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BATTALION/SQUADRON ORDER 15XX LEADERSHIP DEVELOPMENT PROGRAM

From: Commanding Officer

To: All Hands

Subj: LEADERSHIP DEVELOPMENT PROGRAM (LDP)

Ref: (a) MCO 1500.XX Marine Corps Leadership Development

(b) NAVMC 2795 USMC User's Guide to Counseling

(c) Regt/GrpO 1500.XX Leadership Development Program

(d) Marine Corps Leadership Development

website: https://www.mcu.usmc.mil/sites/leadership

(e) Regt/Group Training Plan

(f) MARADMIN 162/10

Encl: (1) Minimum Coaching/Counseling Guidelines

(2) First Coaching/Counseling Form

(3) Second/Subsequent Coaching Form

(4) Second/Subsequent Counseling Form

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. Marine Corps Leadership Development (MCLD) aims to provide Marines with the tools and resources across six functional areas of leadership to facilitate the development of their subordinates. The Corps has always emphasized developing solid, trustworthy leaders by passing on lessons learned from one generation 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 PME, which plays a pivotal role in the development of tomorrow’s leaders.

2. Mission. XX Battalion/Squadron executes a program of engaged leadership and subordinate development across six functional areas of leadership development in order to facilitate the personal and professional development of all Marines and Sailors, encourage genuine concern for subordinates, enhance mission accomplishment, and cultivate trust and esprit de corps.

3. Execution

a. Commander's Intent

(1) Purpose. The objective of the unit Leadership Development Program is to incorporate leadership training, education and regular coaching and counseling into our battle rhythm so that all Marines and Sailors are better personally and professionally for having served in this unit.

(2) Method. This program is a re-commitment to our core values and time tested leadership methods. We need to strengthen our existing practices, ensuring we have meaningful daily interaction with our Marines and Sailors and are diligent in our counseling procedures. Coaching/counseling is only effective if it occurs professionally, regularly and is conducted 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 coaching/counseling record will alert the unit’s leadership for the need to refer personnel to resources and if required the Force Preservation Council before that individual is adversely affected.

(3) Endstate. All Marines and Sailors in this command resilient and fit on and off duty and engaged leaders equipped with competency, character, engendering trust who are able to identify personnel in jeopardy of making poor life decisions, who proactively take measures to offset or counter these occurrences. Lastly, a command climate in which Marines and Sailors successfully meet and overcome personal and professional challenges. In the end, these efforts will make the battalion/squadron more combat ready.

b. Concept of Operations

(1) All leaders will review and be familiar with the references, disseminate and socialize them to the lowest level, and educate their Marines and Sailors on the concepts explained therein. This process will also occur with all check-ins as part of unit new join briefs.

(2) Leaders shall develop a personalized coaching/counseling record for each of their assigned Marines and Sailors

(3) Functional Areas of Leadership Development. The following six functional areas ensure a comprehensive approach to leader development. These functional areas of personal and professional development apply to all Marines and assigned Sailors of all ranks. Pursuing excellence in these areas is critical to growing in personal character and professional competence. Our motto “Semper Fidelis” means that we strive to remain *always faithful* to our respective faiths, our country, our families, our Corps, our unit, our fellow Marines, Sailors, and ourselves. These six areas provide a focus of effort for conducting training and coaching/counseling sessions.

(a) Fidelity. Addresses Marine Corps and unit heritage, core values, ethics and Marine Corps leadership traits and principles. Each generation of Marines has faced unique leadership challenges. Drawing from the Corps’ rich leadership heritage and ethos, including the pride drawn from individual unit heritage, has proven time and again to be critical in meeting those challenges.

(b) Fighter. Addresses professional and career development including PME, MOS skills, Marine Corps Common Skills (MCCS), interpersonal communication skills and off-duty education. Marines and Sailors who emphasize professional development in these areas progress towards becoming well-rounded warriors who have the competence, mental agility and leadership skills to succeed in increasingly challenging assignments.

(c) Fitness. Addresses the Marine Total Fitness chords of mind, body, spirit and social. Marines and Sailors who pursue fitness in each of these areas are developing the resiliency to withstand the rigors of combat, deployment as well as the daily stresses of life.

