



UNITED STATES MARINE CORPS
2D LOW ALTITUDE AIR DEFENSE BATTALION
MARINE AIR CONTROL GROUP 28, 2D MARINE AIRCRAFT WING
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IN REPLY REFER TO
1500

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JUN 25 2013

BATTALION ORDER 1500

From: Commanding Officer, 2d Low Altitude Air Defense Battalion
To: All Hands

Subj: LEADERSHIP DEVELOPMENT PROGRAM (LDP)

Ref: (a) MCO 1500.XX Marine Corps Leadership Development Program
(b) NAVMC 2795 USMC User's Guide to Counseling
(c) GrpO 1500.XX Leadership Development Program
(d) Marine Corps Leadership Development Program
website: www.XXXXXXX.mil

1. Situation

a. The concepts of leadership development, counseling, and mentoring are not new to our Marine Corps. In both mindset and daily practice, we exercise these skills as leaders and use them to mold our junior Marines into future leaders themselves. This program of engaged leadership enhances unit efficiency and enables subordinates to identify and achieve personal and professional goals.

b. The Marine Corps Leadership Development Program (MCLDP) aims to provide Marines with the tools and resources across six functional areas of leadership (Fighter, Fitness, Finance, Family, Fidelity, Future) to develop their subordinates. The Corps has always emphasized developing solid, trustworthy leaders by passing on lessons learned from one generation of Marines to the next. Those lessons are passed directly through established coaching, counseling, and mentoring relationships. In addition to engaged leadership, the individual Marine must commit to personal reading and participation in Professional Military Education (PME), which plays a pivotal role in the development of tomorrow's leaders.

2. Mission. 2d Low Altitude Air Defense Battalion implements a program of engaged leadership and subordinate development across six functional areas, to include regularly scheduled counseling sessions for every Marine in order to coach them in the performance of their professional duties, and to identify personal and professional goals in order to assist service members in making informed choices.

3. Execution

a. Commander's Intent

(1) Purpose. By instilling existing leadership resources across the six functional areas into our daily battle rhythm. We will effectively foster the personal and professional development of our Marines and create a positive command climate that will result in a natural tendency for positive behavior.

(2) Method. This program is a recommitment to our Core Values--Honor, Courage, Commitment--and time-tested leadership methods. We will strengthen our existing practices, ensuring we are diligent in our counseling procedures and have meaningful daily interaction with our Marines. Counseling is only effective if it occurs professionally, regularly, and in the spirit of helping our Marines succeed. Individual Marines are also encouraged to seek out a mentoring relationship and be an active participant in rank appropriate professional reading and PME. In addition, engaged leadership, along with a robust and well documented counseling record, will alert the unit's leadership of the need to refer personnel to available resources and, if required, the Force Preservation Council before that individual and the unit is adversely affected.

(3) Endstate. Develop Marines who are resilient and fit on or off duty. Competent, engaged leaders of character who promote trust and are able to identify personnel in jeopardy of making poor life decisions, and who proactively take measures to offset or counter these occurrences. An established command climate in which Marines of this Battalion are equipped for success to meet and overcome personal and professional challenges.

b. Concept of Operations

(1) Commanders will implement the LDP within their respective Batteries. All leaders will review references (a) through (d), disseminate and socialize them to the lowest level, and educate every Marine about the concepts explained therein. This process will also occur with all check-ins as part of the unit New Join Brief. New Join check-in sheets will be added to the Marine's counseling jacket to ensure that the Marine received all the information available upon check-in.

(2) This Battalion will develop and implement an LDP Training Plan into its annual, quarterly, and monthly training plans. Battery Commanders will build/maintain for every service member assigned to their command a standardized personal counseling jacket.

(3) While Battery Commanders will retain the flexibility in meeting minimum LDP training requirements within their respective battery, they and the Battalion as a whole will focus on one "F" of the six functional areas of leadership each month. This will allow the efficient use of limited training resources, as well as reinforce the principles of that month's focus across the Battalion from the Commanding Officer and his staff, down to the most junior Marine in each Battery. Each month's focus will be as follows:

- (a) Fighter = January / July
- (b) Fitness = February / August
- (c) Finance = March / September
- (d) Family = April / October
- (e) Fidelity = May / November
- (f) Future = June / December

c. Tasks

(1) Executive Officer

(a) Provide guidance and support to the LDP coordinator, as required.

(b) Provide oversight and guidance to ensure the LDP supporting activities are executed in accordance with the Commander's intent.

(c) Coordinate staff support of subordinate unit LDPs, as required.

(2) Operations Officer

(a) Integrate the six functional areas of the LDP and utilize associated resources in the Battalion annual, quarterly, and monthly training plans.

