



SPECIAL FORCES

LEADERSHIP



WITHOUT

EQUAL





***History Does Not
Entrust the Care of
Freedom to the Weak or
Timid***

President Eisenhower

Operation Enduring Freedom



The background of the slide features two men in military uniforms. They are standing in front of a wall of various flags, including the United States flag on the right. The man on the left is seen in profile, facing right, and the man on the right is also in profile, facing left. They appear to be in conversation. The text is overlaid on this image.

Goal

To develop and implement Adaptive Leadership/Thinking methodologies that incorporate advanced behavioral and cognitive concepts, in order to produce adaptive Special Forces leaders for the 21st Century...

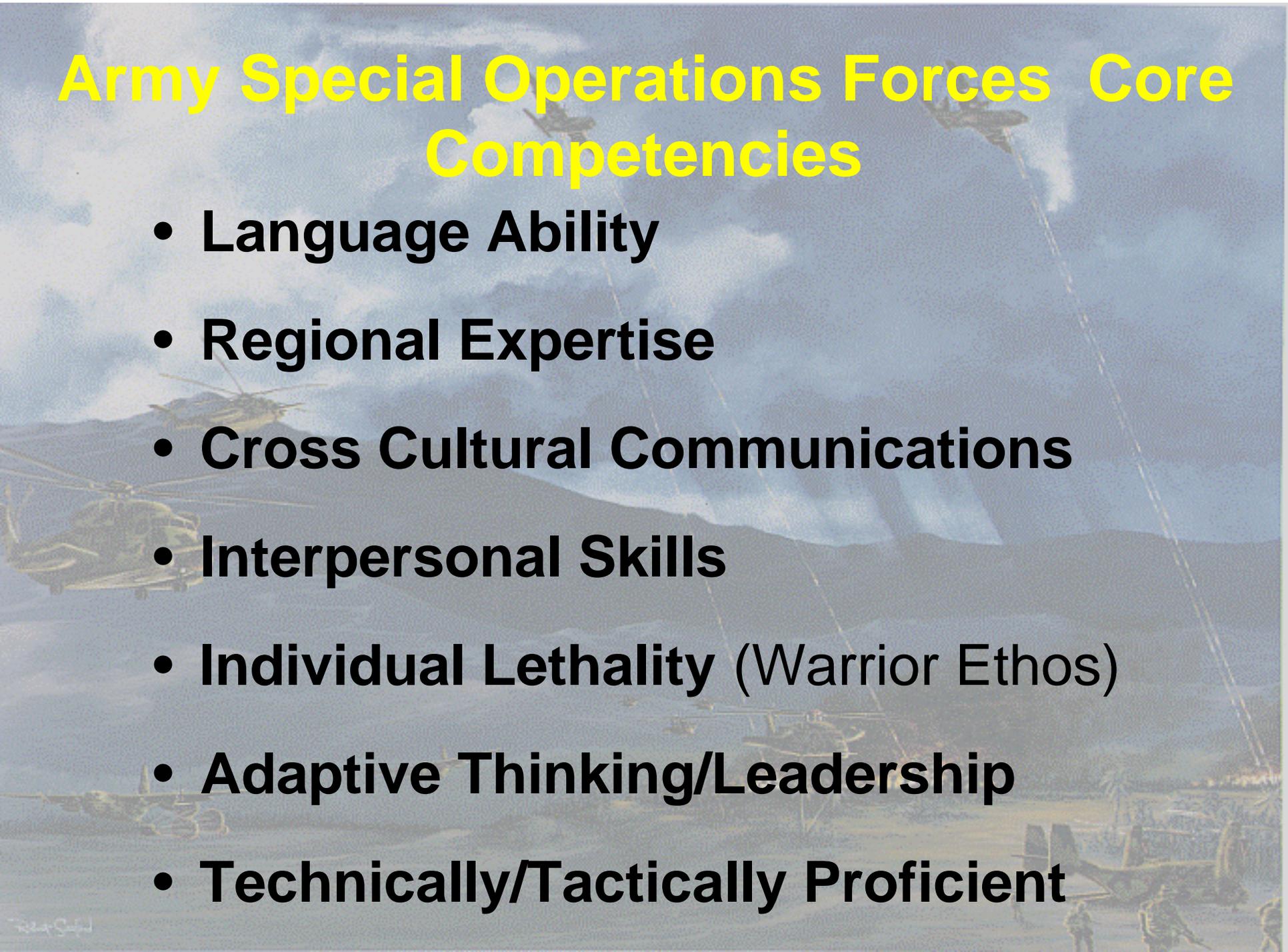
Adaptive Leader Definition

“A leader who can influence people - by providing purpose, direction, and motivation while operating in a complex, dynamic environment of uncertainty and ambiguity to accomplish the mission and improve the organization.” -- Army O&O Concept

