

What a Leader Must BE, KNOW, DO

CHANGE SHEET 1

1. Synopsis. This change sheet corrects minor administrative errors in L222, What a Leader Must BE, KNOW, DO Training Support Package.
2. Pen and ink changes: none.
3. Page change(s): Remove old pages and insert revised page(s) as indicated.

Remove Pages

1 thru 8

Insert Pages

1 thru 8

4. Additional changes that need explaining: none.
5. File this sheet in front of the TSP for reference purposes.
6. Approval of change sheet.

Name/Signature	Rank	Position	Date
Karen M. Wilson	GS09	Training Specialist	
Victor A. LeGloahec	SGM	Chief, PLDC	
Marion Lemon	SGM	Chief, CDDD	

TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L222 / WHAT A LEADER MUST BE, KNOW, DO
Effective Date	01 Oct 2003
Supersedes TSP(s) / Lesson(s)	L203, What a Leader must BE, KNOW, DO, Sep 99.
TSP Users	600-PLDC, Primary Leadership Development Course 600-PLDC (MOD), Primary Leadership Development Course (Modified)
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 style="text-align: center;">COMDT USASMA ATTN ATSS DCP BLDG 11291 BIGGS FIELD FT BLISS TX 79918-8002</p> <p style="text-align: center;">Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875</p> <p style="text-align: center;">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:

<u>Task Number</u>	<u>Task Title</u>
<u>Individual</u>	
158-100-1110	Apply the Essential Elements of Army Leadership Doctrine to a Given Situation
158-100-1132	Identify Ways National, Army, and Individual Values and Professional Obligations Relate to Each Other
158-100-1134	Resolve an Ethical Problem
158-100-1135	Apply Leadership Fundamentals to Create a Climate that Fosters Ethical Behavior
158-100-1180	Develop Subordinate Leaders in a Squad
158-100-1183	Identify Duties, Responsibilities, and Authority of Officers, Warrant Officers, Noncommissioned Officers, and Civilians
158-100-1260	Counsel Subordinates

**This TSP
Contains**

TABLE OF CONTENTS

	<u>PAGE</u>
Preface.....	2
Lesson Section I Administrative Data	4
Section II Introduction.....	7
Terminal Learning Objective - Demonstrate the BE, KNOW, DO characteristics necessary to provide effective military leadership.....	7
Section III Presentation	9
Enabling Learning Objective A - Interpret what a leader NCO must BE.....	9
Enabling Learning Objective B - Interpret what a leader must KNOW.....	28
Enabling Learning Objective C - Interpret what a professional NCO must DO.....	31
Section IV Summary.....	35
Section V Student Evaluation.....	37
Appendix A Viewgraph Masters A -	1
Appendix B Test(s) and Test Solution(s) (N/A) B -	1
Appendix C Practical Exercises and Solutions (N/A) C -.....	1
Appendix D Student Handouts D -.....	1

WHAT A LEADER MUST BE, KNOW, DO
L222 / Version 1
01 Oct 2003

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
	600-PLDC	1	Primary Leadership Development Course
	600-PLDC MOD	1	Primary Leadership Development Course (Modified)
Task(s) Taught(*) or Supported	<u>Task Number</u>	<u>Task Title</u>	
		<u>INDIVIDUAL</u>	
	158-100-1110 (*)	Apply the Essential Elements of Army Leadership Doctrine to a Given Situation	
	158-100-1132 (*)	Identify Ways National, Army, and Individual Values and Professional Obligations Relate to Each Other	
	158-100-1134 (*)	Resolve an Ethical Problem	
	158-100-1135 (*)	Apply Leadership Fundamentals to Create a Climate that Fosters Ethical Behavior	
	158-100-1180 (*)	Develop Subordinate Leaders in a Squad	
	158-100-1183 (*)	Identify Duties, Responsibilities, and Authority of Officers, Warrant Officers, Noncommissioned Officers, and Civilians	
	158-100-1260 (*)	Counsel Subordinates	
Reinforced Task(s)	<u>Task Number</u>	<u>Task Title</u>	
		None	
Academic Hours	The academic hours required to teach this lesson are as follows:		
		<u>Resident Hours/Methods</u>	
		3 hrs	/ Conference / Discussion
	Test	0 hrs	
	Test Review	0 hrs	
	Total Hours:	3 hrs	
Test Lesson Number		<u>Hours</u>	<u>Lesson No.</u>
	Testing (to include test review)	_____	N/A _____
Prerequisite Lesson(s)	<u>Lesson Number</u>	<u>Lesson Title</u>	
	L221	Introduction to Army Leadership	
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 7.0	BATTLE FOCUS TRAINING	01 Jul 2002	
FM 22-100	ARMY LEADERSHIP	31 Aug 1999	Chap 2

Student Study Assignments

Before class--

- Read Student Handouts 1 and 2.

