



Leadership in Mission



Demands on Leader and Leadership

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Structure



- **Mission-Oriented Training in GE Army**
- **Example: OP WINGERT, AFG, Aug 06**
- **Demands on:**
 - **Leader**
 - **Leadership**
- **Closing Remarks**



Thesis



Mission-oriented Training in the GE Army

(Weisung HFüKdo v.04.08.06)

Main task of the army is to successfully undertake operations, even though it will not always lead to battle.

Within the context of operations, command and leadership represent the biggest challenge. That's why the ability to fight is the decisive element in forces preparation for missions.



Example



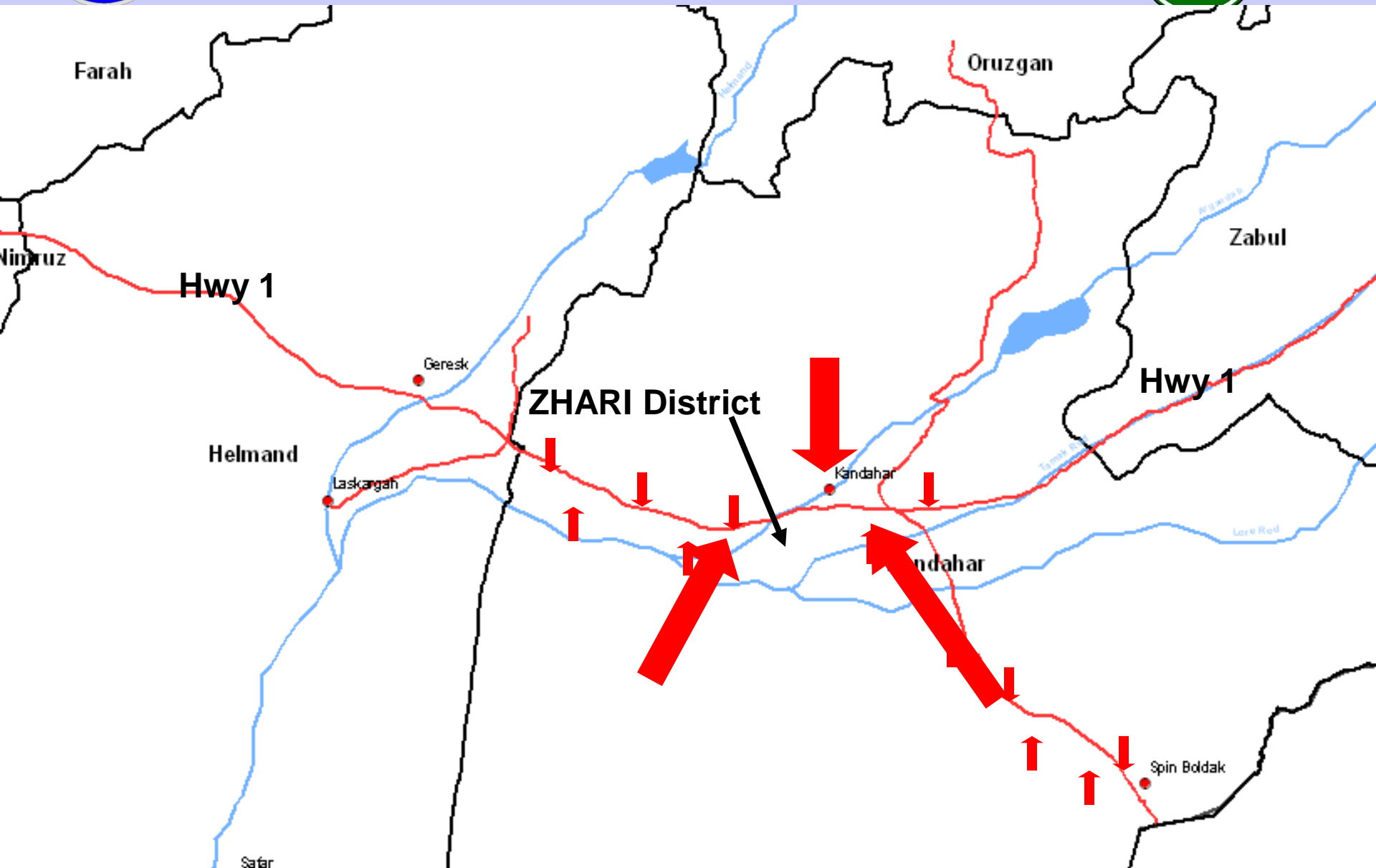
OP WINGERT

TF DRAGONER

03 Aug 06



Situation Jun/Jul 06





Mission Statement



ANSF, supported by TF DRAGONER, will occupy villages south of Hwy 1 in the eastern ZHARI District NLT 05 Aug 06 in order to secure Hwy 1 and set the conditions for economic and social stability for the local population.



