

Leadership Education Make Marine Officer's Successful

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Leadership Education Make Marine Officer's Successful
Contemporary Issue Paper

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Introduction

For the opportunity to study at the Expeditionary Warfare School (EWS) School. The mission of the program is to educate students in professional military training and in command and control. This program helping to develop and improve the leadership skills as a professional military officer. Leadership training is learned and used all time. All programs of study lead to developing military leadership. At the same time, there are some differences in training, education, and practical programs between the Royal Thai Marine Corps (RTMC) and the United State Marine Corps (USMC). This issue would like to study, to find and to explore, specifically in a company officer level course, the differences between the RTMC and the USMC in developing leadership.

Background

In the core of military society are leaders who can support, persuade, and lead their teams and subordinates to achieve their mission. This demonstrates the importance of leadership. There are many definitions of leadership. As a leader one must know himself and continue to seek ways to improve himself. He has to know his own job, know his subordinates and look out for their welfare. He also needs to keep his men informed and always set the example. He must make sure that tasks are understood, supervised, and accomplished. In addition he has to create and develop a spirit of teamwork within the group, make sound and timely decisions, and employ men in accordance with their capabilities, all while taking responsibility for their actions.

What is the leadership and behavior?

Edgar F. Puryear Jr. (1930) is of the opinion that leadership is really the unconscious expression of the character and personality of the leader. In many ways character, is everything in leadership? Character is made up of many things, but actually character is mostly integrity. When he delegate something to a subordinate, for example, it is absolutely still his responsibility and he must understand this. You as a leader must take complete responsibility for what that subordinate does.¹

H.W. Crocker III presents that leadership also requires moral responsibility. A leader is responsible not only for his own actions but also for those of his subordinates and for the overall effect of his enterprise.

Leadership is also learned from superiors. Leadership can be learned from successful executives far different from oneself in temperament. This allows a leader to copy a successful leader's techniques and learns from his mistakes.²

Moreover, research indicates that leadership is the art of influencing individuals to perform as a team to accomplish a common goal. It is a two way process that requires instilling the desire and willingness in others.

The Differentiate Between RTMC and USMC in Developing Leadership

1. Education

Education is important to developing leadership for young officers. Education contributes to professional competence and its study enables technical proficiency, helps one think clearly, enables one to express himself and shows command from all.³

Strategic decisions also have an impact on knowledge and conduct of leadership development. Changing the missions requires the leader to have a different understanding of the role and use of the corps. At the Amphibious Warfare School (AWS) of the RTMC and the USMC's Expeditionary Warfare School (EWS), the programs and activities in developing leadership are slightly different. The primary differences between the RTMC and the USMC are explained in the following sections

The Curriculum

The RTMC education at AWS has six months in the curriculum. The program of instruction is divided into three major segments: leadership, Marine Operations, and Amphibious Warfare Operations. The Command Post Exercises (CPX) focuses on each past Marine Operation, and Amphibious Warfare Operations. The course is designed to provide the skills and knowledge needed to operate

effectively on regiment staff or in a command billet as a lieutenant or lieutenant commander.⁴

The USMC education as EWS is a ten-month, career level school, which has a class of fewer than two hundred Marine Corps Officers each year. The school was merged from both the AWS (Amphibious Warfare School) and CCSC (Command and Control System Course) in December 2001. The merger of these two captain courses blended the best of both courses: the command and control emphasis of CCSC and the detailed instruction on expeditionary operation taught at AWS. The new school was designated the Expeditionary Warfare school, and its first class commenced operation August 2002.⁵ The program of instruction consists of military education, leadership development, and personal development. It is divided into six major segments: Command and Control, MAGTF ops ashore, Naval Expeditionary Operation, Current operations, Professional studies, and an Occupational Field Expansion Course (OFEC).

EWS is an in-depth study, which presents the students with an excellent background in order to enable them to command or serve as primary staff officers in their MOS, to integrate their element within the MAGTF, and to understand the functioning of the other elements of the MAGTF.⁶

The Instructor and Student activity

The USMC course has instructor from the USMC, USA, and USN who act as both lectures in their field and as faculty advisors for a conference group. The students are divided in to fifteen conference groups. Each group is made up of fifteen to sixteen company grade officers from the USMC, Navy, Army, Air force, and international militaries. Most of the activities are conducted in the conference room.

In RTMC, the student class is made up of sixty company grade officers from RTMC, Headquarters of Supreme Commander and a Border Policeman. Most of the activities are conducted in the classroom. Most instructors are from RTMC Education Training Center and the Marine Headquarters. Other issues related to the Navy, Army, and Air force sometimes require instructors from those branches.⁷

The Instruments of Support Education

The desired end state of the RTMC and USMC's programs are quite different. The USMC has adequate tools for practice and conducting research. The collaborative tools are Microsoft Outlook and Office, Command and Control Personal Computer (C2PC), Intelligence operations server, Intelligence operations workstation, Advanced Field Artillery Tactical Data System, and Theatre Battle Management Core Systems. The goal is that the USMC's

officers recognize the capabilities and understand how they are integrated into MAGTF Command and Control. On the other hand, RTMC lacks such instruments to support education.

Road to RTMC and USMC Officer

1. Avenues to a career as a RTMC officer

Program or source of input	Education requirement	Open to	Leads to
Royal Thai Naval Academy	Graduation from RTNA	Cadets RTNA	2d Lt. RTN
NCO Candidate	Active Duty, NCO School	NCO Candidate course	2d Lt. RTN
Officer from RTN	Active Duty, B.A.	Officer Rotate	Officer Rotate

It is quite clear that most of the RTMC's officers are coming from just two main sources: Royal Thai Naval Academy and NCO Candidate School. The officers who came from the Naval Academy are the main officers as commander and staff of the RTMC units by the administration philosophy of the RTMC required.

