

## combat leaders guide clg

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The Combat Leaders Guide (CLG) is an essential resource designed to equip military personnel, from officers to non-commissioned officers, with critical leadership principles. This comprehensive handbook offers practical tactical guidance, decision-making frameworks, and operational strategies crucial for success in challenging combat environments, serving as an invaluable reference for developing strong military leadership and effective combat operations.

These articles serve as a quick reference for both beginners and advanced learners.

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### Combat Leaders' Guide (CLG)

The Combat Leaders' Guide (CLG) is a job performance aid for leaders to use as a memory jogger during realistic combat training like that at the Combat Training Centers or in continuous operations environments. The CLG is a pocket-sized, quick reference system to be used by trained soldiers at company, platoon, or squad level. The CLG helps to overcome the effects of performance decay over time and during periods of high stress and fatigue. It supports unit readiness by providing a leader with doctrinal, tactical, and technical materials in a quick-reference format.

### Combat Leaders' Guide (CLG)

The Combat Leaders' Guide is both an extract of doctrinal publications and a compilation of tactics, techniques and procedures (TTPs). It is principally designed as a pocket reference and memory-jogger.

### Combat Leaders' Guide (CLG), Leader Handbook, 1997

"The Combat Leaders' Guide (CLG) is a job performance aid for leaders to use as a memory jogger during realistic combat training like that at the Combat Training Centers or in continuous operations environments. The CLG is a pocket-sized, quick reference system to be used by trained soldiers at company, platoon, or squad level. The CLG helps to overcome the effects of performance decay over time and during periods of high stress and fatigue. It supports unit readiness by providing a leader with doctrinal, tactical, and technical materials in a quick-reference format."--DTIC.

### Combat Leaders' Guide

The modern combat leader must make many complex decisions under conditions of great stress. However, while the leader's job has increased in difficulty, there are no effective, standardized job performance aids available to help the combat leader accomplish his job. This report is part of the Combat Leaders' Guide (CLG) project to produce a modular job performance aid system for combat

leaders to use during periods of high stress in continuous combat. Keywords: Job aids, Job performance aids, Combat jobs aids, Combat leaders guide, Authoring guide, Job aid formats. (sdw).

### Authoring Guide

- A guide to small unit dismounted combat operations, extensively updated to include both the latest doctrine and lessons learned from the wars in Afghanistan and Iraq
- Covers the equipment, operations, and individual combat skills essential for soldiers and others who must act as infantry
- Essential for Army infantry leaders at the platoon and company level, Special Forces troops, Air Force security and patrol services, Marines, and other Army branches who operate as infantry when needed

The basic skills all soldiers must know to prevail on the battlefield, including battle drills for offense and defense operations, patrols, construction and emplacement of fighting positions, use of weapons and artillery, mines and explosives, land navigation and map reading, communications, individual security and camouflage, and combat medicine (first aid).

### Combat Leader's Field Guide

The modern combat leader must make many complex decisions under conditions of great stress. However, while the leader's job has increased in level of difficulty, there are no effective, standardized job performance aids available to help the leader accomplish his job. A need therefore exists to develop and produce a job aid system of Combat Leaders' Guides. A prototype Combat Leaders' Guide: Rifle Platoon and Squad (CLG) was developed and produced using doctrinal materials relating to critical combat common tasks and tasks in skill levels 1-4 in the IIB and IIM Military Occupational Specialties (MOS). The CLG and a feedback form were distributed to over 1,100 active-duty and former active-duty soldiers with over 400 respondents returning their feedback forms. The CLG is also anticipated to be an important tool for soldiers to use when engaged in, and preparing for, combat missions through training and combat proficiency drills. Keywords: Light infantry, Mechanized infantry, Memory aids, Combat effectiveness, Combat leaders, Continuous operations, Combat stress.

### Evaluation of a Job Aid System for Combat Leaders

Introduces new Army doctrine on unit combat operations; also covers soldier combat skills.