(d) Family. Addresses relationships, marriage, parenting and family readiness. Marines and Sailors draw great strength from their families and benefit from receiving counsel and encouragement to develop and maintain healthy relationships.

(e) Finances. Addresses fundamentals of personal finance to include budgeting, saving, debt management and investing. Marines and Sailors who pursue financial responsibility mitigate stress and are better prepared for deployments, family changes, and transition to civilian life.

(f) Future. Addresses goal-setting, time management and transitioning back to the civilian sector. Marines and Sailors who establish goals in the five previous functional areas and receive effective coaching and encouragement in achieving them maximize the likelihood of personal and professional excellence in the Marine Corps that carries through to civilian life.

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 Commander’s Intent.

(c) Coordinate staff support of the unit LDP, as required.

(d) Organize the establishment of a quarterly “Commander’s Cup” field meet to build camaraderie and esprit de corps.

(2) Operations Officer

(a) Integrate the six functional areas of the LDP and utilize associated resources in the Regimental/Group training plan reference (e).

(b) The unit the LDP will be incorporated into applicable training programs and into the daily battle rhythm.

(c) Provide support and assistance to the unit LDP Coordinator as required.

(d) Provide training support to company-level LDP events.

(3) Sergeant Major

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

(b) Review assignment of senior enlisted as appropriate to act as Key Leaders in support of the LDP.

(c) Provide support and assistance to the battalion/squadron LDP Coordinator as required.

(d) Organize quarterly functions with the unit’s SNCOs to keep abreast of leadership concerns and to receive recommendations on how to improve the unit LDP as well as the effectiveness, morale and esprit de corps of the unit in general.



(4) LDP Coordinator

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

(b) Coordinate the review, drafting, editing, assembly and publication of printed materials and standardized coaching/counseling records.

(c) In coordination with the Operations Officer, provide oversight of all battalion LDP training efforts.

(d) Coordinate with base, Regimental/Group and subordinate unit Key Leaders to support LDP planned training events.

(e) Ensure Key Leaders (discussed in reference (a)) are appointed in writing by the Commanding Officer as required.

(f) Ensure Key Leaders who require qualifications or certifications are properly trained and accredited as required.

(g) Assist the Commanding Officer in the analysis and interpretation of command climate survey data and recommend adjustments to the unit MCLD, as appropriate.

(5) Company/Battery/HQ Commanders/Maintenance and Supply Department OICs

(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 company/department training plans.

(c) Ensure that coaching/counseling records are prepared and maintained using samples from reference (a).

(d) Supervise the conduct and document initial/subsequent coaching/counseling of all Marines and Sailors in your organization in accordance with reference (a).

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

1. 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 6-11D “Sustaining the Transformation” IOT absorb the foundational perspectives of maintaining the motivation and zeal first ingrained at entry-level training.

2. Fighter

a. Read and regularly review the LDP fighter discussion guide with focus on PME, MOS, MCCS, leadership and communication skills IOT reinforce basic leadership principles and facilitate better counseling and mentoring.

b. Conduct regular small group, rank specific PME sessions discussing relevant books on the Commandants Professional Reading List IOT promote culture of reading, learning, and discussing warfighting and leadership in the command.

3. Fitness

a. Execute weekly Marine Corps Martial Arts Program (MCMAP) training IOT ensure full participation and gain greatest benefits from the program. Ensure spiritual and ethical portions of MCMAP are fully implemented.

b. Execute comprehensive physical fitness program IOT enhance physical readiness of the force.

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 MCCS into Annual Training, counseling sessions, and Force Preservation Councils.

5. Finance

a. Appoint Command Financial Specialist to attend Personal Financial Specialist Class.

b. Coordinate regular financial classes and training for the unit IOT mitigate potential financial missteps that may impact unit readiness.

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.

6. Future. Integrate Goal Setting and Time Management classes regularly in counseling sessions and training IOT assist Marines in life skills and goal setting.

(6) Education Officer

(a) Assist and advise the Commanding Officer and LDP Coordinator within the PME portion 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.

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

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

(b) Lead guided discussions on values based leadership to help Marines and Sailors make ethical decisions, build camaraderie, and create a positive command climate.

