

leading marines warfighting

Leading Marines warfighting is a complex and dynamic process that embodies the strategic, tactical, and operational principles necessary to ensure success on the battlefield. As the backbone of the United States Marine Corps, Marines are trained to operate in diverse environments—from dense urban terrain to remote jungle and desert settings—adapting quickly to any situation. Leading marines effectively requires a profound understanding of military doctrine, leadership skills, operational planning, and the ability to motivate and manage teams under extreme pressure. This article explores the core elements of leading marines in warfighting, highlighting the strategies, principles, and skills essential for victory in combat.

The Foundations of Marines Warfighting

Understanding the fundamentals of marines warfighting is essential to grasp how effective leaders shape the outcome of military operations. The Marine Corps emphasizes a combination of agility, initiative, and combined arms tactics to achieve decisive results.

Marine Corps Warfighting Philosophy

The Marine Corps' warfighting philosophy is rooted in the concept of maneuver warfare, which centers on speed, agility, and the effective use of firepower to outmaneuver the enemy. This philosophy emphasizes:

- Decisive action
- Flexibility in tactics
- Decentralized command and control
- Integrated use of air, ground, and logistics assets

Leaders must understand and implement these principles to maximize combat effectiveness.

Core Principles of Marine Leadership in War

Leading marines in warfighting involves adhering to key leadership principles:

1. **Leadership by example:** Demonstrating professionalism, courage, and discipline inspires troops.
2. **Decisiveness:** Making timely, well-informed decisions under pressure.
3. **Communication:** Clear, concise orders and feedback ensure coordination.
4. **Adaptability:** Adjusting tactics based on evolving battlefield conditions.

5. **Morale and motivation:** Fostering esprit de corps and resilience among troops.

Roles and Responsibilities of Leading Marines in Combat

Effective leadership in warfighting encompasses multiple roles, from strategic planning to direct engagement.

Command and Control

Marine leaders are responsible for establishing effective command structures, ensuring that units operate cohesively. They must:

- Develop clear operational orders
- Maintain situational awareness
- Coordinate with allied units and supporting agencies

Command decisions impact the tempo and success of operations.

Mission Planning and Execution

Leading marines involves meticulous planning, including:

- Analyzing intelligence and terrain
- Developing detailed tactical plans
- Contingency planning for unforeseen circumstances

Execution then requires adaptability and swift decision-making.

Leading Troops at the Front

In combat, leaders must lead from the front, exemplifying courage and resilience. This includes:

- Maintaining morale amidst chaos
- Providing guidance during intense engagements
- Ensuring the welfare and safety of troops

Leading by example fosters trust and cohesion.

Skills and Attributes of Effective Marine Leaders

The ability to lead marines in warfighting hinges on specific skills and personal attributes.

Technical and Tactical Proficiency

Leaders must possess a deep understanding of military tactics, weapon systems, and operational procedures to make informed decisions.

Communication Skills

Clear and effective communication is vital. Leaders must convey orders unambiguously and listen actively to their troops' concerns and feedback.

Decision-Making Under Pressure

In combat, situations change rapidly. Leaders must analyze information swiftly and choose courses of action decisively.

Emotional Resilience and Mental Toughness

Warfighters face extreme stress and danger. Resilient leaders maintain composure, motivate their teams, and recover quickly from setbacks.

Physical Fitness and Endurance

Leading marines requires stamina and physical preparedness to endure demanding operational conditions.

Training and Preparation for Marine Warfighting Leadership

Preparation is critical to effective leadership in war.

Basic and Advanced Training

All Marines undergo rigorous basic training, followed by specialized courses that develop tactical skills. Leadership training includes:

- Marine Corps Officer Candidate School (OCS)
- Non-commissioned Officer (NCO) leadership courses
- Joint and combined arms exercises

Simulations and War Games

Realistic training exercises and war games help leaders practice decision-making and coordination in simulated combat scenarios.

Continuous Education

Effective leaders stay updated on evolving military tactics, technology, and strategic doctrines through ongoing education and professional development.