### Combat Leader's Field Guide

The most popular handbook of basic combat skills for soldiers and other security forces that must fight in combat as infantry, rear area security, and military operations other than war. Condenses information from dozens of Army manuals. Essential for field operations and training.

### Combat Leader's Field Guide

The platoon leader and platoon sergeant are two of the most important leaders in the U.S. Army. The way platoon leaders and sergeants work together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership on and off the battlefield. On the battlefield, platoon leaders and sergeants build their platoons, empower squad leaders, integrate outside elements, and use troop-leading procedures to plan and lead. Off the battlefield, platoon leaders and sergeants prepare their platoon for combat through tough training. The platoon leader and platoon sergeant's ability to coach, teach, and mentor their Soldiers leads directly to the readiness of our formations. World-wide, platoon leaders and sergeants are personally leading the U.S. Army at the lowest level. This handbook is a guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.

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### Combat Leader's Field Guide

A guide to the basic skills all soldiers, sailors, and Marines must know to prevail in small-unit dismounted combat operations, including planning, battle drills for offense and defense operations, patrols, construction and emplacement of fighting positions, use of weapons and call for fire, land navigation and map reading, communications, close quarter battle, and tactical combat casualty care. • Extensively updated to include both the latest doctrine and lessons learned from the wars in Afghanistan and Iraq • Covers the equipment, operations, and individual security and combat skills essential for soldiers and others who must act as infantry • Essential for Army infantry NCOs and officers at the platoon and company level, Special Forces A-teams, Air Force and Navy Special Operations, Marines, and any other element that operates as infantry

### Leadership: The Warrior's Art

This important new history of the development of a leadership corps of officers during World War I opens with a gripping narrative of the battlefield heroism of Cpl. Alvin York, juxtaposed with the death of Pvt. Charles Clement less than two kilometers away. Clement had been a captain and an example of what a good officer should be in the years just before the beginning of the war. His subsequent failure as an officer and his redemption through death in combat embody the question that lies at the heart of this comprehensive and exhaustively researched book: What were the faults of US military policy regarding the training of officers during the Great War? In *The School of Hard Knocks*, Richard S. Faulkner carefully considers the selection and training process for officers during the years prior to and throughout the First World War. He then moves into the replacement of those officers due to attrition, ultimately discussing the relationship between the leadership corps and the men they commanded. Replete with primary documentary evidence including reports by the War Department during and subsequent to the war, letters from the officers detailing their concerns with the training methods, and communiqués from the leaders of the training facilities to the civilian leadership, *The School of Hard Knocks* makes a compelling case while presenting a clear, highly readable, no-nonsense account of the shortfalls in officer training that contributed to the high death toll suffered by the American Expeditionary Forces in World War I.

### The First 100 Days of Platoon Leadership Handbook

A remarkable memoir of small-unit leadership and the coming of age of a young soldier in combat in Vietnam.' "Using a lean style and a sense of pacing drawn from the tautest of novels, McDonough has produced a gripping account of his first command, a U.S. platoon taking part in the 'strategic hamlet' program. . . . Rather than present a potpourri of combat yarns. . . McDonough has focused a seasoned storyteller's eye on the details, people, and incidents that best communicate a visceral feel of command under fire. . . . For the author's honesty and literary craftsmanship, *Platoon Leader* seems destined to be read for a long time by second lieutenants trying to prepare for the future, veterans trying to remember the past, and civilians trying to understand what the profession of arms is all about."—*Army Times*

### Combat Leaders` Field Guide

The story of a young man's indoctrination into combat as an infantry platoon leader in the famed 173d Airborne Brigade. A classic in the literature of America's war in Vietnam.

### The First 100 Days of Platoon Leadership - Handbook (Lessons and Best Practices)

The only combat leadership book to come out of the Philippines, this book is a must read for young leaders across industries. Written by a West Point graduate who is also a World Economic Forum Young Global Leader, this book is for the emerging leader entrusted with responsibility for the first time. It takes lessons from jungle and urban warfare to teach him the basics of heroic leadership. Through narratives of elite Philippine Scout Ranger fighters, this book presents time-tested techniques in leading by example even in tough times. It also showcases the best in every young leader such as caring for the toughest warriors and choosing the harder right always. Written to share practical combat leadership

insights even to leaders in other industries, the book also presents stories in planning without margin for error and loving uncertain environments.

