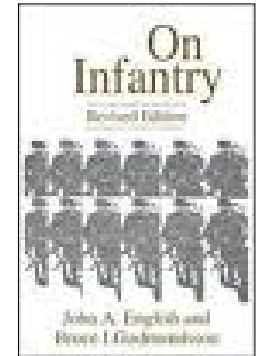


What is a PME Plan?



- Why PME?
- What is PME?
- Who does PME?
- When and Where do we do PME?
- Battalion FY PME Plan

Why PME?

- Common language, philosophy, and education empowers a fighting organization
 - Implicit communication is a combat multiplier
 - Implicit communication requires educated officers
- Tactical and organizational decisions reflect broad insights and long-term perspective
- Curiosity is critical to continuous improvement
- “Old heads on young shoulders”
No one should be less than 100 years old

Overheard in Conversation...

1. “I think Ambrose is not critical enough of the American soldier. But Van Creveld is too critical.”
2. “You know DePuy came up with that in Vietnam.”
3. “Remember what Guderian said about the engine.”
4. “S.L.A. Marshall never had to carry a MOLLE pack!”
5. “I want to be ‘Ender’!”
6. “We’ll do an Afrika Corps anti-tank hammer and anvil.”
7. “Can he take a message to Garcia?”
8. “Keegan? No idea. I need to catch up on my reading.”
“You should already *know* the first 100 books.”
9. “Doesn’t a frontal assault violate *Warfighting* doctrine?”



What is PME?



- “Life-long study of the military profession.”
- MCO P1553.4A PME
- “Minimum required PME” is *less* than
“Recommended PME”
- Education is *not* Training
- NOT: MOS, billet, or rank-specific
NOT: MBA, NATOPS, PES, guests, MCMAP
- Use accurate doctrinal terms: PME, training,
education, officer skills, school, O-Call

Who does PME?

- **Long-service professionals in good armies**
- Officers: self-study & educate subordinates
- SNCOS & NCOs



When and Where do we do PME?

- Irregularly: with a surge during school
- Regularly: 5% of effort
- Some environments are better than others

Armies, eras & PME

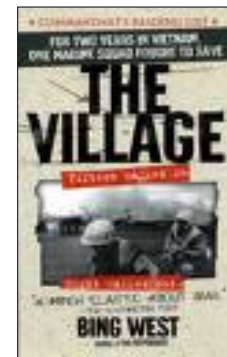
- French 1940 Doughty
- German 1806, 1868, 1922 von Seeckt
- British 1934 Milne vs Massingberd
- American 1934 vs 1964 Marshal vs Westmoreland
- U.S. Marine Corps 1987 *Gray's Warfighting*
- IDF, Japanese, Russians...U.S. in Iraq

If you're planning for one year, grow rice.
If you're planning for ten years, grow trees.
If you're planning for centuries, grow men.

- Chinese proverb 6

Individual Self-Study

- Set Reading Goals. Set Fighting Goals.
- Reading Lists
 - Recommendations: Standard texts
 - Sampling: Recommended
 - References: Types of History
 - Don't spend a dime
- 10 books x 10 years = Major
- Caution: Avoid USMC-centric focus



Set Monthly PT Goals...

Set Monthly Self-Study Goals...

- 1. One course.** All officers: Marine Corps non-resident seminar.
- 2. One book.** All officers: One professional book per month.
- 3. One journal.** All officers: One professional journal per month. Subscribe to *Marine Corps Gazette*.
- 4. One fight.** All officers: One tactical decision per month. TDG or simulation. Best when officers fight each other.
- 5. One verb.** All officers: One foreign language.

Captain Eversly is a student of war. Completed required PME: EWS non-resident. Best-read officer in the Bn. During period, he read (6) books, finishing 9/12=75% of the Captain's reading list. Presented Bn PME "The Battle of 72 Easting." Lead regiment during Bn tactical decisionmaking exercise. Knowledgeable on Marine Corps issues - a thought-leader with much to contribute to the future of the Marine Corps.

Counterpoint to PME

- “In ten years, I can’t teach a Captain everything he needs on the battlefield. Let’s focus on complex combined arms TTPs, not Gettysburg!”
 - Ruthless pursuit of tactical excellence requires skills
 - IDF officers focus on battle skills, not theory
- “Why is EWS a staff course? It should be a commander’s course. Educate Majors!”
- “If he’s so busy reading, what does he think his Marines are doing?”

Battalion FY PME Plan

- (12) months = (12) events [Schedule Handout]
 - Last Friday afternoon of the month: 1500.
 - Each company presents twice. All officers present.
- Battalion Counterinsurgency Reading List
- Officer Self-Study Plans

“I feel a fundamental crippling incuriousness about our officers...
With 2,000 years of examples behind us we have no excuse,
when fighting, for not fighting well.”