(8) Chaplain

(a) Assist and advise the Commanding Officer within the Fidelity, Fitness, and Family functional areas of leadership development.

(b) Assist and advise the Commanding Officer by providing counsel to personnel and their families in order to promote their development and provide referral services.

(c) Assist with the coordination of training for subordinate units, instructors and Key Leaders to develop the Marines and Sailors both personally and professionally.

(d) Within the bounds of clergy privilege, identify at risk personnel.

(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.

(c) Coordinate with the Chaplain and Installation Military and Family Life Consultants (MFLCS) to provide:

1. Brief, non-medical, short-term, solution-focused counseling to Marines, attached Sailors and families in solving problem resulting from deployment, reunions, reintegration and other transition points.

2. Assistance to the Commanding Officer in coaching/counseling services to include: interpersonal communication, coaching/counseling skills, stress and anger management, military life skills development, grief and loss, and parent-child relationships.

(10) Command Financial Specialist (CFS). Conduct training and coordination for the Finance Functional Area.

(11) Substance Abuse Control Officer (SACO). Conduct training and coordination for the command team on education, 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 Family, Fighter and Fitness Functional Areas.

(b) Serve as a known, easily approachable, and 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 to the command team and to others on stress-related issues.

(d) Encourage Marines and Sailors to get assistance when required; provide early intervention 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 Retention Specialist. Assist and advise the Commanding Officer within the Future functional area of leadership development. Help Marines and Sailors 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.

(14) Medical Officer

(a) Assist command team in holistically evaluating at-risk Service members to facilitate resiliency and readiness within the Fitness Functional Area.

(b) Coordinate with installation MFLCS and Navy Medicine in order to capitalize on and coordinate behavioral health resources.

(c) Identify at risk personnel.

d. Coordinating Instructions

(1) Coaching/Counseling. In accordance with reference (a) and enclosures (1) through (4) of this order, all Marines and assigned Sailors shall receive their first counseling within 15-days of joining this command. Pvt-LCpl receive a second and subsequent coaching/counseling every 30-days thereafter, and Cpl-Gen a second coaching/counseling 90-days later, and 180-days thereafter. Tools, techniques, and best-practices can be found in reference (a) and (b). In addition to minimum requirements, counseling will take place at the discretion of subordinate leaders and 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 coaching/counseling record utilizing enclosures. Coaching/counselings are subject to review at all higher-level proceedings to include meritorious boards, FPCs, office hours, or on request. Records shall be kept up to date and provided upon request.

(2) Mentoring. Reference (a) encourages Marines to seek out and engage in mentoring. Such relationships are vital to the development of subordinates. Mentoring often occurs outside the chain of command and our more senior Marines shared corporate knowledge that can benefit developing leaders throughout the unit. As such our more senior Marines are encouraged to share their wealth of experience while our junior leaders are encouraged to seek them out.

(3) PME. Education 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 for the LDP shall 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) Leader’s Notebooks and Coaching/Counseling Records

(a) A Leader’s Notebook is a preformatted/best practices 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) All coaching/counseling records shall be maintained in either electronic medium or as hard copies in unit spaces and handled in accordance with reference (f) as unclassified and personally identifiable information (PII). Each record shall contain a privacy act statement, coaching/counseling forms and mission and goals forms (as appropriate) as provided in reference (a). The record shall be maintained by a Marine’s leader and given to the individual Marine upon his/her transfer or end of active service. The record shall not transfer to the Marine’s new unit or command.

(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. Leaders will ensure that Marines receive coaching and counseling prior to transitioning and attend the mandatory Transition Readiness Seminar 12 to 24 months prior to EAS.

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

5. Command and Signal This policy applies to all assigned Marines and Sailors.

Signature

MINIMUM COACHING/COUNSELING GUIDELINES

|  |  |  |  |
| --- | --- | --- | --- |
| **Frequency** | **First** | **Second** | **Subsequent** |
| Pvt-LCpl | Within 15-days/ or new join | Within 30-days | Every 30-days |
| Cpl-Gen | Within 15 days/ or new join | Within 90-days | Every 180-days |

Notes:

1) Coaching/counseling for all ranks (Pvt through General) will begin with a first session within 15 days after the start of the senior/subordinate relationship. For those Marines receiving a fitness report, the RS and the MRO shall establish and formalize the MRO’s billet description during this first session IAW MCO P1610.7F W/CH1-2, paragraph 4004.2.c (Marine Corps Performance Evaluation System (PES)).

