



HEADQUARTERS 3rd BRIGADE

Lavarack Barracks, Air Burnu Street, TOWNSVILLE QLD 4813, AUSTRALIA

Q6950747

All Majors and Sergeant Majors in 3rd Brigade All Warrant Officers in 3rd Brigade

THE MAJOR AND SERGEANT MAJOR LEADERSHIP TEAM – PART III - 7 *HABITS OF MAJOR AND SERGEANT MAJOR LEADERSHIP TEAMS*

References:

- A. Headquarters 3rd Brigade, *The Major and Sergeant Major Leadership Team*, Q6342184, dated 27 Jan 2016
- B. Commander and Regimental Sergeant Major 3rd Brigade, *Leadership Discussion with 3rd Brigade Majors and Sergeant Majors*, Daly Officers Mess, 18 Mar 2016
- C. Headquarters 3rd Brigade, *The Major and Sergeant Major Leadership Team – Part II*, Q6654646, dated 06 Apr 2016
- D. Commander and Regimental Sergeant Major 3rd Brigade, *Leadership Discussion with 3rd Brigade Majors and Sergeant Majors*, Daly Officers Mess, 13 May 2016
- E. Headquarters 3rd Brigade, *3rd Brigade 100 Day Assessment*, May 2016
- F. Headquarters 3rd Brigade, *Commander 3rd Brigade Directive 006/16 – Professional Education and Development*, 6597747, 30 Mar 16

1. References A – D defined and discussed expectations for our Major and Sergeant Major leadership teams as sub-unit command teams, specialists, trainers, educators, enablers and staff.
2. *The Major and Sergeant Major Leadership Team – Part III - 7 Habits of Major and Sergeant Major Leadership Teams*, reflects upon references A – D and describes next steps in our development as Major and Sergeant Major leadership teams.
3. Foremost, these discussions emphasise that, together, we are learning. As military professionals, our training, education and development are our obligations and within our control. We explore ideas ensuring we update and understand our roles and responsibilities, while consciously adapting and collaborating for mission success.

Our next steps:

4. Our next *Major and Sergeant Major Leadership Forum* (the Forum), is Wednesday, 10 August 2016, 1900 – 2015, during the Combat Team Tactical Exercise without Troops week in vicinity of Charters Towers. Commander and Regimental Sergeant Major 3rd Brigade are the Forum facilitators.
5. Task: At the 10 August 2016 Forum, discuss, critique and amend the following draft *7 Habits of Major and Sergeant Major Leadership Teams*. Add or subtract habits. Redefine or rearticulate habits. Create a list of habits that apply to you and your Major and Sergeant Major leadership team.

7 Habits of Major and Sergeant Major Leadership Teams:

6. A habit is defined as ‘a settled or regular tendency or practice, especially one that is hard to give up’.¹ Discussions at references A ~ D, sought insights into desirable habits for our Major and Sergeant Major leadership teams. The following are our initial thoughts outlining *7 Habits of Major and Sergeant Major Leadership Teams*.

7. The Major and Sergeant Major leadership team habitually:

- a. Connect personally and professionally with each other, our people, our colleagues, our commanders and our mentors. Establish our sub-unit work ethic, routine, standards and environments of respect.² Nurture a unified approach. Listen to each other. Work together, speak frankly, combine strengths, support and mutually learn.
- b. Simplify ideas and determine readily understood solutions.³ Articulate well planned and unambiguous intent. Issue succinct orders. Don’t overcomplicate plans. Ask our junior leaders the hard questions. Read, evolve and change doctrine.
- c. Respect generously. Place interests of our people and our sub-unit ahead of ourselves. Enhance our emotional intelligence through experience resolving moral dilemmas, conflict and wicked problems. Maintain a list of unethical things we’ll never do. Acknowledge good performances.
- d. Reflect daily upon our performance. Refuse our ego getting too close to our position - when our position falls our ego goes with it.⁴ Admit our failures, then work to improve.
- e. Innovate and educate our people to out-think our enemies through varied training options including: field exercises; exercise trained soldier; simulation; sub-unit competitions; bull-ring skills reinforcement; quick decision exercises; marksmanship and combat shooting; reading; discussing; debating; planning; rehearsing; testing; wargames; staff rides; tactical exercises without troops; professional education and development sessions and experimentation.
- f. Emulate attributes from people we trust and admire. Learn from their successes and their mistakes.
- g. Anticipate and mitigate skills fade among our people from Army’s annual posting cycle. In accordance with reference E, we must ensure we reinforce professional mastery by applying the 3rd Brigade’s 10 fundamental soldier skills,⁵ to:
 - (1) live austere in the field
 - (2) employ personal and crew-served weapon systems
 - (3) apply camouflage
 - (4) achieve Army physical fitness standards, including the Army swim test / amphibious swim test, physical employment standards assessment and corps specific skills conducted in accordance with the force generation cycle

