

The Marine Combat Leader as Trainer

Decisionmaker

Tactician

Mentor

Teacher

Fighter

Leader



Only (2) Marine Activities

- Fight
- **Prepare to Fight**



Only (2) Training Locations

- School Training
- **Unit Training**



Only (1) Leader

You are the Primary Trainer
responsible for your Marines' skills



The Company is the Primary Training Organization

- *Let leaders train their Marines: unit training*
- Garrison training is same as wartime training
- Personnel, resources, technology, and policies are *supporting* activities
- Evaluate leaders on *training* abilities



Five Tips for Trainers



1. Train Yourself IOT Train well
2. Train your Leaders IOT Train well
3. Think War IOT Train well
4. Know the System IOT Train well
5. Demand Responsibility IOT Train well

1. Train Yourself



- Be the *expert*. Set the example.
- Develop *credibility*
- *Know* the weapons and equipment
- *Know* the tasks & standards
- *Know* How to Train Marines

2. Train your Leaders



- *Train* your leaders in skills
 - How to fight: tactics / terrain / decisionmaking
 - Delegating *is* leader training: mentoring
- *Train* your leaders in “How to Train”
 - Training SOP
 - Set example of training management
 - Provide Prime Training Time: Focus on CTS

3. Think War

- Good training requires imagination
 - War Stories
 - News Stories
 - History
 - War Novels
 - War Movies
 - Wargames
- Insure training reflects combat standards



4. Know the System

- Know how to train
 - ITSs and CTSs
- Know the standards
- Know how to evaluate

- Read the *unit training plan*
- Know the process and the language



Training Plans = Specificity

- Quarterly Training Plan (QTP)
 - Training Priorities: METL
 - Tasks to Unit Leaders
 - Time and resources assigned
- **FM 25-101 *Battle Focused Training***
- MCRP 3-0A / MCRP 3-0B
- **T&R Manual**

5. Demand Responsibility

“I’m the expert.”

“Your Marines need your help.”

“We must prepare for convoy ops.”

“The schedule doesn’t support our priorities.”

“I can do it. Give me three days.”

1. Train Yourself

2. Train your Leaders

3. Think War

4. Know the system

5. Demand Responsibility

“The best form of welfare for the troops is first class training, for this saves unnecessary casualties.”