(b) Training for the LDP will be incorporated into applicable training programs and into a unit's daily battle rhythm, focusing on the functional area assigned to that month.

(c) Provide support and assistance to the LDP coordinator.

(d) Coordinate annual, semi-annual, tri-annual, and quarterly Battalion-level training events to support battery-level LDP events.

(3) Sergeant Major

(a) As the senior enlisted advisor, keep the Commander informed about program status and potential roadblocks to implementation or execution.

(b) Review assignment of senior enlisted personnel as appropriate to act as Subject Matter Experts (SME) in support of the LDP.

(c) Provide support and assistance to the Battalion LDP coordinator, as required.

(d) With each Battery First Sergeant, develop and standardize a mentorship/counseling program that incorporates all six functions of leadership with each counseling.

(4) LDP Coordinator

(a) Maintain all relevant MCLDP documents, forms, templates, orders, resources and references on hand in support of Command LDP training events and the Inspector General functional area checklist.

(b) Assist in the review, drafting, editing, assembly and publication of printed materials and standardized counseling jackets.

(c) Provide oversight of all Battalion LDP training efforts.

(d) Coordinate with Base, Group and subordinate unit SME to support LDP planned training events.

(e) Ensure SMEs are appointed in writing by the Commanding Officer as appropriate.

(f) Ensure SMEs who require qualifications or certifications are properly trained and accredited.

(5) Adjutant: Ensure that the Battalion's check-in sheet is modified to include mandatory check-in with LDP-related personnel--such as the Battalion's Finance Specialist(s), LDP Coordinator, and Military & Family Life Consultant (MFLC)--to ensure Marines are briefed on the program and available resources related to the six functional areas of leadership.

(6) Battery Commanders

(a) Implement the LDP within your units in accordance with this policy and the references.

(b) Integrate the six functional areas of the LDP into Battery training plans, focusing primarily on the functional area assigned to that month.

(c) Build/standardize counseling jackets using the format developed by the SgtMaj/1stSgts. Ensure that each Marine's check-in sheet is incorporated as part of the counseling jacket to ensure that each Marine has completed the check-in process and has received all the information they need to have a solid foundation to build on in this Battalion.

(d) Ensure that the conduct and documentation of initial/subsequent counselings of all Marines are completed thoroughly and accurately in your battery at the required intervals for Non-Commissioned Officers and below.

(e) Ensure that all Marines are indoctrinated thoroughly into this program and are aware of the MCLDP program and resources available. The Battalion will focus on the following tasks covering the functional areas of leadership development:

1. Fighter

a. Read and regularly review the LDP fighter discussion guide with focus on PME, leadership and communication skills in order to (IOT) reinforce basic leadership principles and facilitate better counseling and mentoring.

b. Conduct regular small group, rank-specific PME sessions at least monthly discussing relevant books on the Commandant's Professional Reading List. IOT promote a culture of reading, learning, and discussing warfighting and leadership in the command. Relevant topics may also be current events subjects that relate to the Marine Corps or unit such as those available on the Intelligence Read Boards published by the Battalion S-2.

c. Provide "Four Lenses" training to all of your Marines annually in order to give your Marines useful tools in "knowing themselves and seeking self-improvement," and "knowing their Marines and looking out for their welfare." At least one Marine per platoon, and two in H&S Battery, will attend Four Lenses training provided by Marine Corps Community Services. You will ensure that every platoon has and maintains at least one formally trained Marine in Four Lenses within 60 days of the publishing of this order.

d. Make "Fighter" your primary leadership focus during the months of January and July to facilitate the efficient use of training resources, and to be in synch with the Battalion's primary focus in those

months. However, continue to focus on the other five functional areas of leadership.

2. Fitness

a. Incorporate weekly Marine Corps Martial Arts Program (MCMAP) training into weekly Physical Training plans IOT ensure full participation and gain maximum benefits from the program. Ensure spiritual and ethical portions of MCMAP are fully utilized as part of, and independent of, MCMAP training.

b. Execute a comprehensive physical fitness program IOT enhance physical readiness of the force. Foundational training in High Intensity Tactical Training (HITT) for all Marines is encouraged and will be conducted as resources allow. Within 60 days of the publishing of this order, you will have and sustain at least one HITT-trained NCO in each platoon, two in H&S Battery.

c. A competitive spirit will be fostered by way of providing incentives for individual, section, platoon, and Battery Physical Fitness Test/Combat Fitness Test (PFT/CFT) performance improvement on individual and average PFT/CFT scores. Incentives can include "72s," Marine Corps Ball tickets, trophies, duty exemptions, etc. Intent is to reward not only overall performance, but to track and reward incremental improvement from a baseline.

d. Nutrition is an important component of fitness. Ensure Marines are aware of nutrition resources including online nutrition courses and classes provided by Marine Corps Community Services and utilize them as appropriate.

e. Make "Fitness" your primary leadership focus during the months of February and August to facilitate the efficient use of training resources, and to be in synch with the Battalion's primary focus in those months. However, continue to focus on the other five functional areas of leadership.