Challenges in Leading Marines Warfighting

Leading in combat is fraught with difficulties that require resilience and adaptability.

Managing Stress and Morale

High-stress environments can impact decision-making and cohesion. Leaders must foster a positive environment and provide support.

Dealing with Uncertainty and Ambiguity

The fog of war often obscures clear understanding of the battlefield. Leaders must operate effectively despite incomplete information.

Balancing Risk and Safety

Leaders must weigh the risks of missions against operational objectives, making tough decisions to ensure mission success without unnecessary casualties.

Ethical and Moral Challenges

Decisions regarding engagement rules, treatment of prisoners, and collateral damage require integrity and adherence to military ethics.

The Future of Marines Warfighting and Leadership

Advancements in technology and evolving threats shape the future of marines warfighting.

Emerging Technologies

Drones, AI, and cyber warfare are transforming battle strategies. Leaders must adapt to new tools and tactics.

Multi-Domain Operations

Future conflicts will likely span land, sea, air, cyber, and space domains, requiring integrated leadership across multiple arenas.

Enhancing Leadership Capabilities

Investing in leadership development, stress resilience programs, and technological proficiency will be crucial for preparing marines for future challenges.

Conclusion

Leading marines in warfighting is a multifaceted endeavor that demands a combination of strategic insight, tactical skill, emotional resilience, and exemplary leadership. From understanding core principles to executing complex operations under pressure, effective leadership can significantly influence the outcome of battles and missions. As threats evolve and technology advances, the importance of adaptive, well-trained, and morally grounded leaders remains paramount for the success of the Marine Corps and national security. Developing these leaders requires ongoing education, rigorous training, and a steadfast commitment to the values of honor, courage, and commitment that define the Marine Corps.

Frequently Asked Questions

What are the core principles of leading Marines in warfighting scenarios?

The core principles include mission command, initiative, discipline, adaptability, and effective communication to ensure Marines can execute complex operations successfully.

How does modern technology influence leadership strategies

in Marine warfighting?

Modern technology enhances situational awareness, communication, and decision-making, allowing Marine leaders to coordinate more effectively and respond rapidly to dynamic battlefield conditions.

What role does training play in preparing Marine leaders for wartime challenges?

Intensive training develops critical skills, resilience, and tactical proficiency, enabling Marine leaders to make sound decisions under pressure and adapt to evolving threats.

How do Marine leaders foster cohesion and morale during intense combat operations?

Leaders build trust through clear communication, lead by example, prioritize the well-being of their Marines, and maintain a positive command climate to sustain morale in combat.

What are the key elements of effective decision-making in Marine warfighting leadership?

Key elements include accurate situational assessment, swift analysis, decisive action, and flexibility to adjust plans as circumstances change.

How does leadership in Marine Corps differ in conventional versus irregular warfare?

In conventional warfare, leadership emphasizes coordinated large-scale operations and technology, while in irregular warfare, it focuses on adaptability, intelligence, and building relationships with local populations.

What training programs are designed to enhance leadership skills for Marine warfighters?

Programs like Marine Expeditionary Unit training, Marine Corps Warfighting Laboratory exercises, and leadership development courses aim to sharpen tactical, strategic, and decision-making skills.

How do Marine leaders incorporate lessons learned from recent conflicts into warfighting doctrine?

Leaders analyze operational experiences, integrate new tactics and technologies, and update training standards to improve readiness and effectiveness in future battles.

Additional Resources

Leading Marines Warfighting: Mastering the Art and Science of Modern Marine Combat

Introduction to Marines Warfighting

The Marine Corps stands as the United States' expeditionary force, renowned for its rapid deployment capabilities, versatility, and unmatched combat readiness. Leading Marines in warfighting involves a complex blend of tactical expertise, leadership acumen, strategic foresight, and adaptability to evolving threats. As the nature of warfare shifts—driven by technological advancements, asymmetric threats, and hybrid warfare—the importance of effective leadership in Marine units becomes even more critical.