- Erwin Rommel

War Trends Drive Training

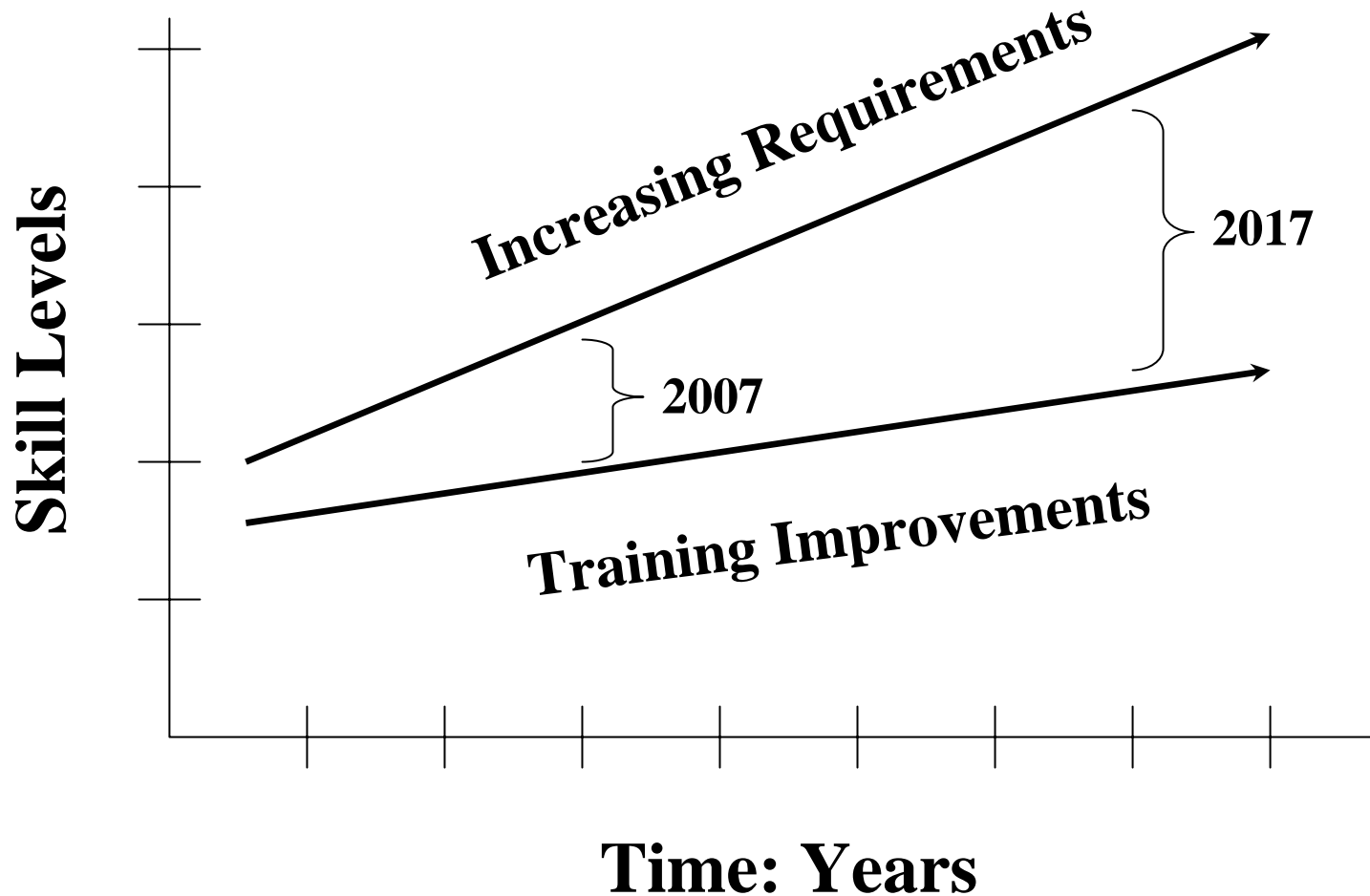


- Complex enemies / Complex missions
- More Training Requirements
- Increasing expectation of leader competence
- Smaller forces
- Less Time

-
- A Training Gap

A Training Gap

What is our Future Competence?