2) Second and subsequent coaching/counseling intervals are IAW NAVMC 2795 (USMC User’s Guide to Counseling). NAVMC 2795 requires intervals for Pvt-Col. The MCLD order expands this to include all Marines (including General Officers).

3) Coaching/counseling may occur more frequently if necessary.

4) At-risk Marines needing assistance will be referred to the next level of support via the Command’s Force Preservation Council.

***First* Coaching/Counseling Form**

**Completed by the Leader**

***Date:***

|  |  |  |
| --- | --- | --- |
| **NAME (LAST, FIRST, MIDDLE INITIAL)** | **GRADE** | **UNIT / SECTION** |
| **GRADE & NAME OF LEADER** | | |

***Introduction/Welcome Aboard:***

***Unit Mission:***

***Section Mission:***

***Marine’s or Sailor’s critical role in support of the unit mission:***

***Billet Description/Responsibilities:***

***Next Steps:***

* Leader: Make a copy of completed First Coaching/Counseling Form and provide to the Marine or Sailor. In addition, provide a blank copy of Second/Subsequent Coaching Form, explain its purpose and arrange for the second or subsequent session (respectively).
* Marine or Sailor: Review First Coaching/Coaching Form (Billet Description/Responsibilities in particular) prior to second/subsequent session. Complete Second/Subsequent Coaching Form prior to the second session and be prepared to discuss personal and professional goals.

Instructions for completing the

*First* Coaching/Counseling Form

The purpose of the *First* coaching/counseling form is to establish rapport between the leader and Marine or Sailor and to set the conditions for their success in the unit. The leader will ask simple questions including those about where the Marine or Sailor came from and if he or she wishes to discuss any family/personal issues. Before the *First* session ends, the leader will set-up a second session and encourage the Marine or Sailor to think about personal/professional goals as outlined on the sample coaching form found on the MCLD website.

1. **Date**: Date of session.
2. **Name**: Name of the Marine or Sailor.
3. **Grade**: Grade of the Marine or Sailor.
4. **Unit/Section**: Unit/Section of the Marine or Sailor.
5. **Name/Grade of Leader**: Name and grade of the leader.
6. **Introduction/Welcome Aboard:** The leader establishes rapport by asking a few questions about the Marine’s or Sailor’s previous duty station, billet, and if there are any family/personal issues they wish to discuss. Additional information in preparing for a coaching/counseling session can be found in NAVMC 2795 (USMC User’s Guide to Counseling) in the “Future” section of the MCLD website: <https://www.mcu.usmc.mil/sites/leadership>
7. **Unit Mission:** Mission of Marine’s or Sailor’s unit.
8. **Section Mission:** Mission of Marine’s or Sailor’s section.
9. **Marine’s/Sailor’s critical role in support of the unit’s mission:**  In specific terms, the role of the Marine or Sailor in support of the unit’s mission.
10. **Billet Description/Responsibilities:** For E-5 and above, reference (j) requires the Reporting Senior (RS) and Marine Reported On (MRO) to establish and formalize the MRO’s billet description within 15-days of establishing the reporting relationship. The MCLD Order requires the leader to establish a billet description and responsibilities for E-4 and below during the first session as well.
11. **Next Steps:** Sets-up the second session by reviewing Second/Subsequent Coaching and Counseling Forms along with scheduling.

