with Self-Development Program.

- Share experienced insights.
- Encourage subordinates to study and learn their profession.

REMOVE VGT-4

SHOW VGT-5, COMMANDER'S ROLE (cont)

COMMANDER'S ROLE (CONT)

- **Involve themselves personally in planning, preparing, executing, and assessing training.**
- **Demand that training standards be achieved.**
- **Ensure proper task and event discipline.**
- **Foster a command climate that is conducive to good training.**
- **Manage training distracters.**
- **Incorporate risk management.**

T651/OCT 04/VGT-5

Ref: FM 7-1, pp 2-13 and 2-14

Get Personally Involved in Training.

- Planning training.
- Preparing training
- Executing training.
- Assessing training.

Demand Training Standards be Achieved.

- Design time in the training events for additional training.
- Better to train to standard on a limited number of tasks.
- Soldiers will remember the enforced standard.

Ensure Proper Task and Event Discipline.

- Junior leaders plan the correct task to time ratio.
- Too many events result in improper preparation and recovery.

Foster a Command Climate that is Conducive to Good Training.

- Rewards subordinates who are bold and innovative trainers.
- Offer support for honest mistakes.

Manage Training Distracters.

- Ensure participation by the maximum number of soldiers.
- Support subordinate commanders' efforts to train effectively.
- Reinforce the requirement for all assigned personnel to be present.

Incorporate Risk Management.

- Enhances execution of highly effective, realistic training.
- The process of identifying, assessing, and controlling risks.
- Use risk management to conserve combat power and resources in both peace and war.

REMOVE VGT-5

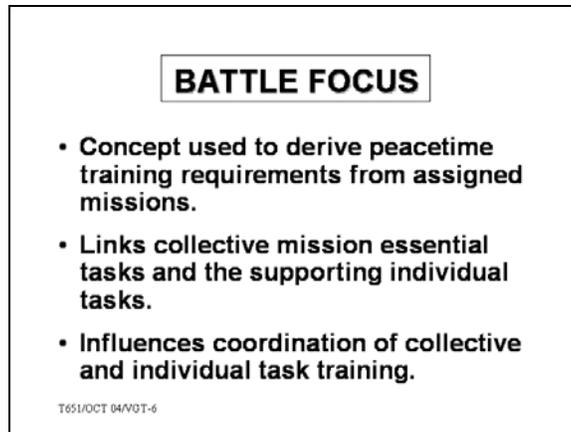
NOTE: Group 3 will now discuss "BATTLE FOCUS," the key concept in training management.

QUESTION: What is BATTLE FOCUS?

ANSWER: See VGT-6.

NOTE: Ensure that the students focus on the integration of collective and individual training responsibilities as depicted in Figure 2-6 on page 2-15.

SHOW VGT-6, BATTLE FOCUS



Ref: FM 7-, pp 2-14 thru 2-16

NOTE: Remind the students that at the beginning of this lesson, you asked them to pay attention to the latter part of the film. It explained the training management cycle in depth. Answer any questions the students may have.

Leaders must apply the battle focus concept continuously during all phases of training. All training must relate to wartime missions. If they do not, the first sergeant must ask, "Why are we doing this?"

REMOVE VGT-6

The next topic we will discuss is the training management cycle.

QUESTION: What is the Army training management cycle?

ANSWER: It is the foundation of the training process.

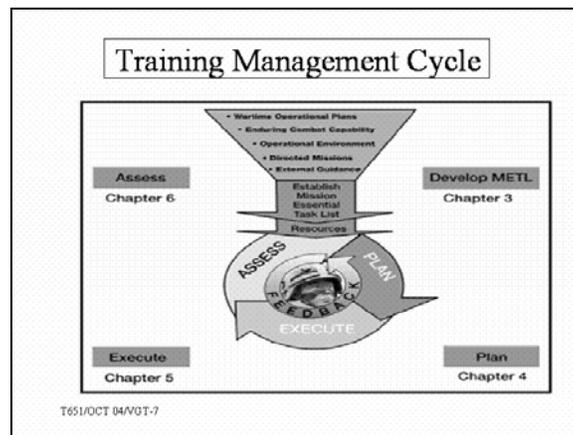
Ref: FM 7-1, p 2-16, para 2-64

NOTE: Allow students to respond. Ask one or more students to expand on the flow of the Training Management Cycle.

QUESTION: What are the elements of the training management cycle?

ANSWER: See VGT-7.

SHOW VGT-7, THE TRAINING MANAGEMENT CYCLE



Ref: FM 7-1, p 2-17, Fig 2-7

NOTE: As students respond, show the VGT and briefly discuss the steps contained in the Training Management Cycle.