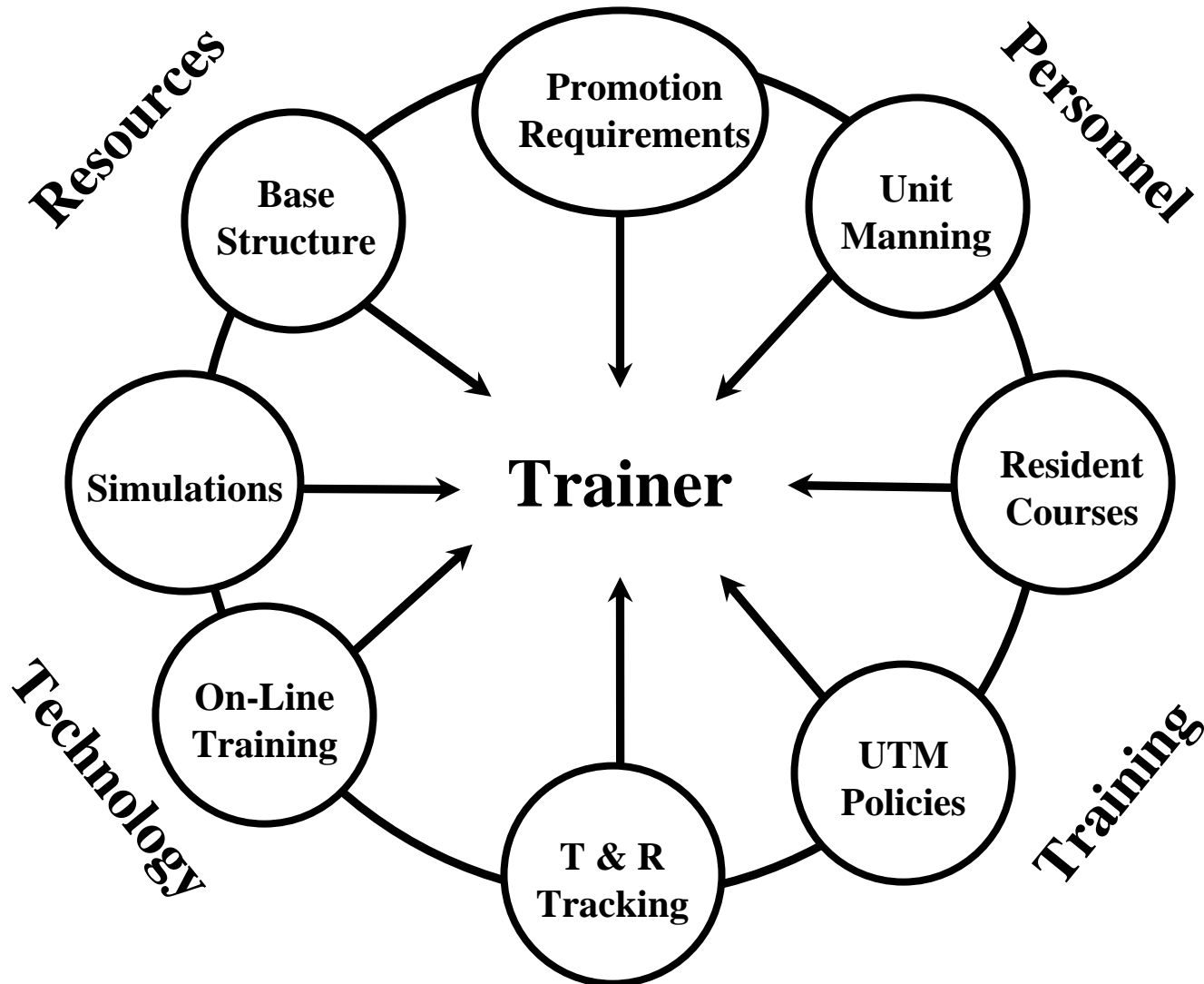


Requirements are increasing faster than training improvements

The Marine Corps owes you:

- Units: Maximum training time
Maximum support / min obligations
Great Ranges
Great Manuals and Guidance
- Personnel Stability
- Quality Schools
- Excellent Equipment
- **A Training Revolution**

A Training Revolution



A Training Revolution

“Increase Training Effectiveness 30% in ten years IOT meet future warfighting requirements with less resources.”

- Emphasize Training People, NOT Technology
- **More** focus on Unit Training
- **Less** Turnover, **More** Currency