Commanders Intent



I intend to support the Governor of Kandahar's operations to restore security to the ZHARI District. The Governor deems a sustained ANSF presence in ZHARI District crucial to

- securing Hwy 1**
- restoring public confidence**
- encouraging displaced families to return to their homes, and**
- restoring social and economic stability to the ZHARI District.**

I will set the conditions for a sustained ANSF presence in ZHARI District by conducting joint operations with ANSF to occupy villages in the Hwy 1 corridor in AO CHEETAH.

.....

ANA, supported by TF DRAGONER will operate in AO CHEETAH, where

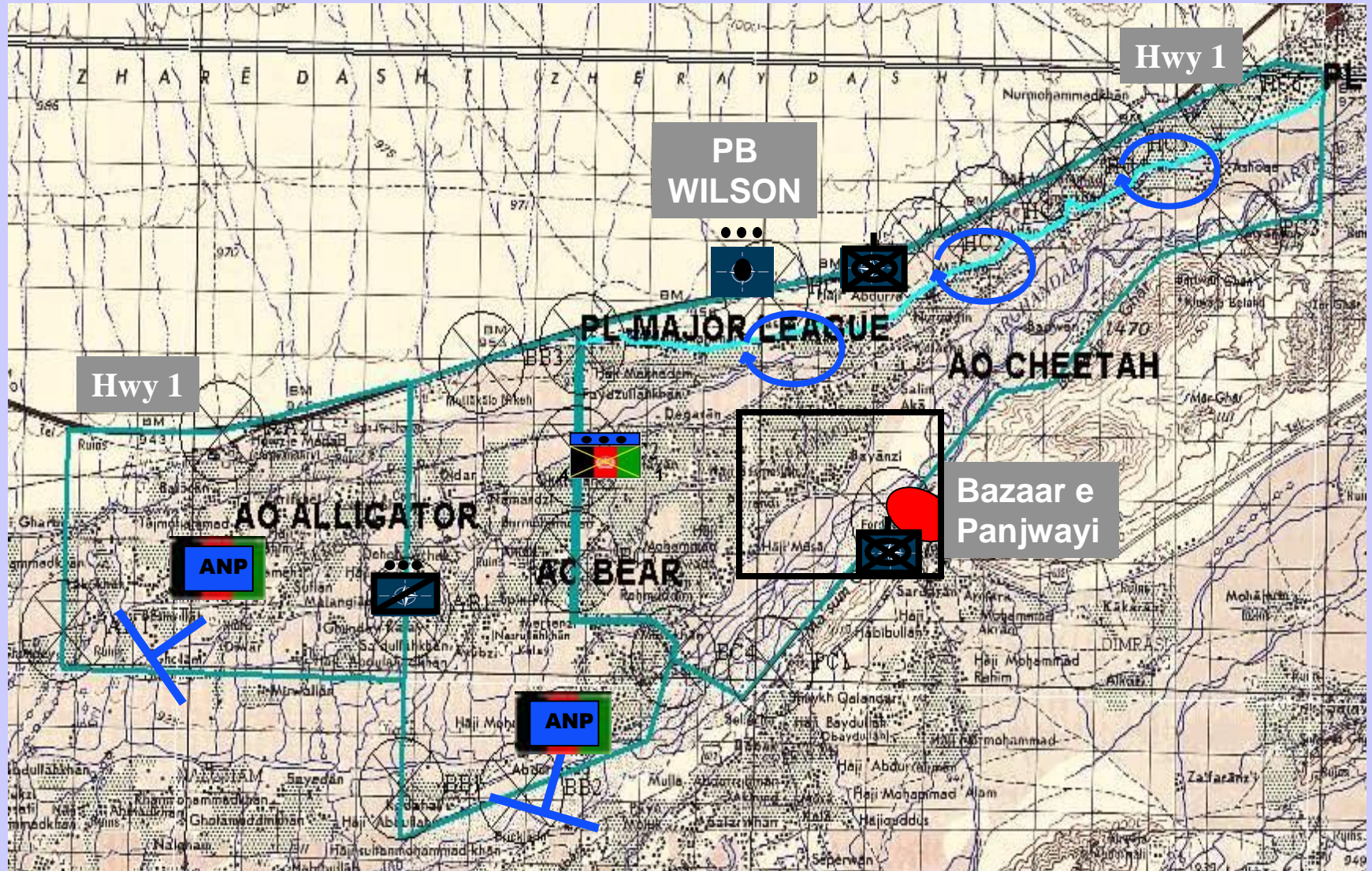
- initially I will occupy villages immediately south of PL ML,**
- ensuring they are free of Taliban, and**
- then hand the villages over to ANSF, who will maintain a sustained presence in these villages**