- (5) employ land navigation at night without global positioning systems
- (6) receive, write and issue orders applying situation, mission, execution, administration and logistics, command and signals (SMEAC)
- (7) operation appropriate battle management systems
- (8) apply first aid and coordinate casualty evacuation
- (9) call and adjust direct and indirect fires
- (10) safely and tactically operate all vehicles at night and employ their weapon systems.⁶

8. Finally, we are reminded that our fourth and final *Major and Sergeant Major Leadership Forum* for 2016 is on Friday 18 November 2016, which precedes 3rd Brigade's 2016 pilot Sub-Unit Command Team Seminar of 21-22 November 2016, we are discussing our views on:

a. one of the following five pieces of Army doctrine:

- (i) Land Warfare Doctrine 1, *The Fundamentals of Land Power*.
- (ii) Land Warfare Doctrine 5- 1 -4, *The Military Appreciation Process*
- (iii) Land Warfare Doctrine 3-0-3, *Land Tactics*.
- (iv) Land Warfare Doctrine 3-1-0 *Intelligence Surveillance, Target Acquisition and Reconnaissance*.
- (v) Headquarters Forces Command, *Command & Control, Concept of Operations*.

and...

b. one corps specific pamphlet according to your specialisation (e. g. *Land Warfare Procedures - Combat Arms (Dismounted Combat) 3-3-1, Dismounted Minor Tactics*, 2010).

and...

c. at least one of the following books:

- (i). Ulysses S. Grant. *The Complete Personal Memoirs of Ulysses S. Grant*.
- (ii) Field-Marshal Sir William Slim. *Defeat into Victory: Battling Japan in Burma and India, 1942-1945*.

- (iii) Admiral Sandy Woodward. *One Hundred Days: The Memoirs of the Falklands Battle Group Commander*

Conclusion

9. The Major and Sergeant Major leadership team is an influential body within the Australian Army. These draft 7 *Habits of Major and Sergeant Major Leadership Teams* are ideas for your teams to read, discuss and critique. We look forward to examining these ideas with you in a manner that is open, inclusive, free-flowing and educational. We are all learning.



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¹ Oxford University Press, *Habit – definition*, 2016

<<http://www.oxforddictionaries.com/definition/english/habit>> [accessed 06 June 2016]

² Wayne Bennett, *Generation Why? Kids need to be shown right way*, *The Australian*, 14 July 14, 2007

<<http://www.theaustralian.com.au/archive/news/generation-why-kids-need-to-be-shown-right-way/story-e6frg7n6-1111113953961>> [accessed 06 June 2016]

³ Colin L. Powell and Joseph E. Persico, *My American Journey*, Random House, Ballantine Books, 1996, p. 383 quoting Michael Korda who is the author of *Ulysses S. Grant, Ike, Hero, and Charmed Lives*. Educated at Le Rosey in Switzerland and at Magdalen College, Oxford, he served in the Royal Air Force. He took part in the Hungarian Revolution of 1956 and on its fiftieth anniversary was awarded the Order of Merit of the People's Republic of Hungary.

⁴ Colin L. Powell and Joseph E. Persico, *My American Journey*, Random House, Ballantine Books, 1996, p. 613

⁵ As described by LWD 0-2, *Leadership*, 19 July 2013, Professional Mastery integrates the components of fighting power. It is an expression of personal competence displayed by an individual's ability to combine character, self-confidence, effective leadership, professional knowledge, professional military judgement and experience. It is measured by performance in battle and is a process of continual learning developed through education, training and experience.

⁶ Headquarters 3rd Brigade, *3rd Brigade's 100 Day Assessment*, May 2016, p. 15