### Combat Leader's Field Guide

The late Lt. General Harold Moore (USA, Ret.) said it's the "absolute best book on military leadership in peace and war." This book is for military leaders who want to inspire their teams to achieve their best in combat and peacetime. This wide-ranging anthology brings together noted military minds as they examine the crucial role of leadership in combat, relate the lessons learned, and apply the principles to the stressful world of business. The book covers classic and modern concepts of leadership and uses case studies from Alexander the Great through post-9/11 wars to illustrate the principles of leadership in concrete historical contexts. The most important, most penetrating analysis of military leadership to emerge in a generation, this seminal work features leaders of the armed forces as they learn from the past and present and look toward the future. This edition is fully updated with inclusive language and chapters that speak to leading in a diverse world and organized with summary points for each chapter for a quick overview of essentials.

### Before the Battle

A business professional who is a 19-year U.S. Army combat veteran offers this one-of-a-kind book showing fellow veterans how to leverage their military experience and training to produce superior business and career results. Military training and experience provide a superb foundation for excelling in business. The executive search firm Korn Ferry discovered in a 2006 study that CEOs with military experience out-performed their civilian peers. *Combat Leader to Corporate Leader: 20 Lessons to Advance Your Civilian Career* outlines 20 lessons describing how veterans can apply their universal military training to succeed and excel in the business world. *Combat Leader to Corporate Leader* teaches Army, Navy, Marine, and Air Force veterans and non-military professionals how to apply successfully the skills that have made the U.S. military successful. The book is divided into four sections and aligned with military combat planning tools: (1) understanding the company and business environment, (2) planning a robust solution, (3) rigorous execution to meet the plan's goals, and (4) improving people and process for better results. Each section offers specific examples, advice, and formats that directly address the challenge of translating military experience into business skill sets. Among other issues, the book will teach vets how to showcase military experience and value to get hired, how to apply combat experience to a career in business, how to avoid the mistakes veterans commonly make in the workplace, and how to customize and translate their own unique military experiences to their business. At the conclusion of the book, veterans and non-veterans alike will have the skills to understand, plan, execute, and improve their careers and business ventures.

### The School of Hard Knocks

The author examines the Operation IRAQI FREEDOM environment and concludes that the complexity, unpredictability, and ambiguity of postwar Iraq is producing a cohort of innovative, confident, and adaptable junior officers. They are learning to make decisions in chaotic conditions and to be mentally agile in executing counterinsurgency and nation-building operations simultaneously. As a result, the Army will soon have a cohort of company grade officers who are accustomed to operating independently, taking the initiative, and adapting to changes. The author warns that the Army must now acknowledge and encourage this newly developed adaptability in our junior officers or risk stifling the innovation critically needed in the Army's future leaders.

### Combat Leader Characteristics

What can we learn about leadership and the experience of war from the best combat leaders the world has ever known? This book takes us behind the scenes and to the front lines of the major wars of the past 250 years through the words of twenty combat commanders. What they have to say--which is remarkably similar across generational, national, and ideological divides--is a fascinating take on military history by those who lived it. It is also worthwhile reading for anyone, from any walk of life, who makes executive decisions. The leaders showcased here range from Frederick the Great to Norman Schwarzkopf. They include such diverse figures as Napoleon Bonaparte, commanders on both sides of the Civil War (William Tecumseh Sherman and Stonewall Jackson), German and American World War II generals (Rommel and Patton), a veteran of the Arab-Israeli wars (Moshe Dayan), and leaders from both sides of the Vietnam War (Vo Nguyen Giap and Harold Moore). What they have had in

common is an unrivaled understanding of the art of command and a willingness to lead from the front. All earned the respect and loyalty of those they led--and moved them to risk death. The practices of these commanders apply to any leadership situation, whether military, business, political, athletic, or other. Their words reveal techniques for anticipating the competition, leading through example, taking care of the "troops," staying informed, turning bad luck to advantage, improvising, and making bold decisions. Leader after leader emphasizes the importance of up-front "muddy boots" leadership and reveals what it takes to persevere and win. Identifying a pattern of proven leadership, this book will benefit anyone who aspires to lead a country, a squadron, a company, or a basketball team. It is a unique distillation of two and a half centuries of military wisdom.

