

Greetings from the PlatoonLeader Team!

It's amazing how our environment has changed in the two short months since the last newsletter. In this twilight period before another potential conflict, we want to continue to support our ongoing preparations across the force by providing you a forum to discuss the building of combat ready teams!

In this months newsletter John Gruden shows us an example of leadership we can all identify with; H.R. McMaster shares his insights about combat, Iraq, and soldiers; and Joseph Kopser presents ideas about mentorship that provide a fresh perspective to an often understood term. Throughout the newsletter, we highlight links to relevant forums and tools that expand our understanding of desert operations and leader development.

We want to continue to connect with our members who have some phenomenal insights and have developed both the TTP's and best practices our brothers and sisters in the throes of deployment and operations can use NOW!!

See you on the High Ground!!

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1. Deep Humility and Fierce Resolve
2. Video OPD: LTC H.R. McMaster and the Battle of 73 Easting
3. Platoon Leader University: Mentorship - Not everybody gets it!
4. Platoon Leader Challenge: Taking Charge!
5. Cool Tools: Deployment Preparations
6. Interesting Discussion Threads

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#### 1. Deep Humility and Fierce Resolve

Jon Gruden, coach of the championship Tampa Bay Buccaneers football team, blew us away during his interview immediately following the Super Bowl. In many ways, he was responsible for both teams being in the Super Bowl, having coached the Raiders for four years and then taking the Bucs all the way in his first year with the team. However, during the interview, with the taste of victory fresh in his mouth, he gave the credit to his players. Then, he went further and honored Tony Dungee, the previous Bucs coach, by acknowledging his part in building the team. John Gruden is a remarkable example of fierce resolve and deep humility. Together, those qualities unleash energy that can't be beat.

As we prepare for battle, cultivate a fierce resolve that is balanced with humility. Doing so will unleash squads, platoons, and companies that will accomplish the mission and emerge victorious.

In his recent book, Good to Great, Jim Collins captured the results of extensive research into organizations that transformed over time from being good to being great. Although he didn't set out to find this, the study overwhelmingly revealed that the most effective leaders had two qualities in common:

They had deep humility and a fierce resolve or professional will. These two qualities existed together in each of the leaders who led their

organizations from good to great. As our Army rises to meet the challenges that most assuredly lie ahead, we encourage you to think about how you might better live out these two qualities.

Collins found that the "good to great" leaders did the following:

- o They had an almost self-effacing approach when describing their organizations. They gave credit to others and downplayed their own role in success. However, when things went poorly, they shouldered the blame and took full responsibility.
- o They were "fanatically driven" to produce sustained results. They were resolved to make whatever sacrifice was necessary to accomplish the mission. This fierce resolve was evident in the discipline that they personally displayed and in the discipline that they cultivated throughout the organization.
- o Finally, they had a long-term focus and set up their successors for success. They gathered talented leaders around them and developed individuals very intentionally.

How well do you display a deep humility? How fierce is your resolve and the resolve of your unit?

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## 2. Video OPD: LTC H.R. McMaster and the Battle of 73 Easting

We have the privilege of bringing you LTC H.R. McMaster, who served as the Commander of Eagle Troop, 2nd Armored Cavalry Regiment, during Operation Desert Storm and the fiery 23-minute Battle of 73 Easting. LTC McMaster shares his thoughts about preparing a unit for battle, fighting the close fight, and enjoying the camaraderie of the profession of arms.

<http://platoonleader.army.mil/article.php?sid=52>

Check out some of our other links to desert preparations:

<http://platoonleader.army.mil/article.php?sid=51&mode=thread&order=0>

<http://platoonleader.army.mil/viewtopic.php?topic=140&forum=31&14>

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## 3. Platoon Leader University: Mentorship - Not everybody gets it!

Did you know that 160 of the officers who passed through the Infantry School under George Catlett Marshall's tutelage 'caught' his eye and became general officers during WWII?

In 19 Stars, Edgar Puryear states: "Regardless of how able a leader may be, he will not achieve a position of top responsibility unless his ability is recognized by senior officers... [Mentorship] is a part of success, and it should not offend anyone when it is understood that it goes only to those who study, who prepare, and who produce."

"Mentorship is much more than just teaching or coaching. It is about trust, friendship and in the end--- wisdom. Do you have a Mentor: If not, Why Not?". These are questions CPT Joseph Kopser tackles for the force in his recent article produced for Military Review and provided for us in it's uncut entirety.