- Ask them to discuss how they implement the cycle at their unit.
- Is it an effective training management tool?
- What are the problems they encounter with it?
- How effective is planning in their units?
- How well do they assess and evaluate their training?
- How effective is the evaluation process?

REMOVE VGT-7

SECTION IV. SUMMARY

Method of Instruction: <u>Conference / Discussion</u>
Technique of Delivery: <u>Small Group Instruction (SGI)</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Check on Learning

The check on learning for this lesson were the questions throughout the lesson.

Review / Summarize Lesson

During the last hour, we discussed the commander's role, leader responsibilities, principles of training and the training management cycle. The training management cycle is the approach to implementing the Battle Focus concept. We will discuss each of the processes of the training management cycle in detail during lessons T652 thru T656.

Transition to Next Lesson

None

SECTION V. STUDENT EVALUATION

Testing Requirements

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

At the end of this module, you will receive a 40-question written objective examination. It will test your learning of the objectives from this and other lessons. To receive a go (70 percent), you must correctly answer 28 or more of the questions.

Feedback Requirements

NOTE: Feedback is essential to effective learning. Schedule and provide feedback on the evaluation and any information to help answer students' questions about the test. Provide remedial training as needed.

You will participate in an After Action Review (AAR) immediately following the examination for this particular lesson.

Learning Step 1

VGT-1, Training Overview

TRAINING OVERVIEW

**ANALYZE THE FUNDAMENTAL
CONCEPTS OF BATTLE
FOCUSED TRAINING.**

T651/OCT 04/VGT-1

TRAINING OVERVIEW

- **Principles of training.**
- **Commander's role.**
- **Battle focus.**
- **Training management cycle.**

T651/OCT 04/VGT-2

PRINCIPLES OF TRAINING

- **Commanders are responsible for training.**
- **NCOs train individuals, crews, and small teams.**
- **Train as a combined arms and joint team.**
- **Train for combat proficiency.**
- **Train to standard using appropriate doctrine.**
- **Train to adapt.**
- **Train to maintain and sustain.**
- **Train using multiechelon techniques.**
- **Train to sustain proficiency.**
- **Train and develop leaders.**

T651/OCT 04/VGT-3

COMMANDER'S ROLE

- **Develop and communicate a clear vision.**
- **Train one echelon below and evaluate two echelons below.**
- **Require subordinates to understand and perform their roles in training.**
- **Train all elements to be proficient in their mission essential tasks.**
- **Train and develop subordinates.**
- **Assist subordinates with self-development program.**

T651/OCT 04/VGT-4

COMMANDER'S ROLE (CONT)

- **Involve themselves personally in planning, preparing, executing, and assessing training.**
- **Demand that training standards be achieved.**
- **Ensure proper task and event discipline.**
- **Foster a command climate that is conducive to good training.**
- **Manage training distracters.**
- **Incorporate risk management.**