SOF TRUTHS

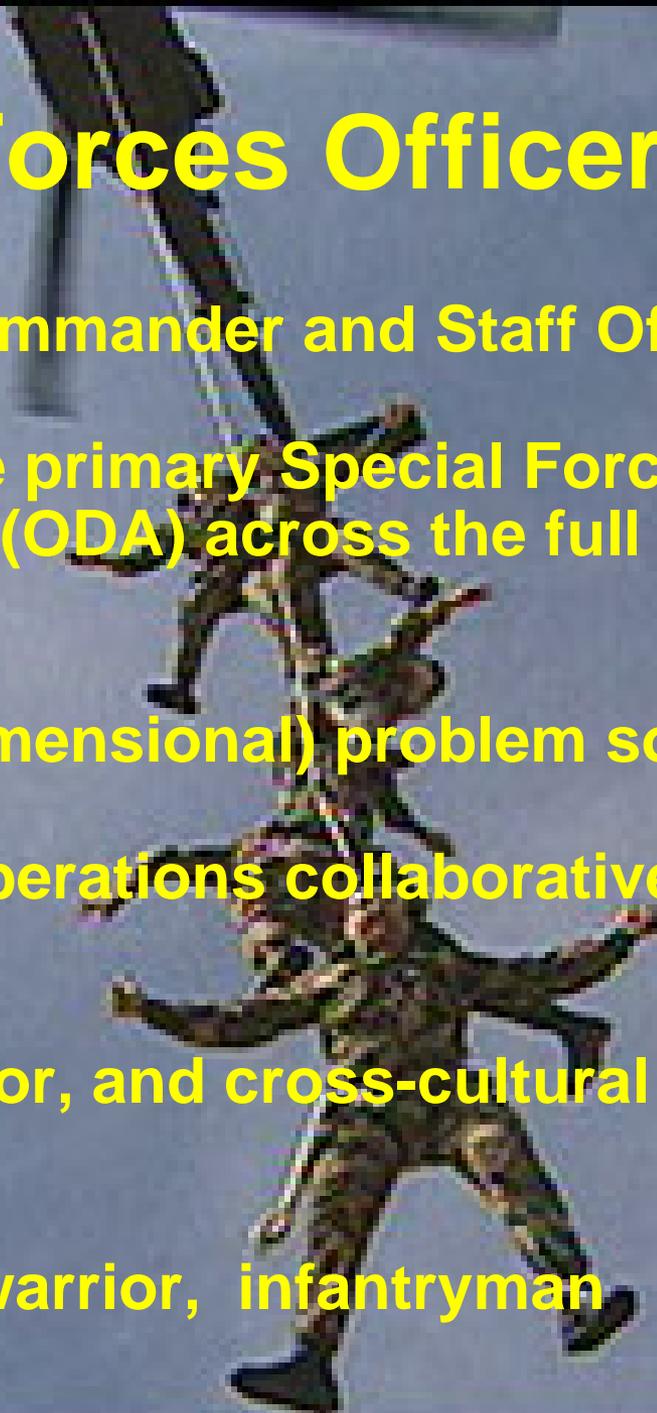
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- A group of soldiers in a boat on water, illuminated by a spotlight. The soldiers are wearing dark uniforms and caps, and the boat is filled with equipment. The background is dark, and the water reflects the light from the spotlight.
- Humans are more important than hardware.
 - Quality is better than Quantity.
 - Special Operations Forces cannot be mass produced.
 - Competent Special Operations Forces cannot be created after emergencies occur.

Army Special Operations Forces Core Competencies

The background of the slide is a composite image showing various military operations. At the top, two AH-64 Apache helicopters are in flight against a cloudy sky. Below them, a Chinook helicopter is shown in a steep climb. In the lower portion of the image, there are soldiers on the ground, some near a Chinook helicopter, and other military equipment. The overall scene is set in a mountainous, hazy environment.

