



FM 11.0.WLC.1

WARRIOR LEADERSHIP COURSE MANUAL

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Senior Leadership and Instructors to protect operational information that is of use.

TITLE:	OPERATIONAL LEADERSHIP COURSE	ISSUED:	04-25-2018	REVISED	07-12-2018
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INTRODUCTION

The 3rd Ranger Battalion Warrior Leadership Course is ultimately about one thing- leading soldiers to accomplish the mission. Leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve organization.

Leaders need-

- Purpose: the *reason* to accomplish the mission.
- Direction: the *means* to accomplish the mission.
 - Motivation: the *will* to accomplish the mission.

Leaders use Command and Control (C2) to influence their soldiers to accomplish the mission. Command is the authority leaders exercise over individuals in the unit by their assignment. Control is the direction and guidance of their soldier to ensure accomplishment of the mission and a good, enjoying team. Leadership is the art of exercising C2 to influence and direct soldiers in such a way to obtain their confidence, respect and cooperation to accomplish the mission. Leadership is the most vital component of C2.

NOTE: Like all B and C courses, a full understanding of the RASP Manual and how to deploy its tactics in the field is required before conducting an WLC.

1.0 MILITARY LEADERSHIP

Professional military leadership involves a combination of personal character and professional competence with a bias for the right action at the right time for the right effect. Leading soldiers in combat is the team leaders most important challenge.

There are three type of core principles that underline the application of tactical leadership by example, authority and mission command.

LEADERSHIP BY EXAMPLE

Follow me! – The Infantry motto-best summarizes the principle of leadership by example. This simple expression is further developed into the armed forces leadership philosophy: **Be, Know, Do**. Character describes what a leader must be; competence refers to what leaders must know; action is what leaders must do. These concepts do not stand alone. They are closely connected and together make up who leaders seek to be.

AUTHORITY

Authority is the delegated power to judge, act or command. It includes responsibility, accountability, and delegation. All soldiers in positions of authority are leaders. Leaders exercise authority as they make decisions to accomplish their mission and lead their soldiers. Authority involves the right and freedom to use the power of position to carry out military duties. It carries with the responsibility to act. Battle command is the exercise of authority against a hostile, thinking enemy.

Although leaders alone can enforce obedience under the Uniform Code of Military Justice, all leaders can expect their soldiers to follow their orders. Commanders and leaders who delegate authority to soldiers are responsible to ensure that their soldiers correct orders are followed.

Leaders also have another source of authority; personal authority. It stems from values, attributes, personality, experience, reputation, character, personal example, and most of all, tactical and technical competence. Personal authority, freely granted to a leader by soldiers, ultimately arises from the actions of the leader, and the trust and confidence generated by these actions.

RESPONSIBILITY

Leaders have three major responsibilities. First, leaders are responsible for accomplishing all assigned missions. Second, they are responsible for their soldier's health, welfare, morale and discipline. Third, they are responsible for maintaining and employing the resources of their element. In most cases, these responsibilities do not conflict. However, the leader's responsibility for mission accomplishment can conflict with their responsibilities to the soldier. In an irreconcilable conflict between the two, including the welfare of the leader himself, mission accomplishment must come first. However, leaders must understand that the excessive loss of soldiers and resources can severely inhibit their ability to accomplish their mission.

ACCOUNTABILITY

Leaders are responsible for their own decisions and for the actions, accomplishments and failures of their soldiers. Accountability is non-negotiable and makes up the very backbone of the chain of command. It is impossible to exercise authority without

accountability. Accountability is included in the Army's core values and is what enables up to achieve and maintain legitimacy.

DELEGATION

Leaders delegate authority to allow soldiers to carry out their duties, and when necessary, decide and act on behalf of themselves. While leaders can delegate authority, they cannot delegate responsibility of the outcome of their soldier's actions. Soldiers are accountable to their leaders for how they use delegated authority.

MISSION COMMAND

Mission Command is the conduct of military operations through decentralized execution based upon mission orders for effective mission accomplishment. Successful mission command results from team leaders at all elements exercising disciplined initiative within the commander's intent to accomplish missions. It requires an environment of trust a mutual understanding. A fundamental tenet of mission command is the importance of people over technology and equipment.

Mission orders that allow maximum freedom of planning and action to accomplish missions are an effective leadership technique in completing combat orders. Mission orders leave the "how" of mission accomplishment to the soldiers. This way of thinking emphasizes the dominance of command rather than control, thereby providing initiative, the acceptance of risk, and the rapid seizure of opportunities on the battlefield.

11. FIELD LEADING

A Team Leader holds an active position in a Fire Team. The most important part is to use your experience to lead your soldiers. Then you should constantly be learning and training yourself to be a better leader. In this position, you will make mistakes. However, turn the mistakes into experiences; learn from them and don't make them again.

As a Team Leader, your soldiers are fully counting on you to build on their foundation that was laid during the Ranger Assessment and Selection Program. You are the one who must dedicate yourself to guarantee that your soldiers achieve their mission successfully and can operate effectively in a Fire Team.

12. PRE-COMBAT CHECKLIST

Ammunition	Marking Tools (Colored Smoke, Lights)	GPS/MicroDAGR/Rugged Tablet
Weapons	Entrenching Tools	Tripods
Flashlights	IR Strobes	Pen and Paper

Maps	OPORD	Wire-Cutter
Communication Cards	9-Line MEDEVAC Card	Fuel Cans
Zip Ties	Graphics, Routes, OBJs, LZs	Load Plans
Toolkit	Radios and backup communication.	NVGs

13. FIELD EXERCISE (CLASS ONLY)

During WLC there will be a Field Training Exercise involving drills and live fire training exercise.

Prepare for the following drills prior to the WLC:

- Communications (RASP Team to Team Communication)
- Formations and Manoeuvres
- Military Operations in Urban Terrain (MOUT).

WLC is a GO/NO GO exercise, all personnel will over a period of two days with 2-3 hours live exercises each day be evaluated according to this and the RASP manual.