**Second/Subsequent Coaching Form**

**Completed by the Marine or Sailor**

***Date:***

***Reason for coaching (circle one)***: Second / subsequent

|  |  |  |
| --- | --- | --- |
| **NAME (LAST, FIRST, MIDDLE INITIAL)** | **GRADE** | **UNIT / SECTION** |
| **GRADE & NAME OF LEADER** | | |

***Goals: (Specific, Measurable, Attainable, Realistic, Time-based)***

|  |  |  |
| --- | --- | --- |
| **Functional Area & Goals** | **Action Steps to Achieve Goals**  **& Goal Status** | **Deadline** |
| Fidelity: |  |  |
| Fighter: |  |  |
| Fitness: |  |  |
| Family: |  |  |
| Finances: |  |  |
| Future: |  |  |

Instructions for completing the

Second/Subsequent Coaching Form

The purpose of the second/subsequent coaching session is to help a Marine or Sailor to establish goals and provide feedback on an informal basis. Coaching can be related to job performance and professional development, but is not restricted to these areas. Progress or lack of progress of the goals outlined on the coaching form shall not be a part of the Marine’s or Sailor’s performance evaluation except in very rare circumstances. The individual Marine or Sailor completes the coaching form. To be most effective, goals must be SMART (Specific, Measurable, Attainable, Realistic, Time-based).

1. **Date:** Date of session.
2. **Reason for coaching:** Reason for the session indicating whether second or subsequent.
3. **Name**: Name of the Marine or Sailor.
4. **Grade:** Grade of the Marine or Sailor.
5. **Unit/Section:** Unit/Section of the Marine or Sailor.
6. **Grade/Name of Leader:** Grade and name of the leader.
7. **Goals**

* Functional Area & Goals: Marine or Sailor fills in specific goals for each of the six functional areas.
* Action steps: Marine or Sailor lists steps to be taken IOT achieve his or her goals; status of goals (including those from previous sessions) should be reviewed.
* Deadline: Marine or Sailor lists a deadline to achieve action steps.

Additional information in preparing for a coaching/counseling session can be found in NAVMC 2795 (USMC User’s Guide to Counseling) in the “Future” section of the MCLD website: <https://www.mcu.usmc.mil/sites/leadership>

**Second/Subsequent Counseling Form**

**Completed by the Leader**

***Date:***

***Reason for counseling (circle one)***: Second / subsequent

|  |  |  |
| --- | --- | --- |
| **NAME (LAST, FIRST, MIDDLE INITIAL)** | **GRADE** | **UNIT / SECTION** |
| **GRADE & NAME OF LEADER** | | |

***Billet Description/Responsibilities:***

***Billet Accomplishments:***

***Plan of action / Suggested resources:***

***Comments by Marine/Sailor:***

Instructions for completing the

Second/Subsequent Counseling Form

The purpose of the second/subsequent counseling session is to formalize or review a billet description, document billet accomplishments and ensure the Marine or Sailor is on-track for success. The leader completes the counseling form.

1. **Date:** Date of session.
2. **Reason for counseling:** Reason for the session indicating whether second or subsequent.
   1. The leader should take a few minutes to review NAVMC 2795 (USMC User’s Guide to Counseling). Suggested areas to focus on within NAVMC 2795 are as follows:

* Para 1001 gives the purpose of counseling and its importance on developing Marines.
* Chapter 2 reviews the process, practices and skill of counseling.
* Chapter 3 reviews preparing for, opening, conducting and closing the session along with following-up after the session has been completed.
* Chapter 4 provides an in-depth review of counseling practices and skills required to conduct an effective counseling session to include setting targets, problem solving, questioning, active listening, giving feedback, and planning for improvement.
* Chapter 5 identifies some of the most common problems that arise in the counseling process for both the senior and the junior.
* Additional information in preparing for a coaching/counseling session can be found in NAVMC 2795 (USMC User’s Guide to Counseling) in the “Future” section of the MCLD website: <https://www.mcu.usmc.mil/sites/leadership>

1. **Name:** Name of the Marine or Sailor.
2. **Grade:** Grade of the Marine or Sailor.
3. **Unit/Section:** Unit/Section of the Marine or Sailor.
4. **Grade/Name of Leader:** Grade and name of the leader.
5. **Billet Description/Responsibilities:** Used to review/update billet description and responsibilities.
6. **Billet Accomplishments:** Used to document billet accomplishments.
7. **Plan of Action / Suggested Resources:** A plan of action and suggested resources for the Marine or Sailor. To be most effective, goals must be SMART (Specific, Measurable, Attainable, Relevant, and Time-based).
8. **Comments by Marine/Sailor:** Comments by the individual Marine or Sailor.