Marine Leader Development

Sustaining the Transformation at the Unit Level
Develop the leadership qualities of Marines to enable them to assume progressively greater responsibilities to the Marine Corps and Society.

Strengthen the Marine Corps’ Leadership Culture by capitalizing on the intrinsic commitment to leadership at all levels … Who We Are, What We Do.
Marine Corps Culture

• Honor, Courage, Commitment
• Every Marine a rifleman
• First to fight
• Once a Marine always a Marine
• Death before dishonor
• Never leave a Marine behind
• Always faithful
• Leadership traits/principles

• Nation’s 911 Force
• Most ready when the nation is least ready
• No better friend, no worse enemy
• We do the most with the least
• Mission first, Marines always
• A few good men
• Physically fit
The Transformation

- An ongoing, life-long, dynamic process
- Collective soul of the organization
- Benefit the Nation through a legacy of productive citizens
Phase I: Recruitment

- Impact of the Recruiter
- Screen for “empty vessels”
- Lead a healthy pool
Phase II: Recruit Training

- Impact of the Drill Instructor
- Boot Camp and Crucible
- Builds Endurance
- Expands Skill Sets of Recruits
Phase III: Cohesion

- Impact of Operational Force Leaders
- Understand “Big Picture”
- Esprit de corps

5 Dimensions of Cohesion:
1. Individual Morale
2. Confidence in Unit’s Combat Capability
3. Confidence in Unit Leaders
4. Horizontal Cohesion
5. Vertical Cohesion
Phase IV: Sustainment

- Impact of All Leaders
- Contact new members ASAP
- Inform and Educate the Marine
- The Marine Corps is a family
Phase V: Citizenship

- Impact on the Citizen
- MC Legacy of productive citizens
- Sgt Jake Wood, Scout Sniper, example
Leadership Continuum

- Lead Self
- Prepare To Lead Others
- Lead Subordinate Leaders
- Lead Marines
- Develop Subordinate Leaders
- Develop Leadership Climate
- Lead Change

Skills

Education

- College / University
- Recruit Training / MOS Course
- OCS / ROTC / USNA
- Corporal’s Course
- Sergeant’s Course
- The Basic School / MOS Course
- Expeditionary Warfare School
- Command & Staff College
- Advanced Course
- War College
- Symposium/Seminar

Self Study -- Unit Training -- Formal Education
Leadership Challenges

• Substance Abuse (Alcohol and Spice)
• Lack of Good Order & Discipline in Barracks
• Disregarding Orders and Standards
• Fraternization
• Sexual Harassment
• Sexual Assault
• Hazing
• Physical Fitness, Personal Appearance
• Lack of Accountability
Leadership development is important but often times not urgent; must become an institutional priority.
Concept of Operations

Main Effort (LtCol and Colonel Commands)
- Focus on supporting Command Leader Development Program
- LLI provides resources to incorporate Six Functional Areas of Leader Development into Unit Activities
- Emphasis on teaching, coaching, counseling, mentoring
  - Terms defined
  - Combination of event-driven and regular intervals

Supporting Efforts
- DC CD&I
  - Ensure this Order aligned with other leadership initiatives
- DC M&RA
  - Provide resources to support unit LD programs

Focus on Unit-level Leader Development; Teaching, Coaching, Counseling and Mentoring
6 Functional Areas

1. Fidelity:
   - Marine Corps Manual
   - Leadership Traits and Principles
   - Leadership Pubs
   - Marine Corps History Division

2. Fighter:
   - CMC Professional Reading Program
   - Unit PME website
   - MOS Road Maps
   - User’s Guide to Counseling

3. Fitness:
   - Force Fitness
   - High Intensity Tactical Training
   - MCMAP
   - Single Marine Program

4. Family:
   - Exceptional Family Member Program
   - Unit, Personal and Family Readiness Program
   - Marine Corps Family Advocacy and Counseling Program
   - School Liaison Program

5. Finance:
   - Personal Financial Management Program
   - Command Financial Specialist Program
   - Financial literacy classes
   - Navy Marine Corps Relief Society

6. Future:
   - Transition Assistance Management Program
   - Marine for Life
   - Enlisted to Officer Commissioning Program
   - Military Tuition Assistance Program
Leaders have set conditions for all Marines to succeed, personally and professionally. Leaders have established a culture where ongoing and regular interaction and feedback assist Marines in their individual development. Marines understand, embrace, and live our core values both on-duty and off-duty and are prepared to assume progressively greater leadership responsibilities.
MLD Website

• Best Leadership Resources From Across the Marine Corps in Six Critical Areas

• Resources Include: “How To Establish Unit Program” and Sample Orders

• Refreshed and Updated as Required

• https://www.usmcu.edu/lli/marine-leader-development
Leadership Development Initiatives

- Marine Leader Development (MLD)
  - Unit workshops
- Leadership and Ethics
  - Tailored workshop focused on developing ethical leaders at all ranks
- Case Studies
  - Use historical events to facilitate engagement and discussion on the themes of leadership, ethics, warfighting, and innovation
- Wilderness Leadership Training Program
  - Pilot program complete Mar 2018
- Interaction and collaboration with other Service leadership centers
  - Annual Professionalism Summit
  - Sharing of tools and best practices across the services
- 360 degree surveys
- Command Climate Survey
Questions/Discussion

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