Kopser gives us five rules of engagement for seeking out and establishing a relationship with a mentor:

1. Become aware of your strengths and weaknesses - A serious self-assessment can maximize the benefits of mentorship for a person. To have a firm grasp on strengths and weaknesses allows a person to align himself with coaches, mentors, and sponsors that can serve to fill in the gaps in a person's leader development process.

2. Understand your potential mentor-then seek him or her out - Not everyone has the personality best suited for a mentoring relationship. In fact, a person should select from the people in his/her everyday life to match against developmental needs. Some relationships will serve the career needs, while others will serve psychosocial needs. Whether it is hands on instruction or a pat on the back, it is impossible to find just one person to meet all the requirements. Be selective and recognize who takes the time to help develop others.

3. Work to maintain the relationship as it progresses - A mentor will distinguish herself from an acquaintance with the passage of time. It is the responsibility of the protégé to make the effort to maintain a relationship. To prevent a relationship from stagnating, correspondence, updates, or even e-mails must occur. If a relationship does stagnate, there is no chance for it to move further, unless someone, generally the protégé pushes the relationship forward.

4. Observe mentoring Rules of Engagement ROE/Etiquette - Loyalty is a critical component for a mentorship to occur. If the commitment stops at the commander's door, the relationship will not flourish. A mentorship can require a tremendous amount of time and energy. It is naïve to believe that a mentor would continue to invest the effort if there were any sense of insincerity on behalf of the protégé.

5. Transition yourself as a mentor for others - Leader development is a life long process. At any point in a career, a person can assume the role of mentor or protégé. By fostering an environment that promotes mentorship, leaders can increase the effectiveness of any organization. By encouraging voluntary participation, a unit can build the social capital needed to maximize the potential of all its members. Mentorship is the bedrock by which all others tenets of leader development occur. Mentorship ties it all together.

"Young officers are often overly confident and do not realize their weaknesses. Many do not have the humility to listen to the advice of others. Many people will never enter into a mentoring relationship because they have already limited themselves."

It is natural in the environment cultivated by our profession for officers to be confident and self-assured. But with a developed sense of deep humility and fierce resolve, we can work to become better officers, more in-

tune with what our soldiers and our superiors demand of us as combat leaders.

Read the full article here:

<http://platoonleader.army.mil/files/extra/mentorship-%20kopser.pdf>

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#### 4. Platoon Leader Challenge: Taking Charge.

You recently took charge of a mechanized infantry platoon and will be leaving for a month long field training exercise in two weeks. Your PSG just left and the former PL left nothing on paper to help you get oriented. SSG Newell, the senior squad leader in the platoon, is your acting PSG.

The former PL was not respected by your Company Commander ... in fact, the CO routinely went around him to your former PSG, who was very demanding and directive with the soldiers. His nickname was "Patton."

Take the Platoon Leader Challenge!!

<http://platoonleader.army.mil/article.php?sid=53>

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#### 5. Cool Tools: Deployment Preparations

We know that many of you are in the throws of deployment preparations. Here is a consolidated list of tools we have collected.

Container Load Card Examples  
Manipulatable Vehicle Load Cards  
Pre-Deployment Handbook

<http://platoonleader.army.mil/download.php?op=viewsdownload&sid=31>

Movement Timetable Planner

<http://platoonleader.army.mil/download.php?op=getit&lid=105>

Rail Load Operations SOP

<http://platoonleader.army.mil/download.php?op=getit&lid=94>

There are many of you out across the globe who are thinking: 'man, I got something way cool that would be great right here.' If so, send it our way! Email us at: [tools@platoonleader.org](mailto:tools@platoonleader.org) <<mailto:tools@platoonleader.org>>

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#### 6. Interesting Discussion Threads

Need Deployment Advice

<http://platoonleader.army.mil/viewtopic.php?topic=124&forum=4&6>

PLDC soldier Taping

<http://platoonleader.army.mil/viewtopic.php?topic=317&forum=43&2>

XO's Corner <http://platoonleader.army.mil/viewforum.php?forum=47>

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Fight fiercely and we'll see you on the High Ground!

The Company-Level Leadership Team

PlatoonLeader.army.mil [www.PlatoonLeader.army.mil](http://www.PlatoonLeader.army.mil)

[www.CompanyCommand.com](http://www.CompanyCommand.com)

The forum for leaders who are Building Combat-Ready Teams!

Please help the cause by forwarding this newsletter to other leaders. You can register to receive this newsletter by joining the site here:

<http://platoonleader.army.mil/user.php?op=register>

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End Note:

Feedback? Let us know what you think about the Newsletter and PlatoonLeader. Email us: [manager@platoonleader.org](mailto:manager@platoonleader.org)