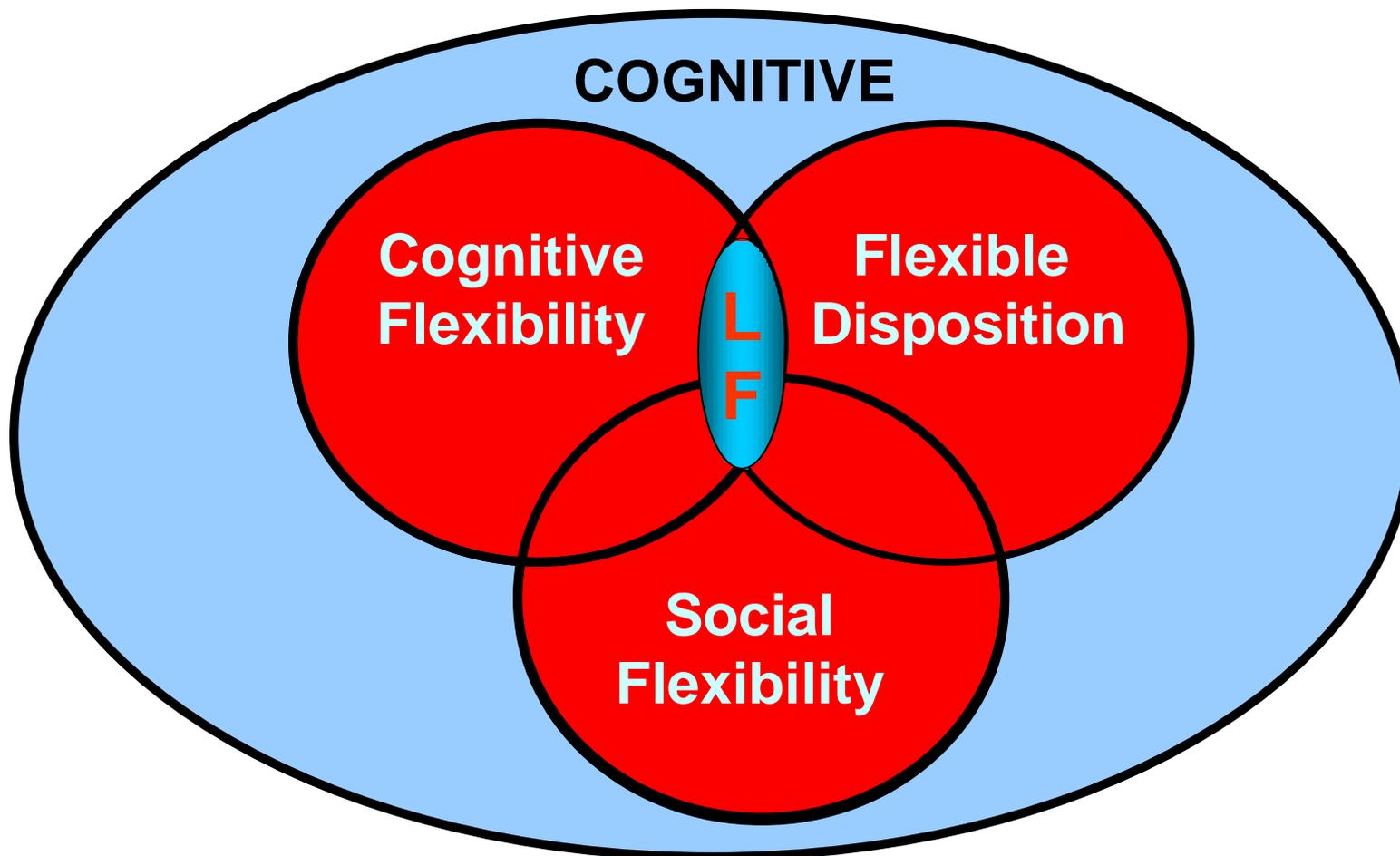
- **Language Ability**
- **Regional Expertise**
- **Cross Cultural Communications**
- **Interpersonal Skills**
- **Individual Lethality (Warrior Ethos)**
- **Adaptive Thinking/Leadership**
- **Technically/Tactically Proficient**

Special Forces Officer 18A

- Special Forces Commander and Staff Officer.
 - Commander of the primary Special Forces combat maneuver element (ODA) across the full spectrum warfare.
 - Adaptive (Multi-dimensional) problem solver
 - Unconventional operations collaborative mission planner.
 - Mediator, negotiator, and cross-cultural communicator
 - A skilled leader, warrior, infantryman
- 
- A vertical sequence of four Special Forces soldiers in full combat gear rappelling down a rope against a clear blue sky. The soldiers are positioned at different heights, creating a sense of depth and movement.