This comprehensive review explores the multifaceted domain of leading Marines in warfighting, examining core principles, leadership strategies, training methodologies, and the integration of modern technology to optimize combat effectiveness.

The Foundations of Marine Warfighting Leadership

Core Principles of Marine Corps Leadership

At the heart of successful warfighting is strong leadership grounded in the Marine Corps' core values: Honor, Courage, and Commitment. These principles underpin every decision and action taken in combat scenarios.

- Honor: Upholding integrity and ethical standards, fostering trust within the team and with allied forces.
- Courage: Demonstrating moral and physical bravery even under extreme adversity.
- Commitment: Dedication to mission success, continuous improvement, and taking care of Marines.

Effective leaders embody these values and instill them within their units, creating a resilient and disciplined fighting force.

Leadership Levels and Responsibilities

Marine leadership spans multiple tiers, each with distinct responsibilities:

1. Small-Unit Leaders (Sergeants, Corporals):
 - Directly oversee tactical operations.

- Maintain discipline and morale.
- Train Marines in combat skills.

2. Mid-Level Leaders (Lieutenants, Captains):

- Plan and coordinate missions.
- Manage logistics and resource allocation.
- Develop subordinate leaders.

3. Senior Leaders (Majors, Colonels):

- Set strategic objectives.
- Oversee large formations and campaigns.
- Liaise with joint and allied forces.

Leaders at each level must possess a nuanced understanding of their roles, maintain open communication, and adapt strategies to dynamic combat environments.

Fundamentals of Marine Warfighting Strategy

Marine Corps Warfighting Philosophy

The Marine Corps employs a warfighting philosophy that emphasizes agility, combined arms integration, and offensive tactics. The Marine Air-Ground Task Force (MAGTF) structure exemplifies this approach, integrating infantry, armor, artillery, aviation, and logistics into a cohesive fighting entity.

Key elements include:

- maneuver warfare: Rapid, flexible operations aimed at disrupting enemy cohesion.
- Integrated combined arms: Synchronizing different combat arms for maximum effect.
- Decisive action: Focusing on achieving clear, achievable objectives swiftly.

Operational Design and Planning

Leading Marines involves meticulous planning rooted in comprehensive operational design:

- Understanding the operational environment: Terrain, weather, enemy capabilities, and cultural factors.
- Developing a clear commander's intent: Providing guidance that empowers subordinate leaders.
- Utilizing the Marine Corps Planning Process (MCP):
 - Mission Analysis
 - Course of Action Development
 - Wargaming
 - Course of Action Comparison

- Orders Development
- Transition

This systematic approach ensures clarity, flexibility, and readiness for contingencies.

Training and Readiness for Warfighting

Fundamental Combat Skills

Leading Marines requires mastery of core skills:

- Marksmanship and weapons handling
- Small-unit tactics
- Navigational skills and land navigation
- First aid and casualty care
- Communications and signals intelligence
- Camouflage and concealment techniques

Regular rigorous training ensures Marines can execute complex operations under stress.

Advanced and Specialized Training

Beyond fundamentals, Marines pursue specialized training to handle emerging threats:

- Urban warfare and close-quarters battle
- Counterinsurgency operations
- Jungle, desert, and mountain warfare
- Cybersecurity and electronic warfare
- Drone and unmanned systems operation

Leaders facilitate continuous education, simulations, and live-fire exercises to maintain peak combat readiness.

Simulations and War Games

Realistic training scenarios are vital. These include:

- Command post exercises (CPX)
- Field training exercises (FTX)
- Combat simulations and virtual reality environments

These tools help leaders test plans, identify weaknesses, and improve decision-making under simulated combat stress.

Modern Technology and Innovation in Marine Warfighting

Leveraging Advanced Weaponry and Equipment

Modern Marines are equipped with cutting-edge technology:

- Precision-guided munitions
- Drones and aerial reconnaissance systems
- Advanced body armor and protective gear
- Night vision and thermal imaging devices
- Communication systems with encrypted channels

Leaders must understand and effectively utilize these tools to gain tactical advantages.

