

Human Dimension Role in Leadership Development

CHANGE SHEET 1

1. Synopsis. This change sheet corrects minor administrative errors in the L223, Human Dimension Role on Leadership Development 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
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TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L223 / HUMAN DIMENSION ROLE IN LEADERSHIP DEVELOPMENT
Effective Date	07 Mar 2003
Supersedes TSP(s) / Lesson(s)	L201, Introduction to Army Leadership, 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	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: <div style="text-align: center;"> <p>COMDT USASMA ATTN ATSS DCP BLDG 11291 BIGGS FIELD FT BLISS TX 79918-8002</p> <p>Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875</p> <p>E-mail: atss-dcd@bliss.army.mil</p> </div>
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****Individual**

158-100-1110

Apply the Essential Elements of Army Leadership Doctrine to a Given Situation

158-100-1183

Identify Duties, Responsibilities, and Authority of Officers, Warrant Officers, Noncommissioned Officers, and Civilians

158-100-1285

Implement Measures to Reduce Combat Stress

**This TSP
Contains**

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HUMAN DIMENSION ROLE IN LEADERSHIP DEVELOPMENT
L223 / Version 1
07 Jan 2003

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
		600-PLDC	1
	600-PLDC MOD	1	Primary Leadership Development Course (Modified)

Task(s) Taught(*) or Supported	<u>Task Number</u>	<u>Task Title</u>
	158-100-1110 (*)	Apply the Essential Elements of Army Leadership Doctrine to a Given Situation
	158-100-1183 (*)	Identify Duties, Responsibilities, and Authority of Officers, Warrant Officers, Noncommissioned Officers, and Civilians
	158-100-1285 (*)	Implement Measures to Reduce Combat Stress

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>	
	4 hrs	/ Conference / Discussion
Test	0 hrs	
Test Review	0 hrs	
Total Hours:	4 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>
	L222	What a Leader Must Be, Know, Do

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 22-51	LEADER'S MANUAL FOR COMBAT STRESS CONTROL	29 Sep 1994	
	FM 22-100	ARMY LEADERSHIP	31 Aug 1999	

Student Study Before class--

Assignments

- Read student handout 1, Appendix D, for reading and study assignments.

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:**

- TSP.

Student Materials:

- Advance sheet in Appendix D.
- Pen or pencil and writing paper.
- Any materials required by the NCOA's SOP.
- SH-2, Extracts from FM 22-51.
- FM 22-100.

NOTE: Issued to students during in processing.

**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.

In addition, the SGL will--

Before class--

- Read and study all TSP material and be ready to conduct the class.
- Conduct the class in accordance with this TSP.
- Collect all recoverable materials after the examination for this lesson
- This TSP has questions throughout to check learning or generate discussion among the group. We expect you to add any questions you deem necessary to bring a point across to the group or expand on any matter discussed.
- USASMA expects you to know the information in this TSP well enough to teach from it, not read from it.
- This TSP presents references at the beginning of some of the paragraphs. This allows you to inform your students of where they should look in the reference to follow your instruction.

During class--

- Conduct the class in accordance with the TSP.

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/Elliott T. McGough /t/McGough, Elliott T.	GS09	Training Specialist	14 Jul 03
/s/Brian H. Lawson /t/Barnes, Ronnie G.	MSG	Course Chief, PLDC	14 Jul 03
/s/Brian H. Lawson /t/Lawson, Brian H.	SGM	Chief, NCOES	14 Jul 03
/s/Albert J. Mays /t/Mays, Albert J.	SGM	Chief, CDDD	15 Jul 03

SECTION II. INTRODUCTION

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

Motivator

Our NCO Creed states, "All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed."

We will discuss the scope of importance that the human dimension has on leadership. We will discuss the people, the team, and the institution. There are many things that affect humans, and you must be able to recognize and deal with them.

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 human dimension role in leader development.
Conditions:	In a classroom environment culminating in a situational training exercise and given a squad.
Standards:	<p>Demonstrated the human dimension role of a leader IAW FM 22-51 and FM 22-100 by--</p> <ul style="list-style-type: none"> • Incorporating discipline, maintaining high morale, and taking care of soldiers; • Identifying types and causes of combat stress and the leader's responsibility to control stress; • Setting the climate of a squad to bring cultures together; • Identifying leadership styles and mixing elements of style to match the place, task, and soldiers; • Identifying how all leaders' actions/decisions have intended and unintended consequences that impact on subordinates, the squad, and the mission.

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 on the examination to receive a GO.

Instructional Lead-In

To fully appreciate the human dimension (importance) of leadership, you must understand two key elements: leadership itself and the soldiers you lead.

Leadership is far from an exact science. Every person and organization is different for three reasons: first, you shape the environment in which you lead by who you are and what you know; second, by your soldiers and what they know; and third, by everything that goes on around you. You have a direct affect on these reasons and how you shape, lead, train yourself and your team, in addition to understanding the things that go on around you. This will have a tremendous impact on the development of the warrior ethos in your squad. Only through good leadership, training, and understanding the human dimension of leadership are you able to develop a team of warriors that are disciplined, physically and mentally tough, trained, and proficient in their warrior tasks and drills. Your squad will follow you because you have shown--through your understanding of the human dimension of leadership, training, and sound leadership--that you will always look out for their welfare in peace and in combat.

We will discuss in this lesson the importance of the human dimension role and how it affects people, teams, and institutions; combat stress; the stress of change; climate and culture; leadership styles; and intended and unintended consequences.
