



*Fact Sheet #3*  
**STRATEGIC LEADERSHIP EXPERIENCE**  
*U.S. Army War College*



**Discussion Topics**

The following topic menu is provided to **Strategic Leadership Experience** planners as possible presentations for the seminar day of the visit to Carlisle Barracks. This list is NOT all-inclusive; other requests for topics should be provided to the SLSR points of contact for coordination with the staff and faculty for expertise.

**Crafting Strategy:** An overview of the U.S. Army War College (USAWC) approach to teaching strategy and grand strategy. The presentation includes the description of strategy and the strategy framework (what it is and its component parts), and how we present the process for formulating strategy. Sets the table for a discussion of applying the strategy framework and the strategy formulation process to a variety of different settings, from contemporary and historical political-military examples to business and public policy.

**Ethics:** Subjects and issues may include: core elements of the American professional military ethic; comparative ethical views on war in major religious traditions; the historical development of just-war principles (such as noncombatant immunity); questions about the legitimacy of preemptive and preventive wars; criteria for humanitarian military intervention; dealing with enemies who don't uphold just-war principles; balancing the protection of enemy civilians against minimizing casualties on our side; challenges of distinguishing combatants from noncombatants in counter-insurgency; interrogation of detainees in the war on terror; and assessing in-bello proportionality regarding combat tactics and weapons.

**Developing Strategic Leaders:** How the Army develops leaders over a career. Focus is on developing strategic leaders and differentiates competencies required at the different levels of leadership—direct, organizational and strategic. Discussion of how the strategic leader influences (and is influenced by) the internal and external environments to the organization and some of the challenges involved with strategic leader education.

**Strategic Planning:** The Chairman of the Joint Chiefs of Staff used a strategic planning system to help him execute his formal leadership responsibilities. This presentation describes the various components and evolution of this strategic planning system. It then examines how five Chairmen of varied leadership styles from 1990 to today used strategic planning to manage change and identifies concepts that are relevant for future leaders of public and nonprofit organizations when using strategic planning.

**Commander's Intent and the After Action Review:** Two aspects of the Army as a learning organization are its use of the Commander's Intent and the After Action Review process. Commander's Intent focuses on how the organization can improve its agility and effectiveness by providing broad guidance within which subordinates have latitude to make decisions and take initiative. The After Action Review process and benefits are discussed, particularly as they relate to organizational culture and changing the organization.

**Leading and Managing Change:** Discussion of what organizational variables need to be considered when contemplating change as well as those factors which will promote and hinder the planned change effort. Addresses the differences between Organization Development and Transformation and the impact that leaders have on these processes.

**The Army's Domestic Imperative:** This presentation examines evolving issues surrounding Homeland Defense, Defense Support to Civil Authorities, and Force Protection.

**Strategic Leader Self-Awareness: Optimizing individual assessment and feedback:** Research is clear that a critical prerequisite for effective leadership is an accurate self-awareness. The USAWC's Leadership Feedback Program (LFP) provides all U.S. Army War College students the opportunity to enhance their self-awareness via an integrated program of behavioral and personality assessments, with particular interest in how these psychological factors impact on health, fitness, and leader effectiveness. This session will look at the processes used for individual leader assessment and the potential value of such programs for individual development and organizational learning.

**Executive Health and Wellness: Enhancing the stamina to excel:** Because leadership research has clearly outlined the responsibilities of strategic leaders, what potentially differentiates the successful leader from others is the energy and stamina that one brings to their complex responsibilities. The Army Physical Fitness Research Institute (APFRI) serves as the primary US Army agency responsible for research on strategic leader health and fitness. Over the last 26 years, APFRI has developed a model for health and fitness enhancement and maintenance that is applicable for executives. Drawing on experience with these senior leaders, this session explores health and fitness regimens necessary for senior leaders to excel while managing the daily stressors and demands of an executive lifestyle.

**Crisis Action Simulation Exercise:** This political-military war game demonstration provides a sampling of the complexity of decision making at the strategic level. The scenario focuses on international and domestic politics and actions to support governmental decisions. Coordination in a time and information constrained environment are highlighted, as well as achieving unified effort from multiple sources possessing diverse interests and differing elements of power. Interesting simulation using hands-on learning, but does require a full day to execute properly.