Cyber Warfare and Electronic Warfare

The digital battlefield is now as critical as the physical one. Marine leaders need proficiency in:

- Cyber defense strategies
- Electronic attack and jamming
- Signal interception
- Protecting communication networks

This domain requires continuous training and adaptation to counter sophisticated cyber threats.

Information Warfare and Psychological Operations

Winning in modern warfare often entails influencing perceptions:

- Managing misinformation
- Psychological operations (PsyOps)
- Social media engagement
- Intelligence gathering and analysis

Leaders coordinate these efforts to weaken enemy resolve and bolster morale.

Leading Marines in Complex and Asymmetric Environments

Counterinsurgency and Asymmetric Warfare

In environments where conventional tactics are insufficient, leaders must adapt:

- Building relationships with local populations
- Conducting intelligence-driven operations
- Employing small, agile units for patrols and raids
- Emphasizing cultural awareness and language skills

Success hinges on leadership's ability to motivate and guide Marines through ambiguity and uncertainty.

Urban and Expeditionary Operations

Urban terrain presents unique challenges:

- Close-quarters combat
- Navigating complex structures
- Minimizing collateral damage
- Coordinating with joint and allied forces

Leaders must foster adaptability, situational awareness, and precision.

Joint and Interagency Coordination

Modern warfighting often involves multiple agencies and allied forces:

- Establishing clear communication channels
- Understanding different doctrines and procedures
- Building interoperability
- Leading joint task forces effectively

This demands diplomatic skills and strategic vision.

Leadership Challenges and Development

Building Resilient Units

Resilience is critical in maintaining morale and effectiveness:

- Promoting mental health awareness
- Encouraging peer support
- Recognizing and rewarding excellence
- Implementing after-action reviews for continuous improvement

Decision-Making Under Pressure

Leaders must make rapid decisions with incomplete information:

- Developing intuition through experience
- Utilizing battlefield visualization tools
- Relying on training and standard operating procedures
- Being adaptable to changing circumstances

Mentorship and Leadership Development

Investing in future leaders involves:

- Formal training programs
- Leadership courses (e.g., Marine Corps University)
- On-the-job mentorship
- Encouraging innovation and initiative

Strong leadership cultivation ensures sustained combat effectiveness.

Evaluating Success and Lessons Learned

After-Action Reviews (AARs)

Post-mission analysis identifies:

- What worked well

- Areas for improvement
- Lessons learned for future operations

Leaders facilitate open and constructive AARs to foster growth.

Adapting to New Threats and Technologies

Continuous assessment keeps Marine warfighting capabilities relevant:

- Updating tactics and strategies
- Incorporating technological innovations
- Conducting scenario planning exercises

A dynamic approach ensures readiness for future conflicts.

Conclusion: The Evolving Role of Leadership in Marine Warfighting

Leading Marines in warfighting is an intricate, demanding responsibility that blends tradition with innovation. It requires a deep understanding of tactical principles, an unwavering commitment to core values, and the agility to adapt to an ever-changing battlefield. Effective leadership ensures that Marine units remain formidable, resilient, and capable of achieving mission success regardless of the complexity or ambiguity of the operational environment.

As warfare continues to evolve, so too must the leaders at the helm—embracing new technologies, fostering a culture of continuous learning, and inspiring their Marines to excel in the face of adversity. In this way, the Marine Corps sustains its legacy as a premier fighting force, prepared to confront the challenges of 21st-century warfare and beyond.

Leading Marines Warfighting

leading marines warfighting: *Marine Corps Warfighting Publication 6-10 Leading Marines January 2019* United States Government Us Marine Corps, 2019-03-24 Marine Corps Warfighting Publication 6-10 Leading Marines January 2019 The act of leading Marines is a sacred responsibility and a rewarding experience. This publication describes a leadership philosophy that speaks to who we are as Marines. It is about the relationship between the leader and the led. It is also about the bond between all Marines that is formed in the common forge of selfless service and shared hardships. It's in this forge where Marines are hardened like steel, and the undefinable spirit that forms the character of our Corps is born. It draws from shared experiences, hardships, and challenges in training and combat. Leading Marines is not meant to be read passively; as you read this publication, think about the material. You should reflect on, discuss, and apply the concepts

