

CMC Intent & Guidance
 CMC identified a possible gap in MC leadership development; namely, it is his belief that many of the Corps' young leaders are overly influenced by the "negative" leadership style that they experience during boot camp and OCS ("When does boot camp end?"). In other words, seek ways to *reinvigorate Lejeune-style leadership*.
 CMC views the NOLS program as a potential, near-term vehicle for exposing designated leaders in positions of influence (initially instructors from appropriate T&E courses) to methods/techniques that will assist them in preparing their students for long-term success as leaders and mentors.

WLTP Major Objectives

Major Objective 1: Develop Marines for Complexity (MOC 6.5.3)

In complex terrain crowded with multiple adversaries and disparate threats, Marines must be able to understand the battlespace with sufficient clarity to identify the points of advantage and disadvantage. Cognitive capabilities, especially critical thinking-based approaches such as negotiating skills and problem-solving methods, are highly valuable. We need Marines with mental acuity and resilience no less than physical fitness if we are to remain a professional, disciplined, and moral force that can be effective in chaotic environments and complex terrain.

Critical Tasks

- 1.1 Review our education and training curricula to ensure we are developing Marines with the agility and perspectives to manage uncertainty, think critically, and solve complex problems
 - 1.1.1 **Operate successfully in small autonomous groups in the face of adversity and uncertainty**
- 1.2 Recognize that seizing and maintaining the initiative in the face of uncertainty and risk will sometimes lead to imperfect results and accept mistakes as a cost of exercising initiative and a bias towards action (link to MCDP-1)
 - 1.2.1 **Recognize alternative risk management techniques**

Major Objective 2: Develop Leaders at Every Level (MOC 6.5.4)

The multitude and diversity of Information Age technologies with combat applications will challenge, and may exceed, the span of control of any leader. All leaders -- from junior NCOs to senior officers -- will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and the frustrating effects of adaptive adversaries.

Critical Tasks

- 2.1 Adjust how we identify and instill leadership skills and capabilities at the small-unit level
 - 2.1.1 **Demonstrate enhanced interpersonal skills (empathy, communication, feedback techniques, self awareness)**
- 2.2 Train and educate Marines in decision-making skills for the Future Operating Environment (FOE)
 - 2.2.1 **Implement appropriate and situationally dependent decision-making styles**
- 2.3 Ensure technology does not undermine a Marine's "brilliance in the basics" by emphasizing fieldcraft
 - 2.3.1 **Demonstrate the ability to thrive in an austere, remote, and comms-denied environment**

To be completed by NOLS (TBD)

NOLS Core Curriculum Category	NOLS Learning Outcomes
Leadership and Teamwork	1. Demonstrate a tolerance for adversity and uncertainty; 2. Understand Habits of Mind; 3. Understand responses to stress; 4. Apply empathy and resiliency in a group dynamic. <i>Specific skills, characteristics, behaviors</i>
Risk Management	1. Identify and mitigate subjective and objective risks; 2. Assess hazard likelihood and consequences; 3. Understand group decision-making effects on risk mgt; 4. Apply injury prevention and treatment. <i>Specific skills, characteristics, behaviors</i>
Leadership and Teamwork	1. Understand group dynamics and development; 2. Understand conflict management techniques; 3. Understand interpersonal/empathetic communication; 4. Apply strategies for delivering and receiving feedback. <i>Specific skills, characteristics, behaviors</i>
Leadership and Teamwork	1. Understand decision-making styles; 2. Understand decision-making strategies; 3. Apply judgment in decision-making. <i>Specific skills, characteristics, behaviors</i>
Wilderness Skills	1. Apply hygiene and water disinfection; 2. Apply pack-packing, campsite selection and set-up; 3. Apply river crossing and scouting techniques; 4. Demonstrate Wilderness Skills (map/navigation, first aid). <i>Specific skills, characteristics, behaviors</i>

NOTES:

- 1. Assessment framework based on (5) Critical Tasks above (1.1.1, 1.2.1, etc.)
- 2. Each Critical Task will be assessed as follows:

NOLS	Instructor End-of-Course Written Eval	Direct Measure
NOLS	Pre/Post Survey	Indirect Measure
EDCOM	Pre/Post Survey	Indirect Measure