**Subject: Lieutenants**

1. **PTT / PL BLUF - Instructor is your secondary or even tertiary role.**
2. **XO BLUF – You are expected to represent your commander and assume the duties of commander at any time.**
3. **LTs are leaders, which require professionalism and followership…not friendship.**
4. **LTs manage talent and resources.**
5. **LTs objectively employ personnel and resources to accomplish the mission.**
6. **LTs subjectively lead and develop NCOs against objective standards while learning from their experience and expertise.**
7. **LTs represent the command and the Army where the rubber meets the road.**

**Thoughts about being a Professional:**

* Know the standards (range control, SOPs, MTPs, ADPs, FMs, policies, regulations).
* Execute the standards (discipline to do what's right in the absence of orders).
* Make your subordinates adhere to the standards.
* Live Army values and Creeds. Demonstrate warrior ethos (warrior spirit + professionalism + Army values = warrior ethos)
* Develop your intellect (critical thinking, analytical skills).
* Uncommon degree of initiative and drive (demonstrate creativity and adaptability).
* Physical and mental toughness.
* Understand and account for the human dimension of leadership; mission vs. welfare; decisions when tired (doing the hard right).
* Maintenance responsibility. Steward of the organizations equipment.
* Study military history (as it applies to your station in life and one level up).
* Foster / nurture good ideas and squelch complaining and malcontent (climate).
* Assist peers. Team player. No one-ups-manship. Share good and the bad.
* Know yourself; strengths and weaknesses.
* Take prudent risks but don't gamble.
* Set the example (on and off duty):
  + Personal appearance / courtesy
  + Positive attitude. Never quit.
* Working hard to learn, better yourself every day
* Do the best you can do.
  + No mold, your performance is an individual thing.
  + Seniors, peers, and subordinates can tell if you're putting out / commitment.
  + Can make mistakes; just don't make the same ones over and over.
* In everything you do remember:
  + Our profession is often challenging, fun, rewarding, but not always.
  + If we tell a leader to do it, we expect it will be done right.
* Take **care** of yourself, your family, your Soldiers, and their families:
  + By doing all the above you will earn their respect and confidence.
  + You may make decisions that cause them to get hurt, maimed, crippled, or killed and they will do it just because you tell them to.
  + Care about them, but don't baby them - they don't want to be babied, they want to be challenged.
* All will have problems. The Army is a big bureaucracy. Soldiers need your help to support to get their problems solved, use your rank to help them.
* Know who in your platoon is eligible for reenlistment.
* Know where your Soldiers live off-post.
* **Pitfalls of Lieutenants**
* Misunderstanding of role and relationship to NCO's.
* Creating change for change's sake.
* Failure to become part of the platoon and company team.
* Failure to understand the Army as a profession and to see the "bigger picture".
* Stupid mistakes; alcohol, sex, and duty (poor judgment and decision making).
* Don't know how to use competition and training to build cohesion.
* Don't understand training methodology.
* Desire to be liked instead of respected.
* Fail to recognize individual or organizational stress and how to manage it.
* Ignorant of how to communicate effectively (written word, briefings, OPORDs, NCOERs, awards, counseling).
* Unable to manage and execute multiple requirements to standard simultaneously.
* Can't supervise without micromanagement. Refuses to delegate - hold subordinates responsible - check.
* Inability to check equipment properly, to standard.
* Poor personal preparation – Don't know your job or your subordinates jobs - don't assume you know it all. Ask questions, become the expert!
* Views the "job" of a lieutenant as being separate from his off duty existence - there is no distinction.
* **Advice from Lieutenants (your peers at CCC)**
* Go to school. Go back as many times as it takes.
* Physical fitness paramount. Immediately judged by all based on qualifications and level of fitness.
* Know your job (task / maturity level competency). Listen to superiors, peers, subordinates. Good senior LTs run the show. If you don't know the answer, say so and find out.
* Prepare..prepare..prepare. Supervise PCCs and conduct PCIs (leader task).
* Be able to act independently (improvise, adapt, overcome). Requirement for intellectual and tactical agility.
* Demand a lot from your subordinates and enforce high standards.
* NCO's; Trust / check and articulate your expectations. Always counsel subordinates to include PSGs.
* Be prepared for challenges (responsibility) and don't be afraid to fail.
* Demonstrate dedication and willingness to sacrifice.
* Balance your personal life and realize your subordinates need the same.

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LTC, IN

Commanding