presented in this publication. Furthermore, it is the responsibility of leaders at all levels to mentor and develop the next generation of Marine leaders. This publication contains numerous vignettes, drawn from our rich history, to give substance to the concepts. Marine leaders should add to these examples by sharing their own experiences with their Marines. To effectively lead Marines, you must first understand what it is to be a Marine; you need to know who we are and what we do for our Nation. Our core values and traditions lie at the heart of our Marine Corps ethos and form the basis of the first chapter. The second chapter focuses on the foundations of Marine Corps leadership—the relationship between the leader and the led and the leadership traits and principles that are taught to every Marine. It goes on to address morale, discipline, and courage. The third chapter describes some of the challenges to leading in uncertain conditions and how to overcome them. It relies on the stories of Marines to illustrate our character and vividly depict, through action, what is required to lead Marines. In the end, this publication speaks about the soul of our Corps, leadership, and its many attributes. It's written about Marines, and it's written for Marines.

leading marines warfighting: Leading Marines MCWP 6-10 (Formerly MCWP 6-11)

United States Marine Corps, 2020-02-16 Marine Corps Warfighting Publication MCWP 6-10 (Formerly MCWP 6-11) Leading Marines 2 May 2016 Since our 30th Commandant, General Carl E. Mundy, first published Leading Marines in 1995, it's had a positive impact throughout our Marine Corps. It's generated spirited discussions about what it means to be a Marine, and how to lead Marines, and it is the base document for the leadership curriculum in all our resident schools. Our philosophy of leadership, as described in this publication, is in consonance with our rich and storied past. That said, it was time to update Leading Marines. As Marines, we lead by example, often instilling values using stories. During the last 13 years of continuous combat, Marines have added to our legacy, some of their stories superbly illustrating our leadership philosophy. You'll recognize many of those stories herein. We speak in this publication about those timeless attributes that form the soul of our Corps . . . those attributes that carried Marines forward through the wheat fields of Belleau Wood to the strongholds of Fallujah and Marjah. Additionally, our core values, leadership traits, and leadership principles are given added emphasis in this edition. In the end, the intent of this revision is to better describe our timeless leadership philosophy. It was in this spirit that Leading Marines was revised. Simply put, this publication describes the leadership philosophy that distinguishes the U.S. Marine Corps. This publication is not meant MCWP 6-11 Warfighting to be a how to guide on leadership, rather, it provides broad guidance in the form of concepts and values. Additionally, Leading Marines is not designed as a reference manual; it is meant to be read from cover to cover. Its three chapters have a natural progression. Chapter 1 describes our ethos—who we are and what we do for our Nation. Building on that understanding, Chapter 2 covers the foundations of Marine Corps leadership. Chapter 3 then addresses overcoming the challenges our leaders face. Once you read this publication, I charge you to discuss it with your peers, subordinates, and seniors. As General Mundy laid out in his foreword to the original publication in 1995, leading Marines is the most important responsibility in our Corps, and thus we must educate the heart and mind to prevail on the battlefield and in the barracks, in war and in peace. Notice: This is a paperback book version of the Marine Corps Warfighting Publication MCWP 6-10 (Formerly MCWP 6-11) Leading Marines 2 May 2016. Full version, All Chapters included. This publication (current update) is available (Electronic version) in the official website of the United States Marines Corps. This book is properly formatted and printed as a perfect sized copy 8.5x11. * The version of this publication is as described above (this article is updated after each new edition). disclaimer: The use or appearance of United States Marine Corps publications on a non-Federal Government website does not imply or constitute Marine Corps endorsement of the distribution service.

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between all Marines that is formed in the common forge of selfless service and shared hardships. It's in this forge where Marines are hardened like steel, and the undefinable spirit that forms the character of our Corps is born. It draws from shared experiences, hardships, and challenges in training and combat. Leading Marines is not meant to be read passively; as you read this publication, think about the material. You should reflect on, discuss, and apply the concepts presented in this publication. Furthermore, it is the responsibility of leaders at all levels to mentor and develop the next generation of Marine leaders.

