I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL
NEVER ACCEPT DEFEAT.

INTRODUCTION TO LEADERSHIP

MSL I REVISED EDITION





I WILL NEVER LEAVE A FALLEN COMRADE.

Custom Publishing

New York Boston San Francisco London Toronto Sydney Tokyo Singapore Madrid Mexico City Munich Paris Cape Town Hong Kong Montreal Interior figures, maps, photos, and tables courtesy of the US Army, unless otherwise indicated. Excerpts taken from many sources, which are referenced at the end of each section.

Copyright © 2009, 2006 by Pearson Custom Publishing All rights reserved.

This copyright covers material written expressly for this volume by the editor/s as well as the compilation itself. It does not cover the individual selections herein that first appeared elsewhere. Permission to reprint these has been obtained by Pearson Custom Publishing for this edition only. Further reproduction by any means, electronic or mechanical, including photocopying and recording, or by any information storage or retrieval system, must be arranged with the individual copyright holders noted.

All trademarks, service marks, registered trademarks, and registered service marks are the property of their respective owners and are used herein for identification purposes only.

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

2008420010

RG/RH

Pearson
Custom Publishing
is a division of



ISBN 10: 0-536-56317-9 ISBN 13: 978-0-536-56317-0



CONTENTS

Introduction viii

Overview of the BOLC I: ROTC Curriculum ix
Military Science and Leadership (MSL) Tracks ix
MSL 101 Course Overview: Leadership and
Personal Development xi
MSL 102 Course Overview: Introduction to
Tactical Leadership xii
The Role of the MSL I Cadet xii
Academic Approach xiii
How to Use This Textbook xiii
Cadet Resources xiv

Leadership Track

Section 1 Introduction to Army Leadership 2

What Is Leadership? 4
The Be, Know, Do Leadership Philosophy 5
Levels of Army Leadership 9
Leadership vs. Management 10
The Cadet Command Leadership Development
Program 11

Section 2 Army Leadership—Character 16

Seven Core Army Values 18 Empathy 26 The Warrior Ethos 27 Character Development 29

Section 3 Army Leadership—Presence 32

Military Bearing 34 Physical Fitness 35 Confidence 36 Resilience 36

Section 4 Army Leadership— Leader Intelligence 40

Leader Intelligence 42
Mental Agility 43
Sound Judgment 44
Innovation 44
Interpersonal Tact 45
Domain Knowledge 48

Section 5 Army Core Leader Competencies 54

Leading 56 Developing 61 Achieving 65

Personal Development Track

Section 1 Time Management 70

The Process for Effective Time Management 71
Barriers to Time Management 71
SMART Goals 72
The POWER Model 73

Section 2 Health and Fitness 76

Components of Fitness 78
Principles of Exercise 78
Frequency, Intensity, Time, Type (FITT) 79
Safety and Smart Training 80
Nutrition and Diet 81

Section 3 Introduction to Stress Management 86

Defining Stress 87
Causes of Stress 88
Symptoms of Distress 89
Managing Stress 89
Depression 90
Suicide 91

Section 4 Goal Setting and Personal Mission Statement 94

Defining a Vision 96
Writing a Personal Mission Statement 96
Writing SMART Goals to Support a Vision and Mission 97

Section 5 Introduction to Effective Army Communication 100

The Communication Process 102

Five Tips for Effective Communication 102

Four Tips for Effective Writing 105

Three Tips for Effective Speaking 107

Values and Ethics Track

Section 1 Introduction to the Warrior Ethos 110

The Warrior Ethos Defined 112
The Soldier's Creed 113
The Four Tenets of the Warrior Ethos 113

Officership Track

Section 1 ROTC Rank Structure 120

The Purpose of Army Ranks 121
The Cadet Ranks 121
The Cadet Unit Structure 122
The Cadet Chain of Command 123

Section 2 US Military Customs and Courtesies 128

Military Customs and Courtesies: Signs of Honor and Respect 129 Courtesies to Colors, Music, and Individuals 129 Military Customs: Rank and Saluting 131 Reporting to a Superior Officer 133

Section 3 Officership and the Army Profession 136

The Concept of a Profession 138
The Three Characteristics of a Profession 138
Professionalism and the Military 141

Tactics and Techniques Track

Section 1 Orienteering 144

Understanding Orienteering 146
Using a Map 147
Finding Your Way 150
Orienteering Terms and Techniques 152

Section 2 Introduction to Tactics I 156

The Elements of a Fire Team 158
The Elements of a Rifle Squad 165

Section 3 Introduction to Tactics II 168

The Three Individual Movement Techniques 169
The Two Fire Team Movement Formations 173

Section 4 Introduction to Map Reading 178

Marginal Information 180
Topographic Symbols 184
Terrain Features 185
Using Four- and Six-Digit Grid Coordinates 189

Section 5 Introduction to Land Navigation 198

Understanding Azimuths 200
Converting Azimuths 204
Determining Elevation 206
Calculating Distance on a Map 208

Index 214