Theory Of Leadership Flexibility





Design Aspects Strategies

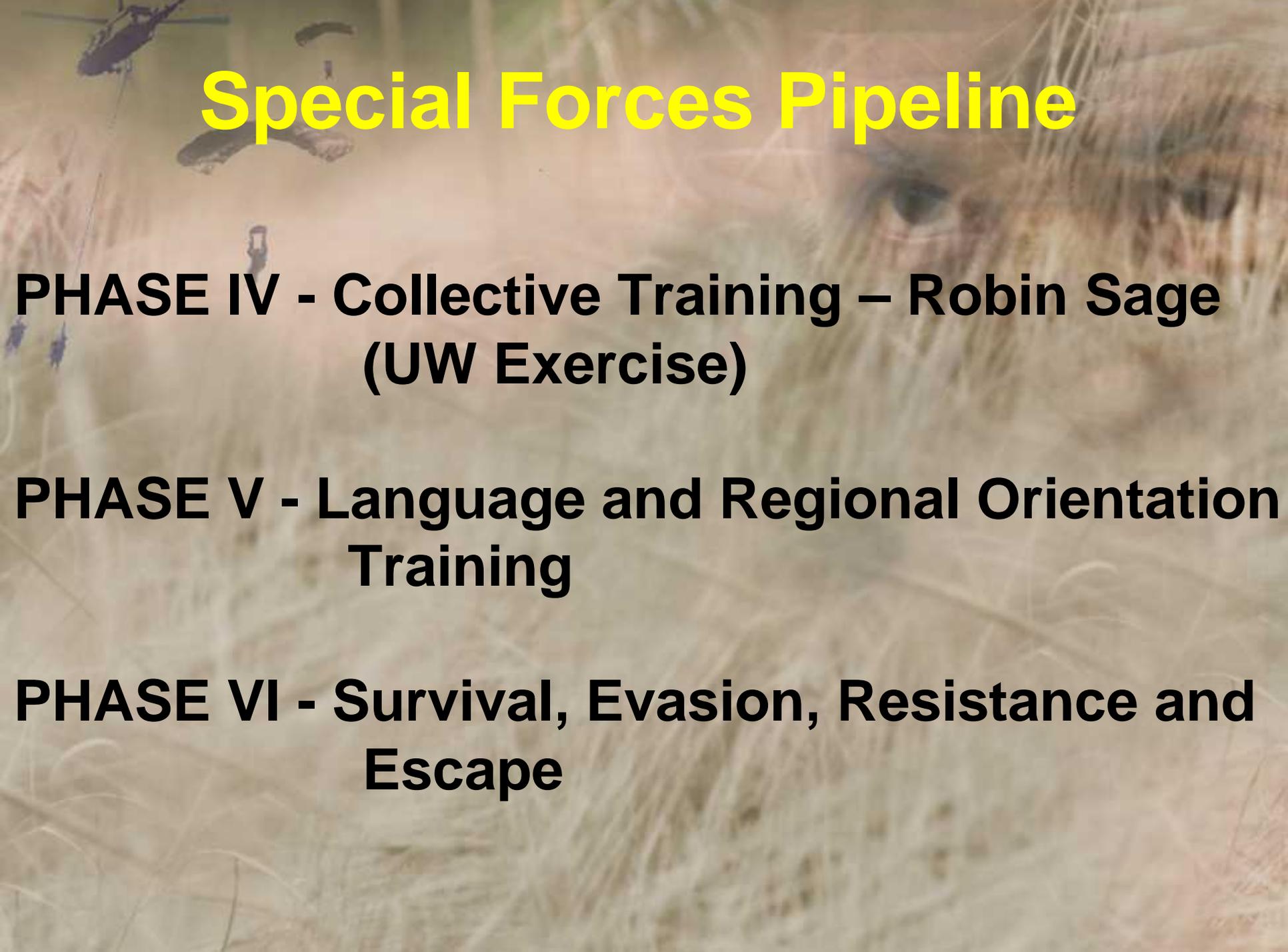
- **Advance Organizers**
- **Analogies**
- **Guided Discovery**
- **Error-based Learning**
- **Metacognitive Instruction**

Special Forces Pipeline

PHASE I - Special Forces Assessment and Selection

PHASE II - Small Units Tactics and Marksmanship

**PHASE III - Military Occupational skill
(Individual skills)**

An aerial photograph showing a military helicopter in the upper left corner, with a parachute descending from it. The scene is set in a field of tall, dry grass. The text is overlaid on this image.