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leading marines warfighting: Defense Department Authorization and Oversight United States. Congress. House. Committee on Armed Services, 1986

leading marines warfighting: United States Marine Corps - The Basic School - Warrant Officer Basic Course Materials , Over 2,200 total pages !!! WARRANT OFFICER BASIC COURSE (WOBC) 1-18 INFORMATION Congratulations on your selection as a Warrant Officer of Marines. You are about to embark upon a truly remarkable journey as an officer of Marines. That journey begins with your successful completion of the Warrant Officer Basic Course (WOBC) at The Basic School (TBS) in Quantico, Virginia. Warrant Officers and Title 10: Warrant Officer (WO) is an appointed rank, vice a commissioned one. Chief Warrant Officers (Marine Gunners and Recruiting Officers) are commissioned. All Chief Warrant Officers and Warrant Officers must successfully complete the WOBC in order to retain their appointment or commission. Title 10 U.S.C. Section

1165 states: THE SECRETARY OF THE NAVY HAS THE AUTHORITY TO TERMINATE THE REGULAR APPOINTMENT OF ANY PERMANENT REGULAR WO AT ANY TIME WITHIN THREE YEARS AFTER THE DATE WHEN THE OFFICER ACCEPTED HIS ORIGINAL PERMANENT APPOINTMENT. A MARINE WHOSE APPOINTMENT IS TERMINATED MAY, UPON HIS REQUEST AND AT THE DISCRETION OF THE SECRETARY OF THE NAVY, BE ENLISTED IN A GRADE NOT LOWER THAN THAT HELD IMMEDIATELY PRIOR TO APPOINTMENT. THEREFORE, THE FIRST THREE YEARS AS A WO IS A PROBATIONARY PERIOD AND THE APPOINTMENT TO WO WILL BE TERMINATED IF A MARINE DOES NOT COMPLETE THE REQUIREMENTS OF THE WOBC. WOBC MISSION STATEMENT: Train and educate newly appointed warrant officers in the high standards of professional knowledge esprit-de-corps, and leadership required to transition from enlisted Marine to officer with particular emphasis on the duties, responsibilities and warfighting skills required of a provisional rifle platoon commander. The Warrant Officer Basic Course: The WOBC is an eighteen-week course that focuses on the transition from enlisted Marine to Marine officer. TBS and the WOBC focus on five horizontal themes that define expectations of all Marine Officers: (1) a man/woman of exemplary character, (2) devoted to leading Marines 24/7, (3) able to decide, communicate, and act in the fog of war, (4) a Warfighter who embraces the Corps' warrior ethos, and (5) mentally strong and physically tough. The universal concept that Marine Officers must be able to assess situations, weigh the pros and cons of various decisions, make a decision, develop a plan, communicate that plan effectively, and supervise its execution is stressed and exercised throughout the course. The course will teach the science and art required for service of Marine Officers with an emphasis on decision making throughout. Provisional infantry and planning subjects are together used as the means or vehicle to teach and evaluate this process. Since all students are evaluated on leadership as Marine Officers; physical, mental, and emotional stress are incorporated throughout the course in order to evaluate the ability to lead in chaotic and stressful environments. Some individuals will be pushed close to their failing point, but the WOBC is designed to give students an opportunity to display positive leadership qualities in the face of adversity. The WOBC is not a "check in the block." It is a course designed to provide students with the learning experiences necessary to effectively transition to service as a Marine Officer. Students who do not successfully complete the course face a variety of administrative actions, including repetition of the course, recycle to a six month lieutenant Basic Officer Course, revocation of appointment, or separation from the service. The WOBC curriculum is an academically rigorous, provisional infantry and staff planning based program of instruction (POI) which consists of approximately 935 hours of formal instruction. The POI includes classroom instruction, field exercises, sand table exercises, and discussion groups. Classroom instruction is designed around the flipped classroom model.