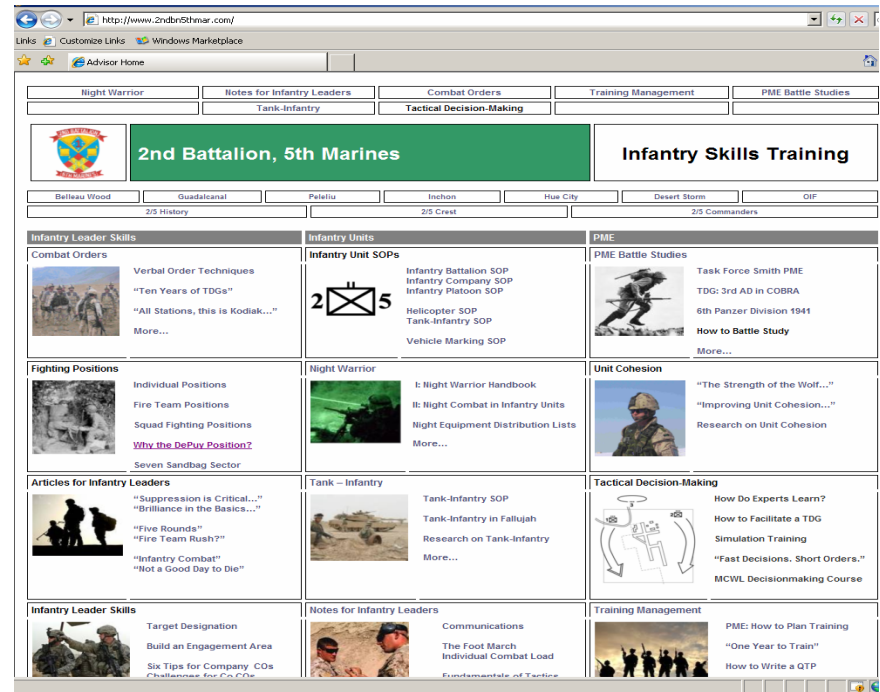
The Marine Corps Needs You!

- *You* are the Primary Trainer:
You are responsible for your Marines' skills
- Our Training is only as good as our unit leaders
- Training is hard work



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- **How to Train**
- **Unit SOPs**
- **Night Warrior**
- **Combat Orders**
- **Tank – Infantry SOP**
- **Fighting Positions**
- **PME: Battle Studies**
- **“The Squad Leader Makes the Difference”**
- **Decisionmaking, TDGs, Simulations**
- **TTP: Comm, AT, Keyhole sectors**



The Primacy of Training: Issues for Leaders



LtCol B.B. McBreen

Issue: Training Future Conflicts

1. Modern Warfare demands more training.
2. Skills are more important than hardware.
3. Unit training is more important than schools.
4. Training performance is not measured.
5. Combat Centers deliver combat proficiency.
6. The best place to spend a dollar is training.