During class--

- Participate in classroom discussion.

After class--

- Turn in recoverable references after the examination for this lesson.

Instructor Requirements

1:8, SSG, PLDC graduate, ITC, and SGITC qualified

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
None			

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>
6730-00-577-4813 SCREEN, PROJECTION	1:16	1:2	No	1	No
6730-00-P53-8147 Projector, Overhead	1:16	1:2	No	1	No
7110-00-132-6651 CHALKBOARD	1:16	1:2	No	1	Yes
7520-01-424-4867 EASEL, DISPLAY AND TRAINING	1:16	1:2	No	1	Yes
7530-00-619-8880 PAD, WRITING PAPER	1:16	1:2	No	1	Yes

* Before Id indicates a TADSS

Materials Required**Instructor Materials:**

- VGTs: 1 thru 15.
- TSP.

Student Materials:

- Pen or pencil and writing paper.
- FM 22-100, Army Leadership. (Issue to students during inprocessing.)
- Student Handout 2, Leadership Vignettes. (Issue to students during inprocessing.)
- Materials required by the NCOA's SOP.

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

CLASSROOM (40X40 PER 16 STUDENTS)

**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.

Before class--

- You must know the information in this TSP well enough to teach from it not read from it.
- Read and study all TSP material and be ready to conduct the class.

During class--

- Conduct the class in accordance with this TSP.
- This TSP has questions and vignettes to help you generate discussion among the group members. You are encouraged to add any questions you deem necessary to bring a point across to the group or expand on any matter discussed.

After class--

- Collect all recoverable materials after the examination for this lesson.

**Proponent
Lesson Plan
Approvals**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
/s/Donald J. Colyer /t/Colyer, Donald J.	GS09	Training Specialist	15 Jul 03
/s/Brian H. Lawson /t/Barnes, Ronnie G.	MSG	Course Chief, PLDC	16 Jul 03
/s/Brian H. Lawson /t/Lawson, Brian H.	SGM	Chief, NCOES	16 Jul 03
/s/Albert J. Mays /t/Mays, Albert J.	SGM	Chief, CDDD	16 Jul 03

SECTION II INTRODUCTION

Method of Instruction: Conference / Discussion
 Technique of Delivery: Small Group Instruction (SGI)
 Instructor to Student Ratio is: 1:8
 Time of Instruction: 5 mins
 Media: None

Motivator

Obviously, you have shown your supervisors and chain of command that you have the necessary qualities to lead soldiers. So, ask yourself now, What type of leader do I want to become? What abilities must I have that will separate me from my subordinates? Will I just wear sergeant stripes because of the pay? How would I fare if someone asked my soldiers to evaluate my leadership abilities? The transition from an enlisted soldier to NCO is one of the toughest challenges you will face during your military career. You are no longer a follower; you are a leader.

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:	Demonstrate the BE, KNOW, DO characteristics necessary to provide effective military leadership.
Conditions:	As a squad leader given a squad of soldiers in a garrison and field environment, FM 22-100, and student handouts.
Standards:	Demonstrated the Army values and attributes that a leader must BE, the skills a leader must KNOW, and the actions a leader must DO to lead soldiers IAW FM 22-100.

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

You will take a written examination. The examination will contain questions from this lesson. You must correctly answer 70 percent or more of the questions to receive a GO.

NOTE:

- Inform the students where the examination will take place as posted on the training schedule and when they will receive feedback on the test. Include any retest information.
- Inform the students that they must turn in all recoverable reference material after the examination.

Instructional Lead-In

In Introduction to Army Leadership, we discussed what leadership is and how the Army supports the development of its leaders. During this lesson we will discuss in depth what characteristics an effective leader must have. You will learn the importance of doing a self-assessment. You will examine what it truly means to set the example and determine what a leader must BE, KNOW, DO about the job and soldiers. Finally, we will discuss why you must provide direction, motivation, and purpose for your soldiers and give you the chance to analyze how you measure up to “What a leader must BE, KNOW, DO.”

Everything a leader must BE, KNOW, DO has a direct impact on the Soldier’s Creed in supporting the warrior ethos; therefore, the warrior leader must master the skills that make up the BE, KNOW, DO in order to establish the warrior ethos in his squad. He must develop in his squad the desire to always place their mission first, never accept defeat or quit when things get tough. He must develop a disciplined, physically and mentally tough, trained and proficient team that is always ready to deploy, engage, and destroy the enemies of America.