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Secretary of Defense George C. Marshall told its author, S.L.A. Marshall, that American military officers, of whatever service, should share common ground ethically and morally. In this new edition, the authors methodically explore that common ground, reflecting on the basics of the Profession of Arms, and the officer's special place and distinctive obligations within that profession and especially to the Constitution.

leading marines warfighting: The Armed Forces Officer Albert C. Pierce, Richard Swain, 2019-10-22 This newest edition of the classic guide for military officers is a necessity given the volatility of our current political climate. The Armed Forces Officer is much more than a how-to guide for military officers. It is a series of candid, timeless essays on the nature of the people who occupy the ranks of the military services. This invaluable resource for all those involved in the military highlights that our military is not just a collection of machines, processes, and regulations, but a very human endeavor whose proper understanding requires acknowledging that humans are what make our military the complex, potent, and wonderful organization that it is—a truth that can be applied to any organization, military or civilian, composed of people and all their mysterious complexities. This is an updated and rewritten edition of the 1950 classic, *The Armed Forces Officer*. This edition includes a foreword by General Joseph F. Dunford, Jr., the chairman of the Joint Chiefs of Staff.

leading marines warfighting: Strategic Plans, Joint Doctrine, and Antipodean Insights Douglas C. Lovelace Jr., This is the second in an analytical series on joint issues. It follows the authors' U.S. Department of Defense Strategic Planning: *The Missing Nexus*, in which they articulated the need for more formal joint strategic plans. This essay examines the effect such plans would have on joint doctrine development and illustrates the potential benefits evident in Australian defense planning. Doctrine and planning share an iterative development process. The common view is that doctrine persists over a broader time frame than planning and that the latter draws on the former for context, syntax, even format. In truth the very process of planning shapes new ways of military action. As the environment for that action changes, planners address new challenges, and create the demand for better methods of organizing, employing and supporting forces. Evolutionary, occasionally revolutionary, doctrinal changes result. The authors of this monograph explore the relationship between strategic planning and doctrine at the joint level. They enter the current debate over the scope and authority of joint doctrine from a joint strategic planning perspective. In their view, joint doctrine must have roots, and those roots have to be planted firmly in the strategic concepts and plans developed to carry out the National Military Strategy. Without the fertile groundwork of strategic plans, the body of joint doctrine will struggle for viability.

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leading marines warfighting: The Chesty Puller Paragon: Leadership Dogma Or Model Doctrine? Major Mickey L. Quintrall USAF, 2015-11-06 In this study, I examine whether or not the United States Marine Corps senior warrior-leaders should continue to use heroic-warriors from the 1942-52 era as contemporary paragons of tactical leadership. Additionally, I compare the Marine tactical leadership models between 1942-52, and their relevance within the cultivated and refocused leadership doctrine of today's Marine Corps. Then, I examine whether or not there is a gap created using an earlier era's tactical leadership example to model contemporary tactical battlefield leadership. The Marine Corps tactical leadership criteria and what the Corps expected of its commanders during World War II and the Korean War is the starting point. There was not much written leadership guidance then, but there was accepted leadership doctrine, nonetheless. Today, several United States Marines are recognized as setting the contemporary paragon for the ideal tactical battlefield leader. Among them, is World War II and Korean War Marine Lewis "Chesty"

Burwell Puller. Chesty Puller not only set a courageous combat example, he trained his men hard, respected his men's fearlessness, and worked hard to build unit comradeship. Service parochialism and cultural turmoil through the Vietnam War set the stage for a rocky period in the history of the Corps, leading up to the Commandant's re-focus on a new Marine followership-leadership ethos. The Marine Corps' recent efforts to "Transform" their Marines into a new breed is an attempt to transform leadership dogma to leadership-followership doctrine. His fresh approach is thought to better inculcate the Marine culture with loyalty and commitment to the Corps, similar to what was experienced within World War II Marine Corps. The thrust of the monograph pursues the question: Does Chesty Puller provide the right contemporary leadership example, or does he perpetuate dogma?

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