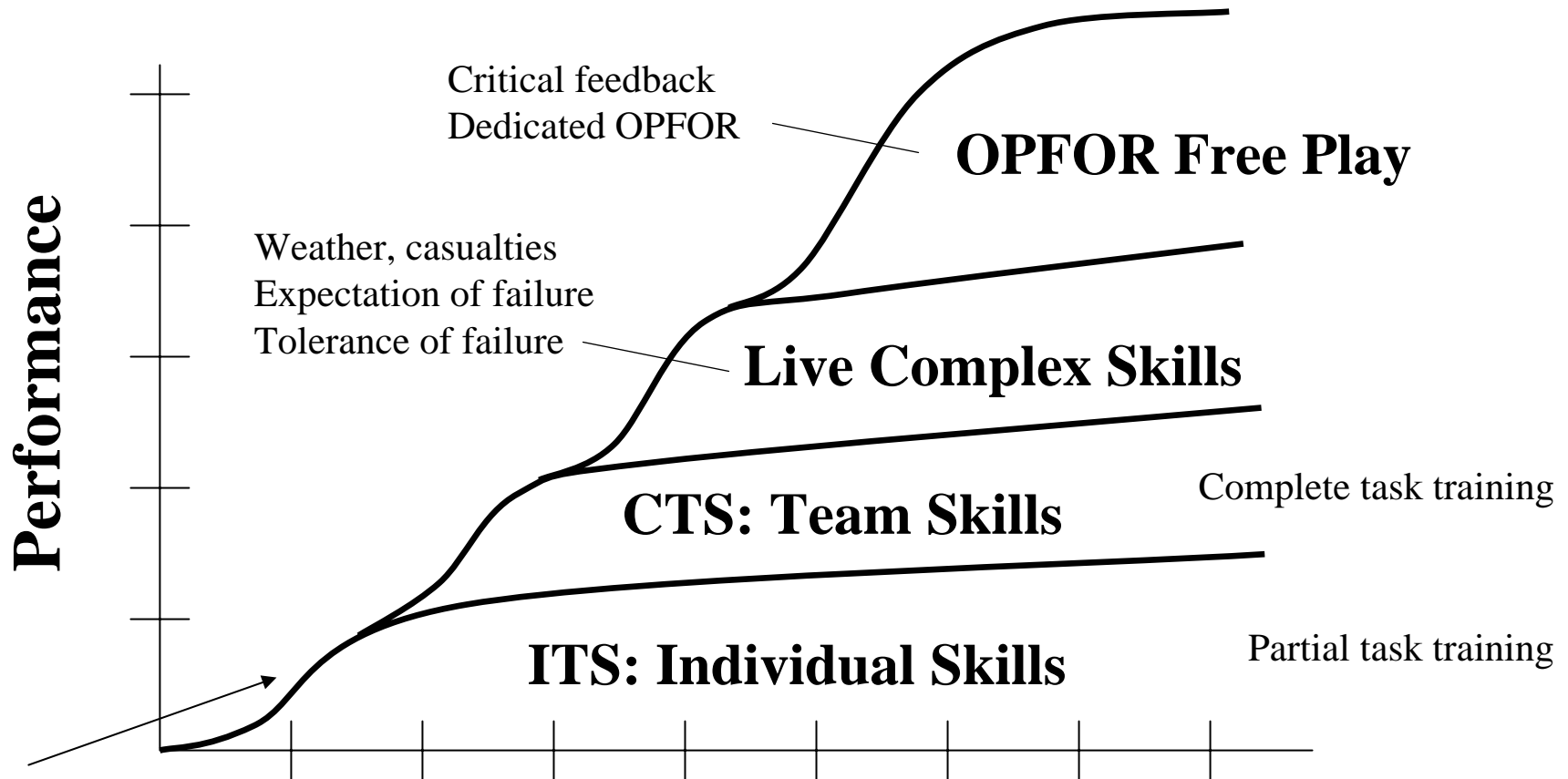
Training for Future Conflicts.
Defense Science Board.
Washington, DC, June 2003

Skills are More Important than Hardware

- *Training* superiority is more important than technical superiority: Israelis, Marines, NVA
- *Training* failure negates hardware advantage: TOW, PLGR, NVG
- Equipment is fielded with little idea of training requirements: Thermal sights