Special Forces Pipeline

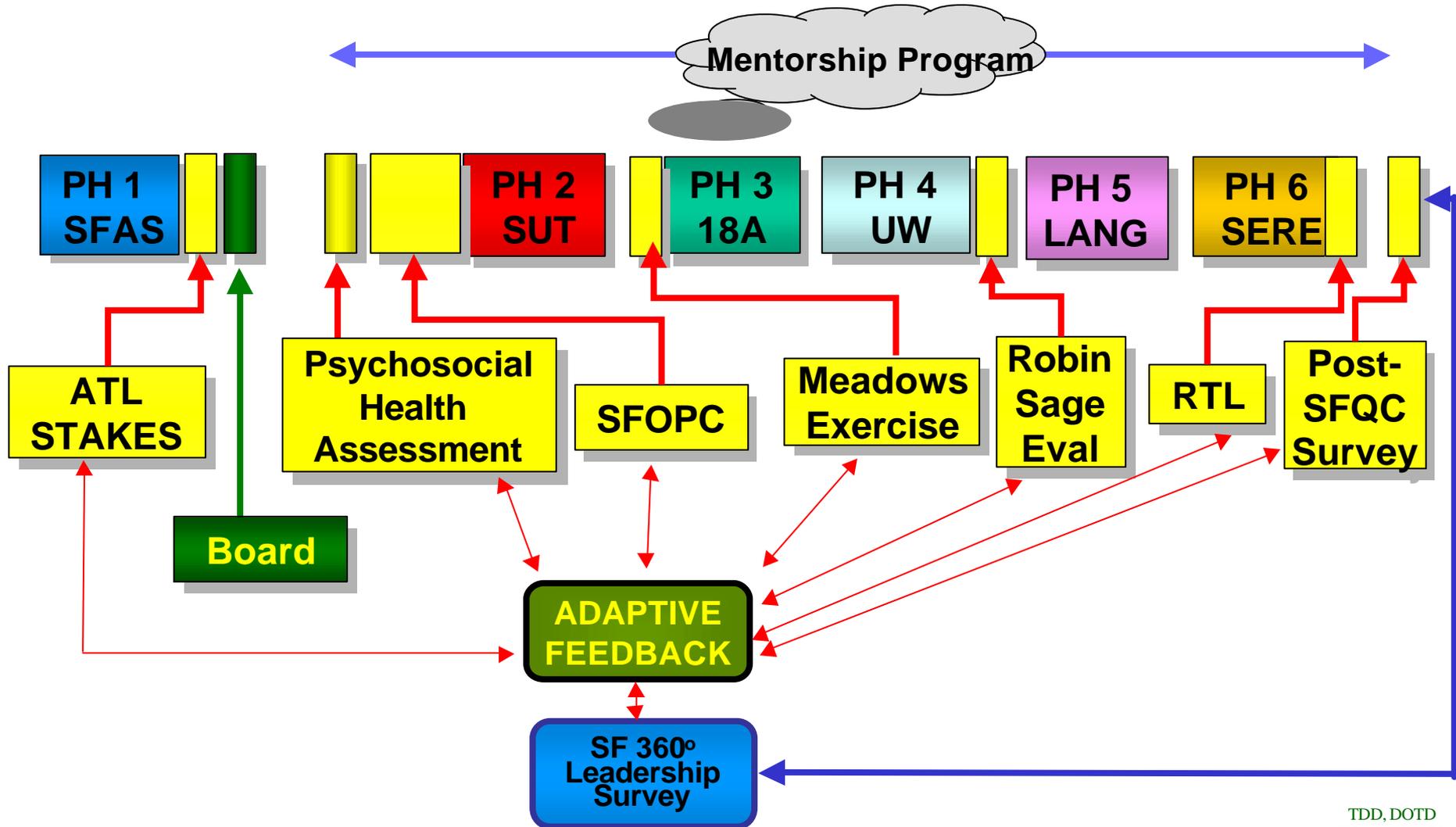
**PHASE IV - Collective Training – Robin Sage
(UW Exercise)**