in order to encourage displaced families to return.

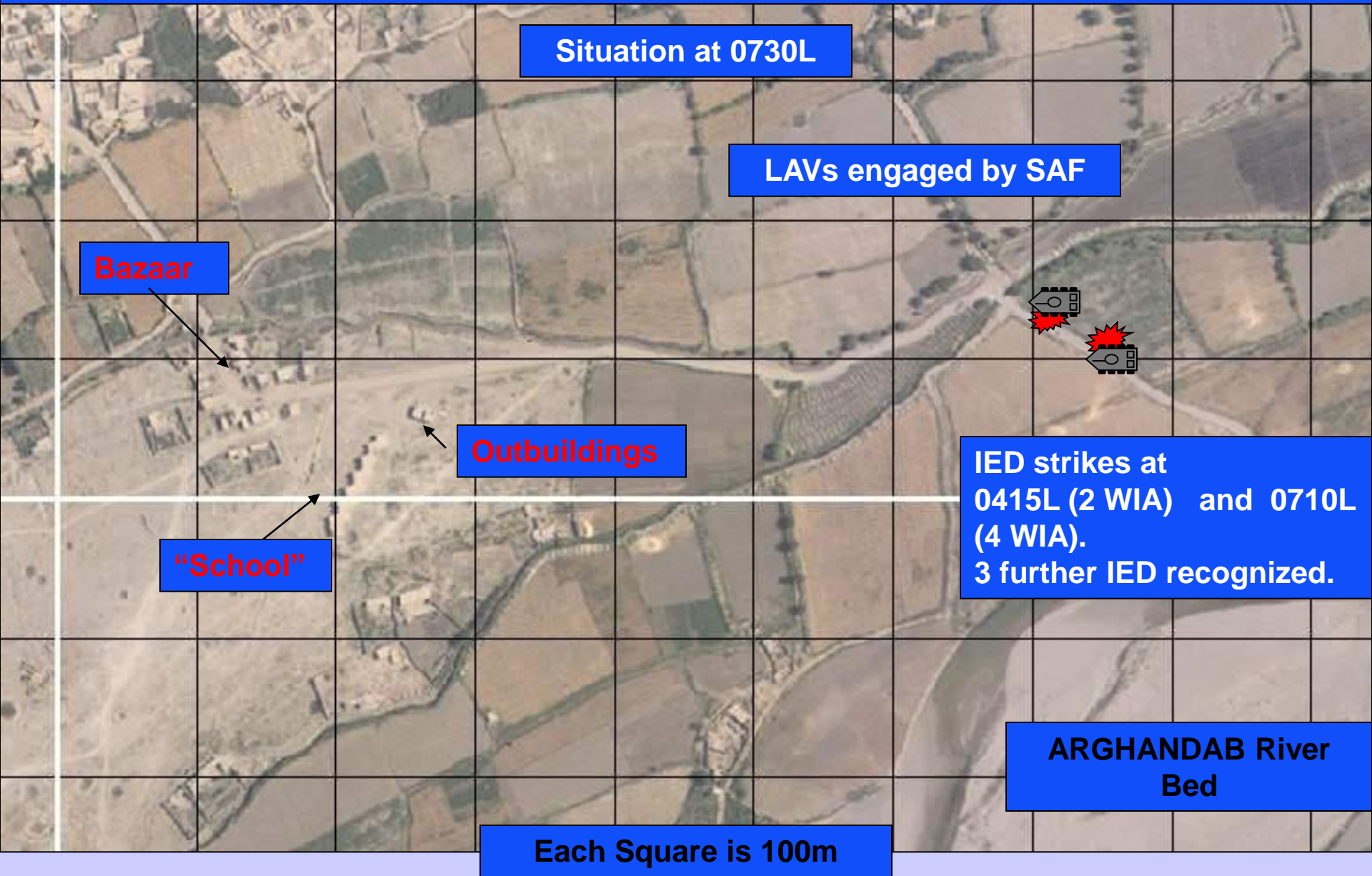