Effective Training

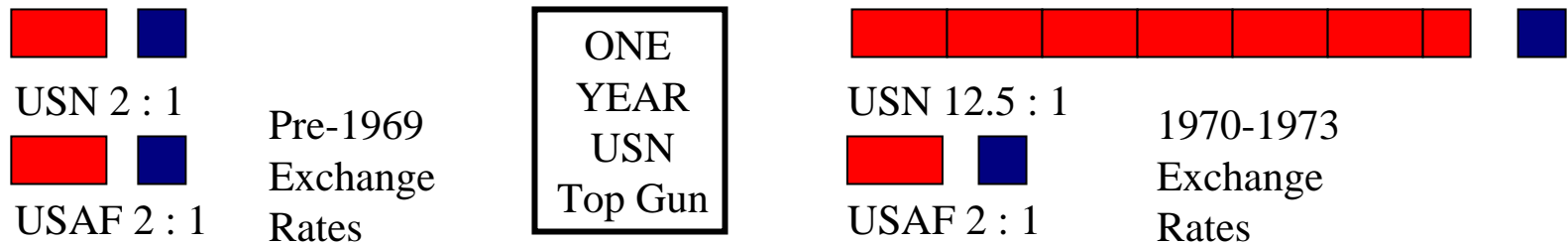


Initial slope:
20% of the time
generates 90%
of the skill

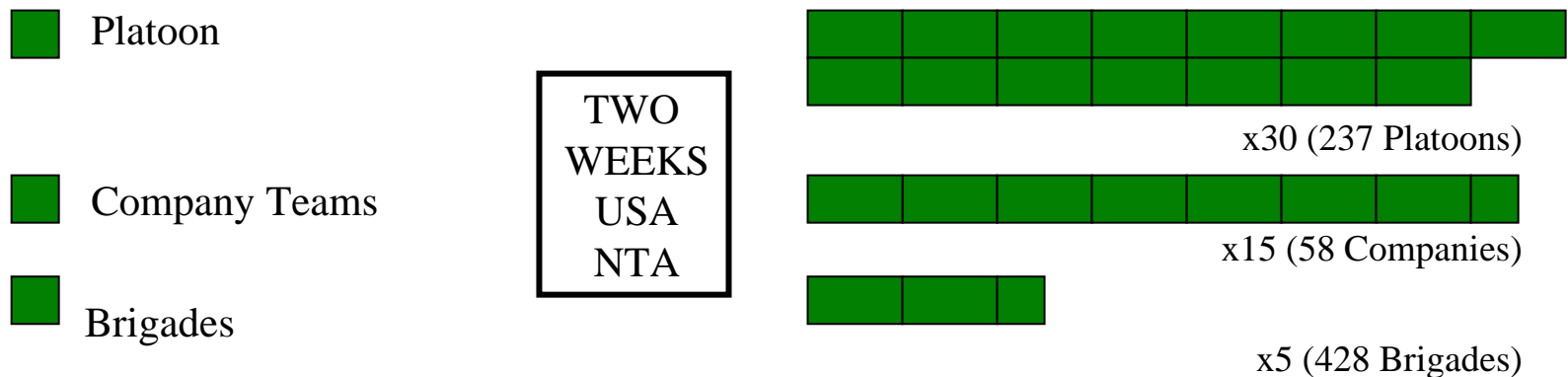
Training Effort: Time and Resources

Effective Training Makes a Difference

Air-to-air Combat Over Vietnam