**PHASE V - Language and Regional Orientation
Training**

**PHASE VI - Survival, Evasion, Resistance and
Escape**



SFQC Integration Strategy





“MEADOWS” Exercise

- **Conducted in both rural & complex urban terrain under artificially-induced stress.**
- **Commander’s Board at end of exercise.**
- **Detailed feedback from professionally-trained SME’s.**



PH 4/Robin Sage

- **Robin Sage is a free-play exercise provides an opportunity for ATL**
- **Dilemmas during the conduct of Robin Sage.**
- **Consolidated Officer AAR to share experiential feedback.**
- **One-on-One feedback with each officer**



SERE - RTL

- Currently best “adaptive thinking laboratory” in the Army:
 - Thoroughly-trained and rehearsed Cadre
 - Specific scenarios designed to enable learning
 - Structured free-play”)
 - “Debrief” provides detailed, timely feedback to reinforce learning
 - RTL provides student with excellent opportunity to employ adaptive thinking “tools”



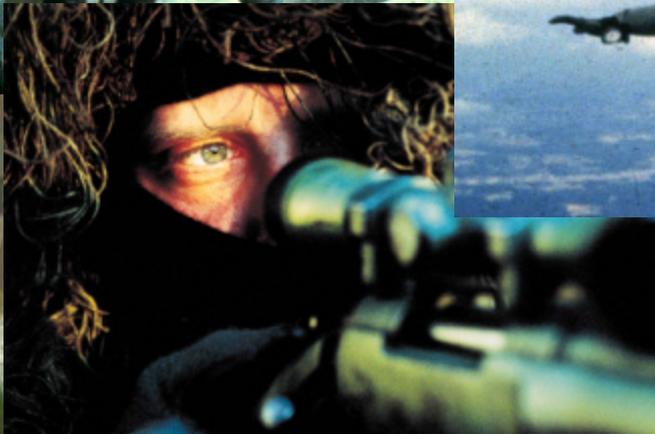
Post-SFQC Surveys

- Issue final survey to “measure” progress.
- Follow-up survey 6 months after student has left the schoolhouse
- A 360° Leadership Survey for officers 6-12 months after assuming command of an Operational Detachment Alpha.

Worldwide Deployments



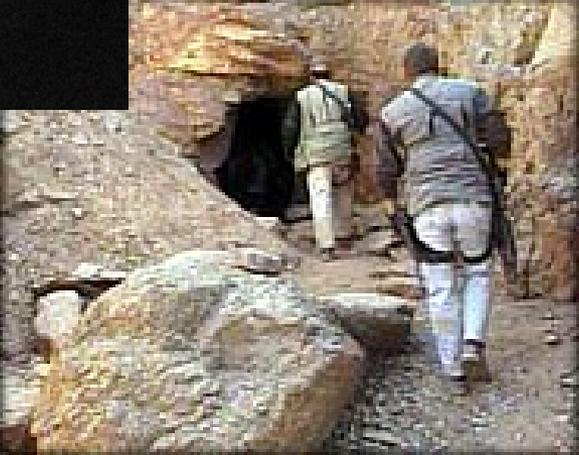
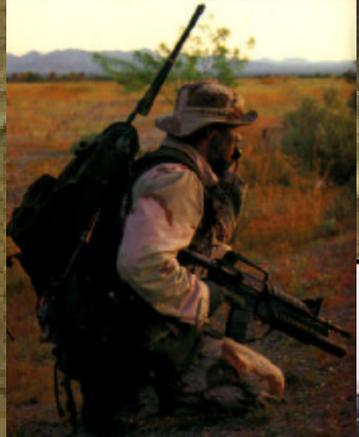
Advanced Special Forces Skills



Life – Long Learning



Operation Enduring Freedom



Combating Terrorism Worldwide



Keith D. McGrew / Getty Images



A photograph of several soldiers in a mountainous, arid landscape. The soldiers are wearing dark uniforms and berets, and are equipped with gear. They are standing on a rocky path, looking out over a valley with some buildings and fields. The background shows steep, rocky hills under a clear sky.

**SPECIAL FORCES WILL CONTINUE
TO LEAD THE ARMY IN THE
TRAINING AND DEVELOPMENT OF
LEADERS TO FUNCTION IN THE
HIGHLY COMPLEX WORLD OF FULL
SPECTRUM OPERATIONS**



QUESTIONS

SPECIAL FORCES
AIRBORNE



SPECIAL FORCES
AIRBORNE