#### Research Report

The report is one of a series of major publications marking the culmination of the officer prediction research program and the impact of the findings on BESRL's ongoing and newly formulated programs on officer evaluation and the career development. It presents the important dimensions of officer leadership behavior derived from analyses of more than 2000 single observations and judgments by trained military staff on each officer participant during a three-day OEC simulation. Over 300 scales and evaluations were assembled from analysis of the evaluations recorded on 900 officers performing 15 tasks during a three-day OEC exercise. The series of factor analyses by which the dimensions of leadership performance were obtained from these data are given in detail in a technical supplement.

#### Platoon Leader

"Drawing universal truths from urgent battlefield crises, the author provides a terrific guide and training tool for leaders at all levels" (Ralph Peters, New York Times--bestselling author). The odds were against the Allies on June 6, 1944. The task ahead of the paratroopers who jumped over Normandy and the soldiers who waded ashore onto the beaches, all under fire, was colossal. In such circumstances, good leadership can be the deciding factor of victory or defeat. This book is about the extraordinary leadership of seven men who led American soldiers on D-Day and the days that followed. Some of them, like Eisenhower, Theodore Roosevelt Jr., and Lt. Dick Winters, are well known, while others are barely a footnote in the history books. This book is not a full history of D-Day, nor does it cover the heroic leadership shown by men in the armies of the Allies or members of the French Resistance, who also participated in the Normandy assault and battles for the lodgment areas. It is, however, a primer on how you can lead today, no matter what your occupation or role in life, by learning from the leadership of these seven figures. A critical task for every leader is to understand what leadership is. Socrates once said that you cannot understand something unless you can first define it in your own words. This book provides the reader with the means to define leadership by telling seven dramatic, immersive, and memorable stories that the reader will never forget. "Nobody tells a story better than John Antal and nobody knows better how to root out the lessons of history." —James Jay Carafano, author of *Wiki at War*

#### Platoon Leader

This is designed to assist current and future leaders in applying leadership fundamentals to enhance their workforce, planning and overall climate. This guide is derived from lessons learned and experiences from the military with background in Special Operations and Combat Arms. It is not meant to be an all-encompassing guide to leadership but a tool that can be utilized by businesses and everyday people. The tools supplied are philosophies taken from leadership experiences that include methods and principles that have been gathered from time in service. The objective is to enable leaders and future leaders a fundamental baseline to enhance their subordinates and themselves. Topics include: leadership defined, leadership styles, toxic leadership, planning, managing, performance, discipline, mentorship, communication and reviews.

#### Scout Ranger Combat Leadership

Some Personal Experiences Of A Junior Officer Of The German Army With Observations On Battle Tactics And The Psychological Reactions Of Troops In Campaign.

#### Leadership

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### Combat Leader to Corporate Leader