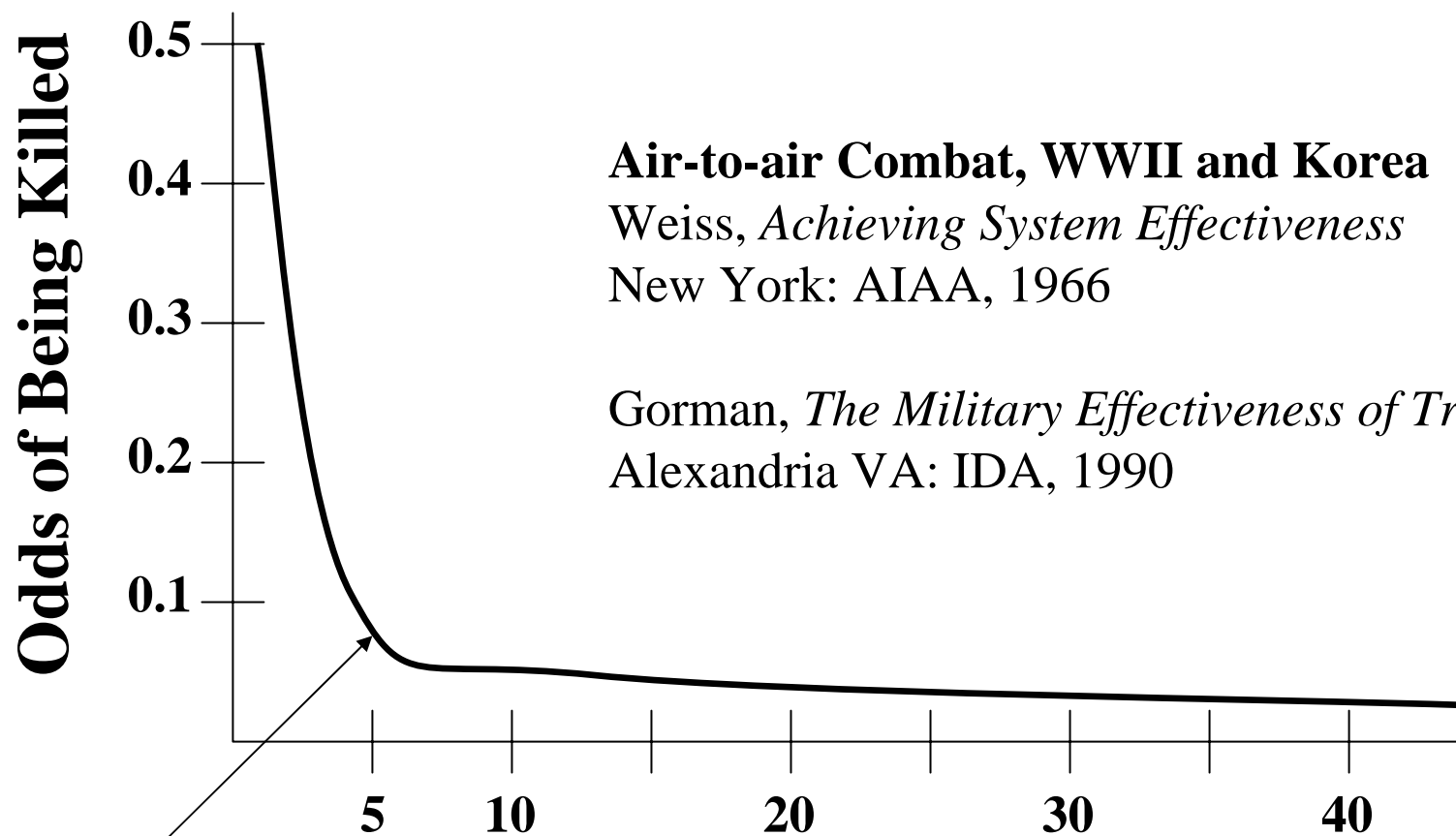


Ground Combat at National Training Center



Odds of winning a Force-on-force engagement at NTC

Experience vs. Odds of Being Killed



Air-to-air Combat, WWII and Korea
Weiss, *Achieving System Effectiveness*
New York: AIAA, 1966

