When Things Get Real
What Combat Operations Taught Me About Agility

Agile2016
Track: Leadership
Presenter: Jack Wooten
Roll Call

Please stand if you are:

- A Combat Veteran
- Active Duty
- Prior Service
- First Responders (Police, Fire Fighter, Paramedics)
- Executive
- Manager
- All other leaders
Captain, U.S. Army
2006–2007: Operation Iraqi Freedom
2009–2010: Operation Enduring Freedom

Principal Consultant, Agile Coach
Ingage Partners, LLC
Leadership Optimist
Ambassador for Good
Using Business as a Force for Good

the change B
Context
Training
“It is not the critic who counts, not the man who points out how the strong man stumbled, or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena; whose face is marred by the dust and sweat and blood; who strives valiantly; who erra and comes short again and again; who knows the great enthusiasms, the great devotions and spends himself in a worthy cause; who at the best, knows in the end the triumph of high achievement, and who, at worst, if he fails, at least fails while daring greatly; so that his place shall never be with those cold and timid souls who know neither victory or defeat.”

THEODORE ROOSEVELT
Paris Sorbonne, 1910

To JACK WOOTEN
For your uncompromising character, hard work
And dedication to the success of OCS Class 47.
2003-2004
Combat
Sense of Urgency
Command & Control
C2?
Characteristics
Ability to identify and react to changes in the situation
Ability to provide a continuous, interactive process of reciprocal influence among the commander, staff, and available forces.
Ability to reduce chaos and lessen uncertainty
Characteristics

Army Command & Control

- Ability to identify and react to changes in the situation
- Ability to provide a continuous, interactive process of reciprocal influence among the commander, staff, and available forces
- Ability to reduce chaos and lessen uncertainty

Agile Development

- Identify and react changing requirements or business needs
- Support continuous, two-way communication between the end users, business, and technical team members
- Reduce risk through planning and spikes (arch or functional)
Leadership
Army Values

L D R S H I P

https://www.army.mil/values/
“Leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.”

FM 22-100, CHPT 1
Structure
Team Pattern

What is similar?

- 9 soldiers
- Cross-functional
- Single-point of direction (value)

What is different?

- Squad leader responsible for fire team leaders
- Fire team leaders responsible for their soldiers

Figure A-6. Rifle squad.
What observations can you make?

SCALE

RIFLE COMPANY
HQ - Captain
1 Radio

Arty FO

PLATOON

WEAPONS PLATOON

.30 LMG

60mm Mortar

RIFLE SQUAD
10 x M-1 Rifle
1 x 1903 Rifle
1 x BAR
Would this view of Command & Control help or hurt in your current environment?

What concepts were important to you?
Battlefield Operations
Planning
1/3 - 2/3 Rule
Troop Leading Procedures
1. Receive the mission
2. Issue a warning order
3. Make a tentative plan
4. Initiate movement
5. Reconnoiter
6. Complete the plan
7. Issue the operations order
8. Supervise
Troop Leading Procedures

1. Receive mission
2. Issue warning order
3. Make a tentative plan
4. Initiate movement
5. Reconnoiter
6. Complete plan
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8. Supervise
Leader’s Responsibility
Situational Awareness

- Situation
  - Friendlies
  - Enemies
  - Environment

- Outcome Expected
  - Who, What, When, Where, Why

- Execution plan:
  - Left and right limits
  - Who to coordinate with

- What happens if things go wrong?
Communication & Decision Making

Responsibilities

- Ensure information is passed up and down
- Decisions are being made with context at the right time

Techniques

- Operations Brief
- Delegation Board
- Battlebooks
- Briefbacks
- Delay (WHAT?!)
Rock Drill

How could the concepts and techniques shared be used to positively change your environment?

Could you apply any of the steps of the Troop Leading Procedures to help your teams?
Call to Arms: Key Concepts for Leaders
Discipline = Freedom

- Set expectations
- Teach/Coach
- Drill
- Ask questions, Don’t provide answers (immediately)
Extreme Ownership

- Total responsibility for effective execution
- As a leader, success belongs to the team; Failure belongs to you
- Clear, simple, actionable missions that teams believe-in is critical for team success
Rock Drill

How would discipline and rigor change your environment?

How would your people react?

Are you prepared to take extreme ownership?
Call to Arms

Please stand if you are:

A leader

Your Mission

Identify one action you can take

Write it down

Schedule it
References

- Field Manual (FM) 6-0, Mission Command: Command and Control of Army Forces (AUG 2003)
- Field Manual (FM) 22-100, Army Leadership: Be, Know, Do
- Field Manual (FM) 3-21.10, The Infantry Rifle Company
- Extreme Ownership (2015), Jocko Willink and Leif Babin

Recommended Reading

- Team of Teams (2014), Gen. Stanley McChrystal
- Speed of Trust (2006), Stephen M.R. Covey
Thank you!

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