

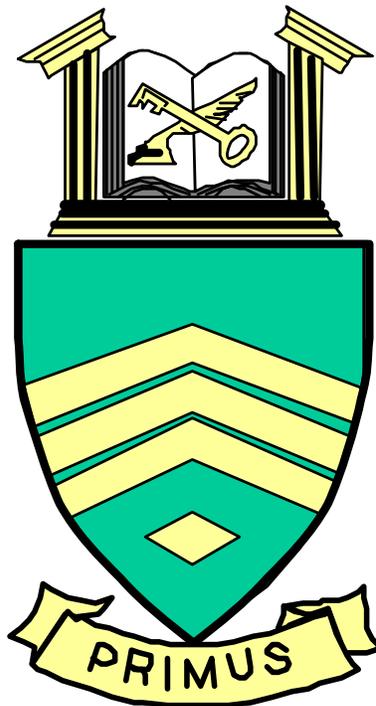
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

W660R (052002)

OCT 02

DEVELOP A LEADER PLAN OF ACTION

STUDENT HANDOUTS



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Appendix DIndex of Student Handouts

**This
Appendix
Contains**

This Appendix contains the items listed in this table---

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1
SH-2, Student Slide Note Sheets	SH-2-1 thru SH-2-3
SH-3, practical Exercise	SH-3-1 thru SH-3-4

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Student Handout 1

Advance Sheet

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

Overview One of the most frustrating things for a recruiting first sergeant is to watch one of his stations consistently fail. The station commander attempted to fix the problem but failed to identify the true problem. The ability to step back, analyze a problem, and develop different courses of action will be a valuable asset to you. You can go to this station, analyze the situation, and provide station personnel with a course of action designed to help. With a leader plan of action, you will not be just shooting in the dark trying to fix an unknown problem. Good problem-solving skills are the key to managing a successful company!

Learning Objective Terminal Learning Objective (TLO)

Action: Develop a Leader Plan of Action.

Condition: As a first sergeant in a classroom environment, given FM 22-100.

Standard: Developed a Leader Plan of Action IAW FM 22-100.

ELO 1 Identify the leader plan of action steps.

Assignment The student assignments for this lesson are:

- Read FM 22-100, Chapter 5, and Appendix D..

Additional Subject Area Resources None.

Bring to Class FM 22-100.
Pen or pencil and writing paper.

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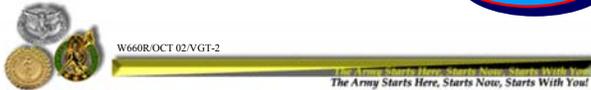
TERMINAL LEARNING OBJECTIVE

DEVELOP A LEADER PLAN OF ACTION



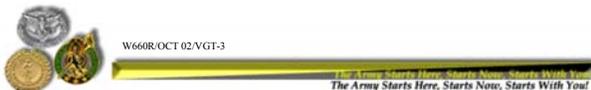
Leader Plan of Action





ASSESS

- Observe
- Interact
- Gather Subordinate Input
- Obtain peer input





An Army of One
for Army of One

Recruiting and Retention School

Analyze

- Identify problems found during the assessment
 - Prioritize
 - Why is it a problem?



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The Army Starts Here, Starts Now, Starts With You!



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Recruiting and Retention School

Develop Plan of Action

- Develop courses of action :
 - Predict outcomes
 - Select Course of action
- ☒ Gather information
- ☒ Limitation/Risks
- ☒ Resources
- ☒ key personnel
- ☒ Facts/Assumptions



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The Army Starts Here, Starts Now, Starts With You!



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Recruiting and Retention School

Execute Plan of Action

- Educate/Counsel Subordinates
- Institute Procedures
- Reward/Punish



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The Army of One

Recruiting and Retention School

Excellence

- Improve
- Maintain
- Reassess



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Practical Exercise 1

Title	Develop A Leader Plan of Action
Lesson Number/Title	W660R version 1 / Develop A Leader Plan of Action
Introduction	All First Sergeants need to understand the methods and cycle of developing a leader plan of action.
Motivator	<p>One of the most frustrating things for a recruiting first sergeant is to watch one of his stations consistently fail. The station commander attempted to fix the problem but failed to identify the true problem. The ability to step back, analyze a problem, and develop different courses of action will be a valuable asset to you. You can go to this station, analyze the situation, and provide station personnel with a course of action designed to help. With a leader plan of action, you will not be just shooting in the dark trying to fix an unknown problem. Good problem-solving skills are the key to managing a successful company!</p>
Safety Requirements	None
Risk Assessment Level	None
Environmental Considerations	None
Evaluation	This is not a graded PE. You will discuss your solutions at the end of the exercise and see if you followed the format in FM 22-100.
Instructional Lead-In	You received classes on leadership and leadership styles. Along with that, most of you are in a leadership position. This exercise will enhance your leadership ability to control your company's recruiting capabilities.
Resource Requirements	<p>Instructor Materials: All reference Materials.</p> <p>Student Materials: All reference Materials.</p>
Special Instructions	Break the class into two groups. Hand each group a scenario.

Procedures

1. Allow one scenario per group.
 2. Have the group pick a briefer for their group's results.
 3. Pass out a copy of the template for each group to develop a leader plan of action.
 4. Give the groups 15 minutes to develop a leader plan of action.
 5. Have each group brief their results. Give each group 10 minutes to brief.
 6. Instructor needs to take 10 minutes to share in results and conduct an AAR for each group.
-

SCENARIO 1

Station X is a 1-5-2. They currently have 1-3-2 assigned. They have a 22 percent DEP loss rate YTD and the majority of the losses (50 percent) were taken for apathy. Two recruiters have PCSed in the last 90 days. An inspection of the station revealed that there was no formal transfer of DEPs when the two recruiters left. The station commander has been in place for 24 months and this is his first station. Based on this information prepare a leader plan of action.

1. Identify the problem
2. Identify Facts and assumptions
3. Generate alternatives
4. Analyze the alternatives
5. Compare the alternatives
6. Select alternative(s)

SCENARIO 2

You are the First Sergeant for Company X with 36 on-production recruiters. Of those on production 3 percent are in the New Recruiter Program. Over the next 8 months, the company will have a 30 percent turnover rate. Currently the company is producing 45% of its GA mission requirements. DEP referrals average 1/DEP per RSM. DEP referral conversion is 6:1. Based on this information prepare a leader plan of action.

1. Identify the problem
2. Identify Facts and assumptions
3. Generate alternatives
4. Analyze the alternatives
5. Compare the alternatives
6. Select alternative(s)

**Feedback
Requirements**

Students will complete the exercise and then discuss the results in an open forum.

LEADER PLAN OF ACTION TEMPLATE

ASSESSMENT:

The scenario substitutes the Assessment.

ANALYZE:

Identify the problem?

DEVELOP A PLAN OF ACTION:

Identify Facts:

Identify Assumptions:

Analyze Alternatives:

 Advantages:

 Disadvantages:

Compare Alternatives:

Select a Solution(s):

EXECUTE PLAN OF ACTION:

ASSESS YOUR PLAN'S EFFECETIVENESS: Start over again if necessary.