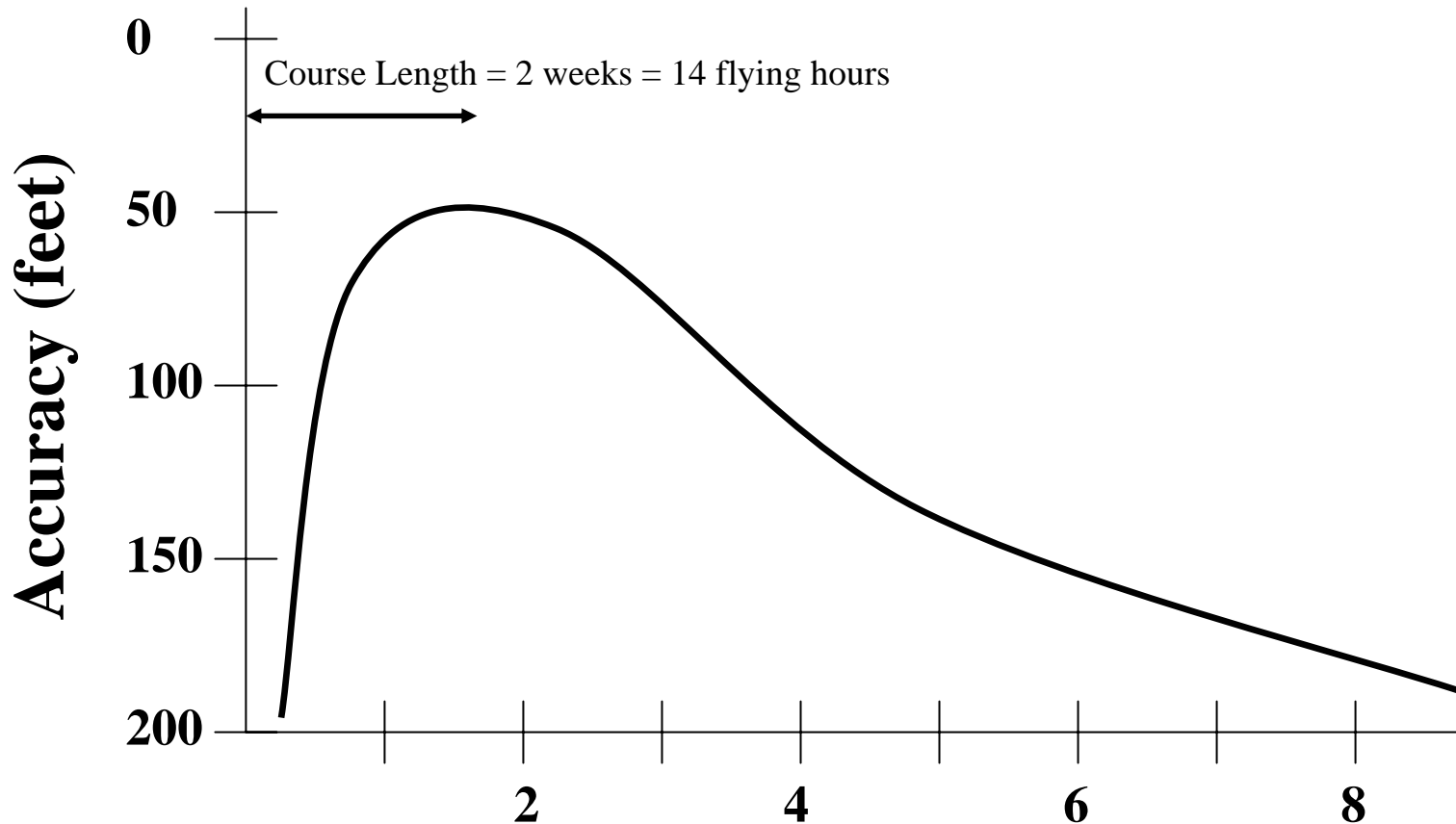
Gorman, *The Military Effectiveness of Training*,
Alexandria VA: IDA, 1990

First five should
be training

Combat Experiences

People Rust Faster than Equipment

F/A-18 Pilots at NAS Fallon Strike University



Weeks

Data on 241 Bombing Runs
CNA, 1990

Issue: Qualifying 03 NCOs

Rank / Billet	British Army	Australian Army	USMC Aviation	USMC Infantry
PFC	Entry-Level Training	Entry-Level Training	Entry-Level Training	Entry-Level Training
Cpl	Sect Crse Unit Selects	Army Crse Corps Crse	School Sqdn Quals	Course? MOS Course? Unit Qual?
Sgt	Platoon Crse Unit Selects	Army Crse Corps Crse	School Sqdn Quals	Course? MOS Course? Unit Qual?
SSgt	Career Crse Unit Selects	Army Crse Corps Crse	School Sqdn Quals	Course? MOS Course? Unit Qual?

Issue: Training Day Math

- 12-week quarter
 - 3 Prime Training Days per week
- Minus
 - Standown, Range, HHQ Events, other activities
- Average 6 weeks = 18 days
 - For company and below, CTS and ITS
- How many Prime Training Days for you?
- QTP must assign tasks & specific days!

Sources:

The Primacy of Training Bibliography:

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3. Brownlee. *Changing an Army: An Oral History of General William E. DePuy*. Carlisle Barracks, PA, 1979.
4. DePuy. *Selected Papers of General William E. DePuy*. Fort Leavenworth, KS: USAC&GSC, 1994.
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6. Rosenberger. "Reaching Our Army's Full Combat Potential in the 21st Century..." *Armor*, May-June 1999.
7. Rosenberger. "The Burden Our Soldiers Bear: Observations of a Senior Trainer." Fort Leavenworth, KS: CALL, 1995.