3. Finance

a. Appoint a Battery Financial Specialist SME to attend Personal Financial Specialist Class within 60 days of the date of this order. The Battery Financial Specialist will work directly with the Battalion Financial Specialist(s).

b. Coordinate semi-annual (at a minimum) financial classes and training for each Battery IOT mitigate potential financial missteps that may impact unit readiness. Training can be conducted at the section level, if desired, and supervised by Battery SNCOs and/or officers. This training will be reflected in annual and monthly training plans.

c. Review the LDP financial discussion guide and integrate discussions on financial responsibility regularly into unit level and individual counseling sessions IOT improve financial readiness in the unit.

d. Ensure that counseling with respect to this area addresses a Marine's family situation for those who have dependants and the

additional financial concerns involved.

e. Make "Finance" your primary leadership focus during the months of March and September to facilitate the efficient use of training resources, and to be in synch with the Battalion's primary focus in those months. However, continue to focus on the other five functional areas of leadership.

4. Family

a. Review the LDP Family discussion guide prior to counseling Marines IOT better assist Marines related to family issues.

b. Integrate education on Marine Service Programs into Annual Training, counseling sessions and Family Planning Checklists (FPC).

c. Coordinate a Battery-level PME with the resident Military Family Life Counselor (MFLC) and/or Group Chaplain at least tri-annually so Marines are aware of the free and confidential personal and family counseling resources available to them, and so the MFLC/Chaplain can instruct Marines on personal coping and family-strengthening techniques.

d. Ensure each Marine fills out a complete Family Care Plan (FCP), approved by the Battery 1stSgt. Ensure the FCP is reviewed with any significant change in life event (marriage, death in the family, significant financial change, etc.).

e. Make "Family" your primary leadership focus during the months of April and October to facilitate the efficient use of training resources, and to be in synch with the Battalion's primary focus in those months. However, continue to focus on the other five functional areas of leadership.

5. Fidelity

a. Review the LDP Fidelity-based discussion guide IOT better prepare for mentoring and counseling sessions to facilitate discussing leadership and fidelity with Marines.

b. Ensure Marines read and discuss with their immediate supervisor Marine Corps Publication 6-11 D "Sustaining the Transformation" IOT absorb the foundational perspectives of maintaining the motivation and zeal first ingrained at entry-level training.

c. Conduct tri-annual "Core Values" training. Training can be conducted at the section level, if desired, and supervised by Battery SNCOs and/or officers. This training will be reflected in annual and monthly training plans.

d. Make "Fidelity" your primary leadership focus during the months of May and November to facilitate the efficient use of training resources, and to be in synch with the Battalion's primary focus in those months. However, continue to focus on the other five functional areas of leadership.

6. Future

a. Integrate goal setting and time management classes regularly with counseling sessions and training IOT assist Marines in life skills and goal setting.

b. Ensure that each Marine's future goals are reviewed and updated where appropriate for every significant "life event," such as marriage, divorce, birth of child, death of family member, large purchase (car, home, etc.), taking into account principles such as avoiding credit card debt and investing using resources such as the Thrift Savings Plan. This task ties into several of the other six functions of leadership, such as Finance and Family.

c. Make "Future" your primary leadership focus during the months of June and December to facilitate the efficient use of training resources, and to be in synch with the Battalion's primary focus in those months. However, continue to focus on the other five functional areas of leadership.

(7) Education Officer

(a) Assist and advise the Commanding Officer within the PME area of the Fighter functional area of leadership development.

(b) Serve as an advisor on military and civilian related education and training programs to assist the Marines and spouses in their personal and professional development.

(8) Marine Corps Martial Arts Instructor-Trainers and Instructors (MAITs/MAIs)

(a) Assist and advise the Commanding Officer within the Fighter, Fitness and Fidelity functional areas of leadership development in order to build the warrior ethos.

(b) Lead guided discussion on values-based leadership to help build camaraderie and a positive command climate, as part of, and independent of, MCMAP training.

(9) Family Readiness Officer (FRO)

(a) Conduct coordination with the Family Readiness Command Team.

(b) Coordinate training and activities within the Family Functional Area of Leadership Development.

(10) Command Financial Specialist (CFS). Conduct training and coordination for the Finance Functional Area, and work closely with each Battery's Financial Specialist to ensure they have the required training and resources.