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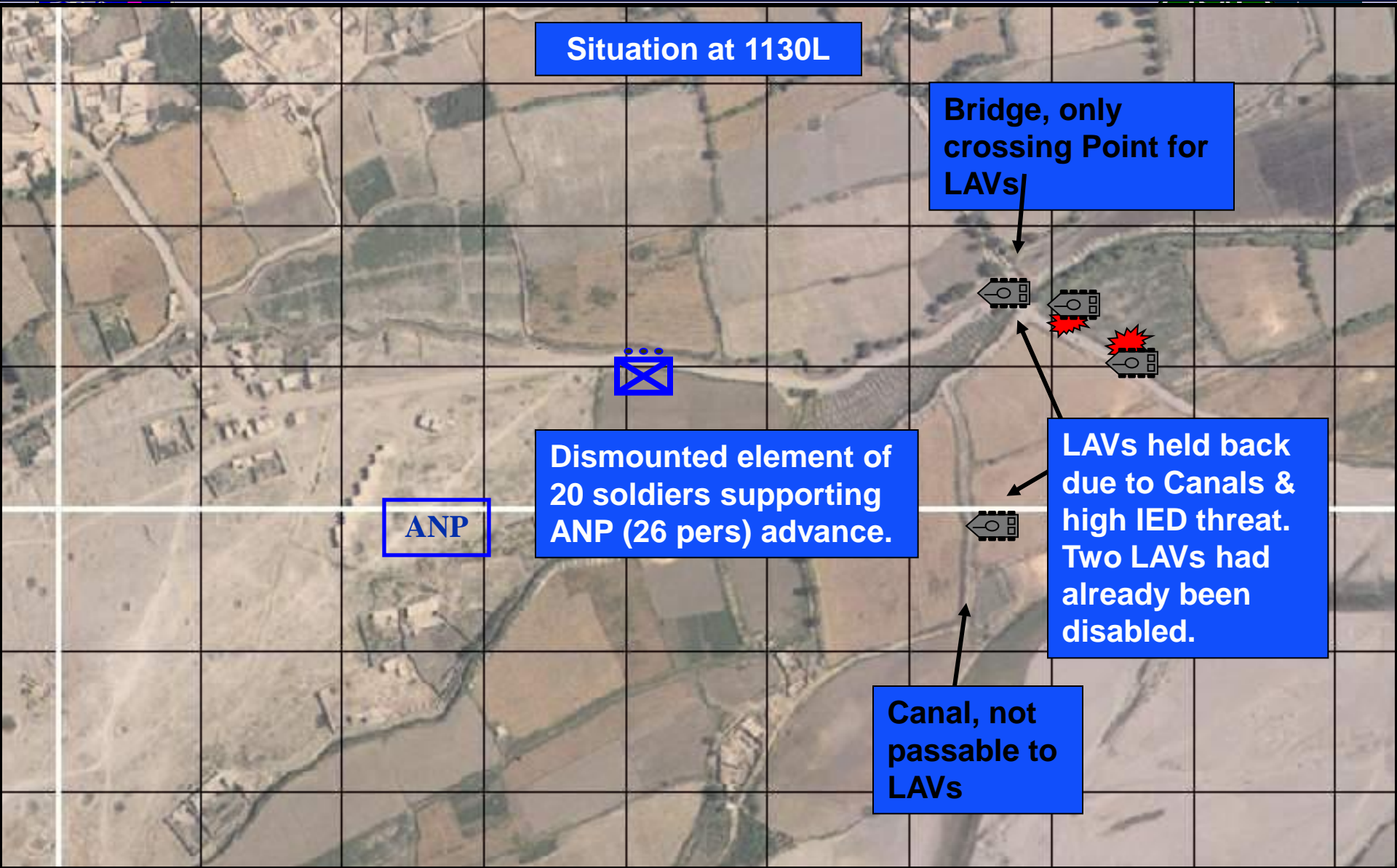
CONOP