This dissertation examines combat leadership in the American Expeditionary Forces (AEF) in infantry and machine gun units at the company level and below to highlight the linkages between the training and professional development of junior officers and noncommissioned officers (NCOs) and the army's overall military effectiveness in World War I. Between 1865 and 1918, the growing lethality of the battlefield had forced changes to tactics and formations that placed novel demands on small unit leaders. The proliferation of new weapons in infantry companies and the thinning and extension of formations required junior officers and NCOs able to exercise an unparalleled degree of initiative and independence while also mastering new tactical and technical skills. When the United States entered World War I, the Regular Army was still grappling with how to reconcile its traditional expectations of small unit leadership with the new "skill sets" required of junior leaders in modern warfare. Faced with the need to produce officers and NCOs to lead its rapidly expanding mass army, the regulars improvised a system for identifying, training, and assigning company-level leaders. Unfortunately, the Regular Army's unpreparedness to wage a modern war, and the host of systemic problems associated with raising a mass army, meant that much of the training of these key leaders was so ill-focused and incomplete that the new officers and NCOs were woefully unprepared to face the tactical challenges that awaited them in France. These problems were only compounded when unexpected casualties among officers and NCOs in the summer and fall of 1918 led to a further curtailment in leader training the U.S. Army. The end result of the U.S. Army's failure to adequately train and develop its junior leaders was that its combat units often lacked the flexibility and "know how" to fight without suffering prohibitively high casualties. When the junior leaders failed, faltered and bungled, the AEF's battles became confused and uncoordinated slugging matches that confounded the plans and expectations of the army's senior leaders. The heavy casualties that resulted from these slugging matches further undermined the AEF's effectiveness by reducing the morale and cohesion of the army's combat units and hindering the army's overall ability to learn from its mistakes due to the high turn-over of junior officers and NCOs.

### From One Leader to Another

This monograph addresses the topic of Command-Leadership-Management (CLM) success attributes in Stability Operations and is intended to reach a wide audience of actors, including military and civilian deliverers of effect at the strategic, operational, and tactical levels of operations. It was developed from a dissertation and updated while the author was deployed in Iraq at a time of transition from Combat Operations (Operation IRAQI FREEDOM) to fully declared Stability Operations (Operation NEW DAWN).

### Developing Adaptive Leaders

Based on the construction of detailed combat narratives and the application of current U.S. Army leadership doctrine as the assessment methodology, this study conducts a leadership analysis of three Distinguished Service Cross-winning battalion commanders of World War II, Korea, and Vietnam. The performances of LTC Benjamin Vandervoort at St. Mere-Eglise on 6-7 June 1944, of LTC James H. Lynch at Hill 314 in Korea on 12 September 1950, and of LTC Harold Moore at LZ X-Ray in Vietnam on 14-16 November 1965 are examined in terms of the tasks, the skills, knowledge, and attitudes, and the leadership performance indicators which support the nine leadership competencies of FM 22- 100, Military Leadership. This study concludes that the leadership competencies and their supporting SKA and LPI constitute a valid assessment tool for analyzing the combat performance on past -- and future -- battalion commanders. But on the whole, more of the warfighting focus of AirLand Battle doctrine should be incorporated into the performance standards in order to make the competencies more useful as a leadership evaluation tool for use at field training exercises or rotations at the National Training Center or the Joint Readiness Training Center.

### Combat Leadership

This monograph begins with a case study that provides a means for analyzing the complexity of organizational leadership in the contemporary security environment. As such, it presents a high stakes problem-set that required an operational adaptation by a cavalry squadron conducting combat operations in Baghdad. This problematic reality triggered the struggle to find a creative response to a very deadly problem, while cultural norms served as barriers that prevented the rejection of previously accepted solutions that had proven successful in the past, even though those successful solutions no longer fit in the context of the reality of the present. The case study highlights leaders who were constrained by deeply-held assumptions that inhibited their ability to adapt quickly to a changed environment. The case study then moves on to provide an example of a successful application of adaptive leadership and adaptive work that was performed by the organization after a period of reflection and the willingness to experiment and assume risk. The case study serves as a microcosm of the challenges facing the U.S. Army, and the corresponding leadership framework presented in this monograph can be used as a model for the Army as it attempts to move forward in its effort to make adaptation an institutional imperative. The paper presents a more holistic approach to leadership where the leader transcends that of simply being an authority figure and becomes a real leader who provides a safe and creative learning environment where the organization can tackle and solve adaptive challenges. The paper concludes by recommending that U.S. Army leaders apply Harvard Professor Dean Williams's theory to the challenges confronting the Army's leader development process thereby fostering a culture of adaptive leaders.

### On War And Leadership

#### Military Review