(11) Substance Abuse Control Officer (SACO). Conduct training and coordination for the command team on education and prevention of substance abuse within the Fitness Functional Area.

(12) Operational Stress Control and Readiness (OSCAR) Team Members

(a) Assist leaders to build individual and unit strength, resilience, and readiness within the Fighter and Fitness Functional Areas.

(b) Serve as a known, easily approachable immediate point of contact in order to help preserve the force, improve mission readiness and enhance the long-term health of our Marines and families.

(c) Provide advice the command team and to others on stress-related issues.

(d) Encourage others to get assistance when required provide early interventions as appropriate, help affected Marines and Sailors get back to full readiness and engagement in the unit as quickly and effectively as possible.

(13) Career Planner

(a) Assist and advise the Commanding Officer within the Fighter functional area of leadership development with special emphasis on training Marines and Sailors in the interpersonal communication skills necessary to be an effective coach and counselor.

(b) Assist and advise the Commanding Officer within the Future functional area of leadership development. Help Marines in making informed decisions with regard to their careers and eventual transition into civilian life. Provide information resources to leaders to facilitate meaningful dialogue in these areas.

d. Coordinating Instructions

(1) Counseling. Counsel Marines using techniques found in reference (b). Counseling is to be conducted by the reporting senior/immediate supervisor and the Marine. All regular scheduled counselings will include some aspect of all six functions of leadership. New Join Marines in the grades of E-1 through E-5 will receive an initial counseling within 30 days of checking into the Battalion/battery. Follow-on sessions will be conducted every 30 days for E-3 and below, and every 90 days for E-4 and above per reference (a). In addition to minimum requirements, counseling will take place when the following occur: preparing for/returning from deployment, major life/career events (birth, death, marriage, divorce, EAS, re-enlistment, etc.), or as directed by Higher. Document and archive performance/progress in the Marine's counseling jacket utilizing reference (b). Counselings are subject to review at all higher-level proceedings, to include meritorious boards, FPCs, office hours, or on request. Jackets are to be kept up to date and provided upon request.

(2) Mentoring. The MCLDP encourages Marines to seek out and engage in mentoring. Such relationships are vital to the long-term development of career-oriented Marines. Mentoring often occurs outside the chain of command, and our more senior Marines shared corporate knowledge can benefit developing leaders throughout the unit. As such, our more senior Marines are encouraged to share their wealth of experience while our developing leaders are encouraged to seek them out.

(3) Professional Military Education (PME). PME and reading are critical components of leadership development. At the unit level, PME positively affects command climate when incorporated into training plans.

Staff rides, book clubs, commanders' calls, Bosses Nights, and SNCO calls are some effective methods of unit PME.

(4) Training. Training for the LDP will be incorporated into applicable training programs and into a unit's daily battle rhythm on a continuous basis, and not administered in one application in order to satisfy a training requirement.

(5) All Marines are obligated to report instances of domestic violence, child abuse or neglect, or a sexual assault via restricted or unrestricted report, and in those instances will initiate immediate referrals and warm hand-offs to the appropriate reporting services.

(6) Leader's Notebooks and Counseling Jackets

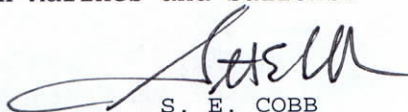
(a) A Leader's Notebook is a preformatted notebook that allows leaders to duplicate a standard booklet that contains reference material, time management tools and data sheets for quick reference information on assigned Marines.

(b) Counseling Jackets will be a six-part folder for individual Marines that contain the privacy act statement, mission and goals forms, and a record of counseling. The jacket is maintained by the leadership. All counseling jackets will be maintained as hard copies in unit spaces and handled as identifiable information (PII)--but unclassified--documents. Counseling jacket format will be standardized across the Battalion so a Marine can transfer between Batteries with little disruption in counseling supervision.

(7) Transitions. Transition into and out of a unit is a "cradle to grave" process, not a single event. Twenty-five percent of the Marine Corps rotates or terminates active service each year. Seventy-five percent of all enlisted Marines serve only one enlistment and return to civilian life. Therefore, it is important that leaders quickly assimilate their Marines into their units and provide them with the leadership they deserve. As a Marine prepares to separate from active service, they are required by MCO to attend transition readiness seminars to facilitate their departure and reintegration into civilian life. Leadership must ensure that Marines receive coaching and counseling prior to transitioning and attend the mandatory Transition Readiness Seminar twelve to twenty-four months prior to EAS.

4. Administration and Logistics. All PII materials contained within a personnel training jacket are covered under the Privacy Act of 1974 and should be handled accordingly.

5. Command and Signal. This policy applies to all assigned to 2d Low Altitude Air Defense Battalion Marines and Sailors.


S. E. COBB

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