TF DRAGONER 3 Aug 06 PASHMUL-Battle



TF DRAGONER 3 Aug 06 PASHMUL-Battle



Situation at 1130L

Bridge, only crossing Point for LAVs

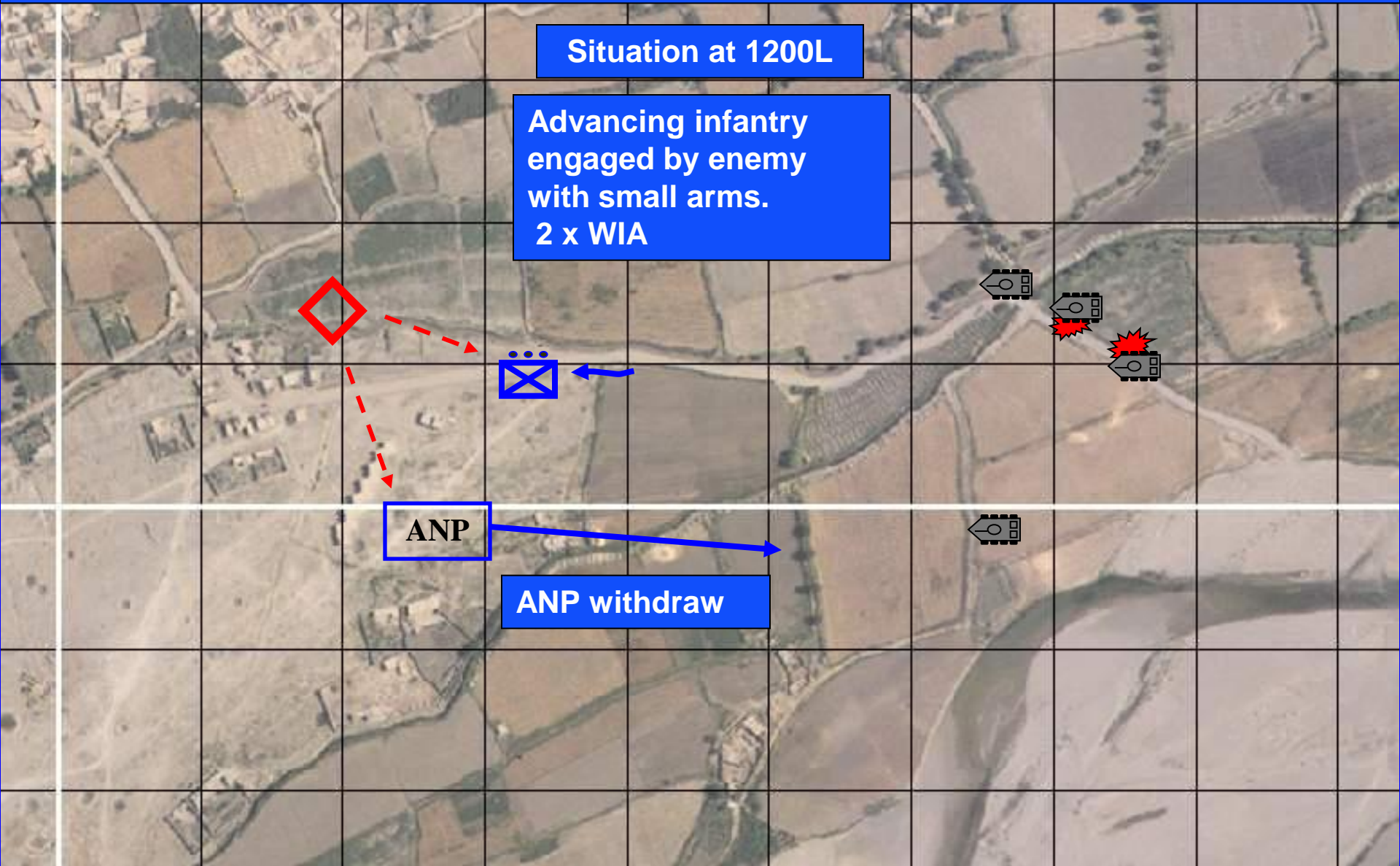
ANP

Dismounted element of 20 soldiers supporting ANP (26 pers) advance.

LAVs held back due to Canals & high IED threat. Two LAVs had already been disabled.

Canal, not passable to LAVs

TF DRAGONER 3 Aug 06 PASHMUL-Battle



Situation at 1200L

Advancing infantry engaged by enemy with small arms.
2 x WIA

ANP

ANP withdraw

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Situation at 1230L

Enemy engages from three sides. At least three enemy groups with RPG, PKM und Aks.

5-10 TB

15-20 TB

5-10 TB

Dismounted element reaches cover of two outbuildings & requests LAV assistance. Only 1 x LAV can see enemy from their position.

Authority for use of indirect 155mm denied because of "safety distance" regulations.

En firing at Tac CP

Tac CP

TF DRAGONER 3 Aug 06 PASHMUL-Battle

Situation at 1230L

RPG fired from north hits
ISAF - Troops.
3 x KIA, 7 x WIA.
Numerous heat casualties

Tac CP

Each Square is 100m

TF DRAGONER 3 Aug 06 PASHMUL-Battle

Situation at 1300L



TF Reserve
arrives from
KAF

Despite IED threat,
Cdr orders LAVs to
move up. They
suppress the enemy
with direct fire and
load WIA

Tac CP

TF DRAGONER 3 Aug 06 PASHMUL-Battle

Situation at 1400L



After LAVs load and evac WIA, Cdr orders TF Reserve forward to extract KIA & remainder. 4 x LAVs move to contact point and effect evac of all pers.