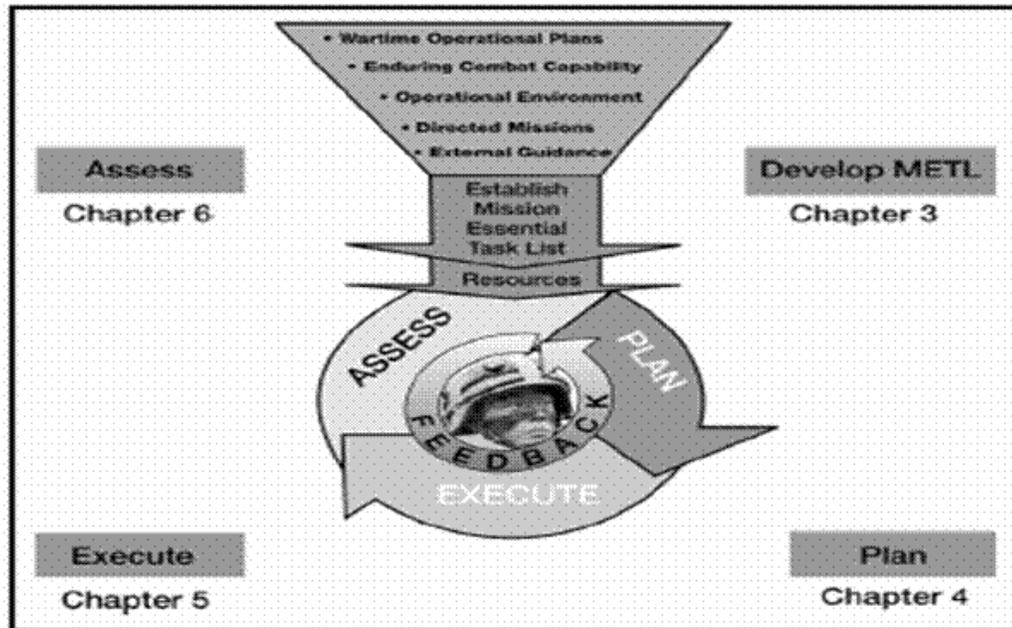
T651/OCT 04/VGT-5

BATTLE FOCUS

- **Concept used to derive peacetime training requirements from assigned missions.**
- **Links collective mission essential tasks and the supporting individual tasks.**
- **Influences coordination of collective and individual task training.**

T651/OCT 04/VGT-6

Training Management Cycle



T651/OCT 04/VGT-7

Appendix B - Test(s) and Test Solution(s) (N/A)

Appendix C - Practical Exercises and Solutions (N/A)

HANDOUTS FOR LESSON: T651 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1
SH-2, Student Notes	SH-2-1 thru SH-2-4

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of one hour of small group instruction.

Overview In this lesson you will examine the application of the battle focused training concepts to company training. The application of these procedures will greatly assist your efforts to conduct effective training in your company. This lesson will be the foundation for the remaining training management lessons.

Learning Objective Terminal Learning Objective (TLO).

Action:	Analyze the fundamental concepts of battle focused training.
Condition:	As a first sergeant in a classroom environment, given FM 7-1.
Standard:	Analyzed the fundamental concepts of battle focused training IAW FM 7-1.

Assignment The student assignments for this lesson are:

- Read FM 7-1, Chapter 2.

Additional Subject Area Resources FM 7-0

Bring to Class You must bring the following materials to class:

- FM 7-1.
- Pen or pencil and writing paper.

Student Handout 2

Student Notes

This student handout contains 3 pages of material for the following:

Slides with student note space.

TRAINING OVERVIEW

ANALYZE THE FUNDAMENTAL CONCEPTS OF BATTLE FOCUSED TRAINING.

T651/OCT 04/VGT-1

TRAINING OVERVIEW

- **Commander's role.**
- **Principles of training.**
- **Battle focus.**
- **Training management cycle.**

T651/OCT 04/VGT-2

COMMANDER'S ROLE

- **Develop and communicate a clear vision.**
- **Train one echelon below and evaluate two echelons below.**
- **Require subordinates to understand and perform their roles in training.**
- **Train all elements to be proficient in their mission essential tasks.**
- **Train and develop subordinates.**
- **Assist subordinates with self-development program.**

T651/OCT 04/VGT-3

COMMANDER'S ROLE (CONT)

- **Involve themselves personally in planning, preparing, executing, and assessing training.**
- **Demand that training standards be achieved.**
- **Ensure proper task and event discipline.**
- **Foster a command climate that is conducive to good training.**
- **Manage training distracters.**
- **Incorporate risk management.**

T651/OCT 04/VGT-4

PRINCIPLES OF TRAINING

- **Commanders are responsible for training.**
- **NCOs train individuals, crews, and small teams.**
- **Train as a combined arms and joint team.**
- **Train for combat proficiency.**
- **Train to standard using appropriate doctrine.**
- **Train to adapt.**
- **Train to maintain and sustain.**
- **Train using multiechelon techniques.**
- **Train to sustain proficiency.**
- **Train and develop leaders.**

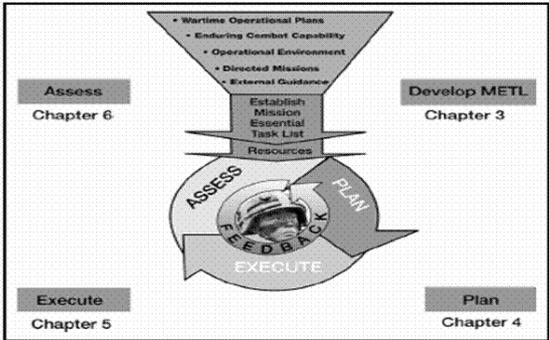
T651/OCT 04/VGT-5

BATTLE FOCUS

- **Concept used to derive peacetime training requirements from assigned missions.**
- **Links collective mission essential tasks and the supporting individual tasks.**
- **Influences coordination of collective and individual task training.**

T651/OCT 04/VGT-6

Training Management Cycle



T651/OCT 04/VGT-8
