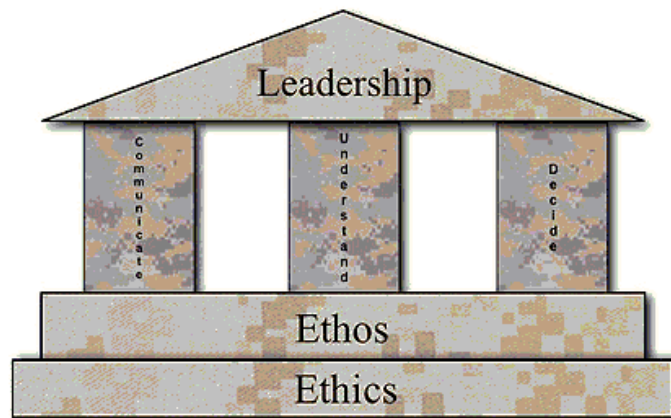




United States Marine Corps
Lejeune Leadership Institute

Teacher-Scholar Leadership Model



Teacher Scholar Leadership

The 13th Commandant of the Marine Corps, Major General John Archer LeJeune, described the relationship between Marine Officers, Staff NCO's and NCO's of 1920 and enlisted Marines of the day in the *Marine Corps Manual* Paragraph 1100, "Military Leadership." Concerned in part with the youthful age of enlisted Marines, LeJeune promoted the concept of leader as educator. Describing the relationship between officers and enlisted Marines as that of "teacher and scholar," LeJeune asserted that Marines should conclude their service to Corps "far better men physically, mentally, and morally than they were when they enlisted." LeJeune elaborated:

"To accomplish this task successfully a constant effort must be made by all officers to fill each day with useful and interesting instruction and wholesome entertainment for the men. This effort must be intelligent and not perfunctory, the object being not only to do away with idleness, but to train and cultivate the bodies, the minds, and the spirit of the men."

The Teacher Scholar Leadership Model serves as the Marine Corps University's method of analyzing, resourcing and operationalizing leadership instruction. The model was designed with the following considerations in mind:

- Leadership is an unchanged process, applied across a continuum of ever-changing arenas through the application of appropriate skill sets. A functional leadership model is one that is valid in all arenas.
- Leadership is not a "one size fits all" study – every Marine leads with an individual style. Leadership instruction must provide the material for leaders to improve themselves without constraining them to a single, narrow style.





- Leadership cannot be studied in the absence of a moral element. In that vein, the term “leadership and ethics” is misleading. Leadership study must include the ethics of the leader and those that follow. Those ethics affect the leadership process.

MCDP 6 Command and Control discusses command and control theory by employing Colonel John Boyd’s “OODA Loop” construct. The “OODA Loop” explained battlefield decision-making with four terms: Observation, Orientation, Decision and Action.

- Observation is akin to reception and action in transmission. Together they are Communication.
- The Orientation process results in the adoption of a point of view that facilitates the selection of a solution. We might also describe this process as Understanding.
- The decision step needs no translation. Taken together, the functions of Communication, Understanding, and Decision form three pillars of leadership.

But leading marines alludes to something more than leadership. It includes the elements of orientation that are internal to a person, including what Boyd called “Cultural Traditions” and “Genetic Heritage.” That something more is the ethics that define our identity, the identity of our fellow Marines, and the identities of any people influenced by our leadership.

Our ethos and our ethics are vital to the three pillars of leadership. Our estimate of our audience’s ethics and values versus ours will define what devices we employ to elicit a desired response, to strike a chord in them when we communicate. Our ethics define where we stand on issues, and how we approach those issues as we come to an understanding. Our ethics constrain us to courses of action that are morally acceptable when we decide. Growth in the ethical base boosts our leadership pillars to enable greater achievement.

The graphic above depicts the Teacher Scholar Leadership Model, which incorporates ethics as a foundation for the three pillars of leadership, reflecting its relationship with them. In addition to the ethical base appears an additional step labeled “Ethos.” This ethos represents the set of values common to all Marines, elevated above that of individual ethics. Leaders who stand on that same elevated base with their Marines now share their motivations and views on the world with the Marines they lead. Because of the community that springs from an ethos, leaders of Marines enjoy simplified communications, moral understanding and implicit decision processes within their organizations.