Tac CP

TF DRAGONER 3 Aug 06 PASHMUL-Battle

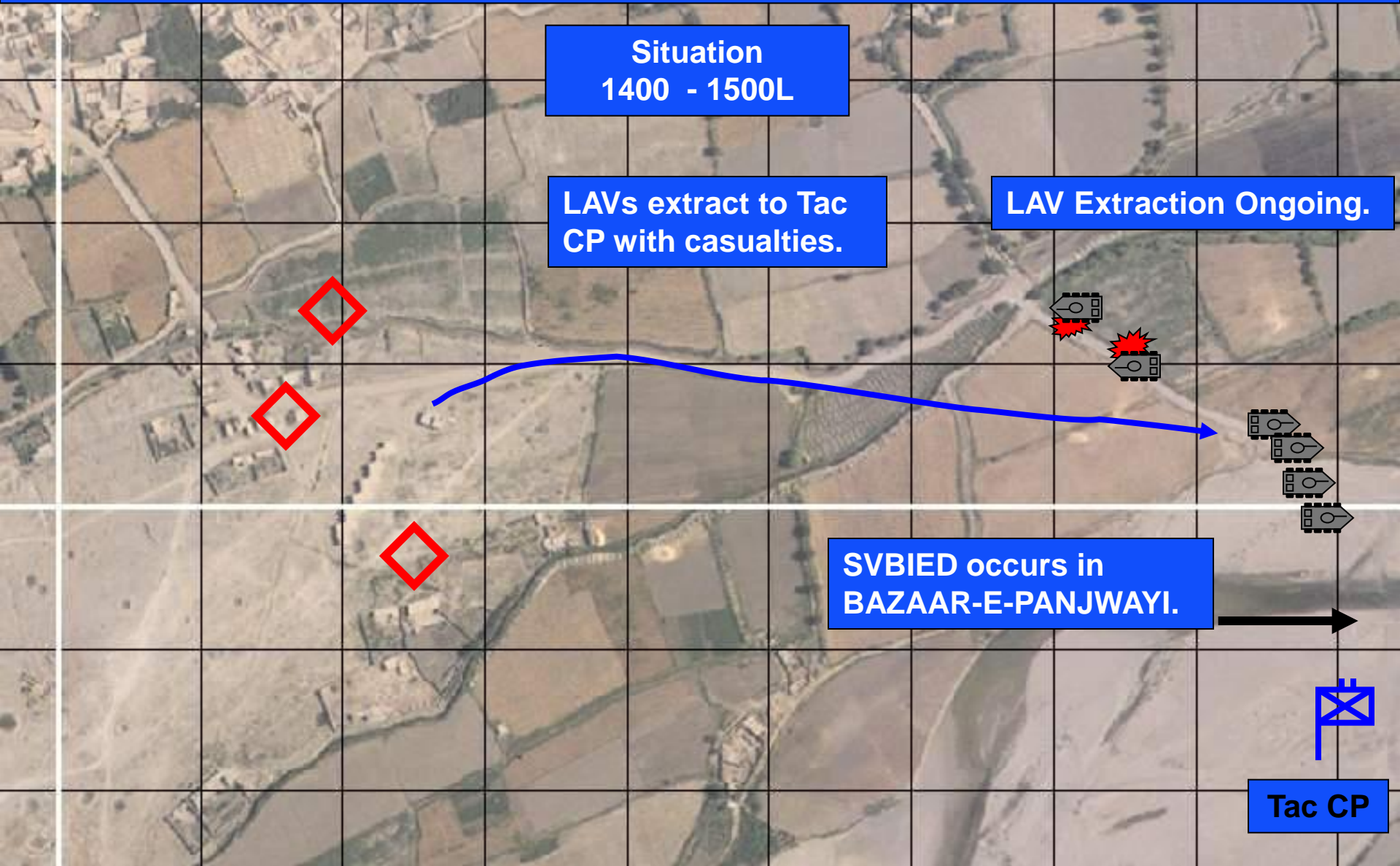
Situation
1400 - 1500L

LAVs extract to Tac
CP with casualties.

LAV Extraction Ongoing.

SVBIED occurs in
BAZAAR-E-PANJWAYI.

Tac CP



Picture 1: Pre-Blast; facing East



1400L

A car advanced rapidly twds LAV.

Gunner made hand signals and gestures.

Vehicle stopped and pulled over momentarily; hesitated.

After a short moment driver rapidly advanced again towards convoy.

At this point Commander of LAV,

Lt ... , fired into hood of vehicle.

Suicide bomber detonated his vehicle.

Picture 2: Post Blast; facing East



Result:

21 Afghans KIA

13 Afghans WIA

2 ISAF-Soldiers WIA



Demands on Leaders



To be responsible for:

- the successful execution of missions
- the well-being of the entrusted soldiers

**area of tension,
blame**

How to meet these challenges?

- attaching a distinctive significance to values,
- preserving credibility as a leader,
- mastering military capabilities,
- maintaining balance and determination in action.

**to be real
as person
and leader**



Veracity



Albert Schweitzer:

„It is in fact reverence for our own existence that urges us to stay true to ourselves, by abstaining from feigning to be somebody else even though it would serve the situation, and in our daily struggle, to stay absolutely true and real, to not give in.”



Value Education



Martin Luther::

” To be blessed, a man must know three things:

- **To know when he must act and when he must let be;**
- **When he sees that he does not have the strength to either act or let be, then he must know where to search for, find and get it, so that he can act or let be;**
- **To know how to search for and get it:“**



Demands on Leadership



Threat

Uncertainty

Fear

Professionalism

Training
Equipment

Mission

Trust
Veracity
Time
Care

Mission Accomplishment

Bravery
Comradship



Closing Remarks



- **Selection and training of leaders,**
- **Value education,**
- **Obligation of mission oriented training,**
- **Support and going along side with leaders while they are struggling to be real as person and leader.**

Are we doing enough?