2. The Officer Education Leaderships course in RTMC

1. New Officer Leaderships Course
2. Basic Officer School
3. Amphibious Warfare School
4. Commands and Staff School
5. War College

RTMC officers develop leadership differently than the avenues to a career as a Marine officer. An officer who attends the AWS course has differences in leadership development from both knowledge and experience.

3. Avenues to a career as a USMC officer

Program or source of input	Education requirement	Open to	Leads to
U.S. Naval Academy	Graduation from USNA	Midshipmen USNA	2d Lt. USMCR
U.S. Military or Air Force Academy	Graduation from USMA or USAFA	Cadets USMA or USAFA	2d Lt. USMCR
NROTC (Marine option NROTC Scholarship program)	B.A. or B.S. degree	NROTC midshipmen	2d Lt. USMCR
NROTC (College program)	B.A. or B.S. degree	NROTC midshipmen	2d Lt. USMCR
Platoon Leaders Class (Ground or Aviation)	B.A. or B.S. degree	College freshmen, sophomores, juniors	2d Lt. USMCR

Officer Candidate Course	B.A. or B.S. degree	Regularly enrolled senior in good standing, or a graduate, of an accredited institution granting a 4 year baccalaureate degree in a field other than medicine, dentistry, veterinary, pharmacy, chiropractic, hospital administration, optometry, osteopathy, or theology	2d Lt. USMCR
Marine Corps Enlisted Commissioning Education Program (MECEP)	B.S. degree	USMC enlisted, with GCT 120 or higher and 6 years' obligated service	2d Lt. USMCR
Enlisted Commissioning Program	High school graduate (or GED certificate issued by State Department of Education) and have satisfactorily completed not less than 1 year of unduplicated college work at an accredited institution	Private and above, USMC and WACR with GCT of 120 or higher and at least 12 months remaining on current enlistment and who have completed recruit training	2d Lt. USMCR
Limited Duty Officer	EL110 (ASVAB)	Permanent warrant officers in grade W-2 through W-4	1st Lt. USMCR

Warrant Officer	GCT 110 or higher	Sergeant or above with 5-12 years' active service. Cos may recommend waivers for preeminently qualified NCOs with up to 14 years of service	Warrant Officer (w-1) USMC
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4. The Officer Education Leaderships course in USMC

1. The Officer Candidate School (OCS)
2. The Basic School (TBS)
3. The Expeditionary Warfare School (EWS)
4. The Command and Staff College (C&SC)
5. The School of Advanced Warfighting

Studies. (SAWS)

2. Training

The difference between the RTMC and the USMC in training is most important for consideration. Training is effective when learning occurs and when it can be immediately applied to improve performance.

2.1 RTMC

RTMC course are designed to help individuals develop critical leadership and management skills, enabling them to meet both internal and external challenges. The course is also designed to enable them to command in battalions and serve as primary staff officers

in their regiment. The different career avenues as Marine officer do not alter leadership development. However the lack of knowledge about computer and technology tools was a slight problem.

2.2 USMC

USMC courses are designed to provide Marine company grade career- level professional military education and oversees professional military training in command and control, MAGTF operations ashore, and naval expeditionary operations in order to enable them to command and serve as primary staff officers in their MOSs, to integrate their element within the MAGTF, and to understand the functioning of the other elements of the MAGTF.

Marine officers must offer their skills and knowledge in a tactful, understanding, and cooperative manner to allies and officers of other services. The training develops not only specialty skills, but also develops leadership skills unique to a specific community, (i.e. Ground Combat Element (GCE), Air Combat Element (ACE), Combat Service Support Element (CSSE), Communication, Engineer). Training is not rote memorization, or regurgitating facts. It includes skills, such as military judgment, command in combat, tactical decision-making, operational art, strategic thinking.

In the Occupational Field Expansion Course (OFEC), EWS attempts to provide targeted education and training to prepare officers for their next likely command and billet. The training provides a solid educational base that it can build upon in order to improve their tactics, personal administration, and leadership skills and to gain experience by sharing with fellow officers.

3. Experience from the battlefield

3.1 RTMC

The Royal Thai Marine Corps was formally organized on 30 July 1955. The combat operations include the 1941 conflict with France, border conflicts with Cambodia since 1961, insurgency actions throughout the 1970s, and action against a Vietnamese incursion in 1985. RTMC also deployed to Laos as part of volunteer Battalion Commando 619. The group operated in the Plain de Jarres, conducting combat operations against the communists. Most of the corps' battlefield experience occurred within the country and along its border.

3.2 USMC

Since the Continental Congress's resolution to create a corps of marines on 10 November 1775, the USMC has continued to distinguish themselves on many battlefields and foreign shores in war and in peace. Since the end of World War Two, most of the nonroutine deployments of U.S. forces have been amphibious. They

ranged from the division-sized assault at Inchon in the 1950s, to a more individual-sized responsibility of the variety in the 1970s, to the peacekeeping missions of the landing in Lebanon in 1982.

In present, the USMC continues to conduct the experiences in developing leadership from the battle.

Conclusion

Leadership training development is part of a military learning experience. Both RTMC and USMC receive leadership training in several ways. They attend military schools, receive individual and unit training within organizations, do professional study on their own time, and also attend other service or allied schools. The difference between leadership in RTMC and in USMC is not in philosophy but in the method it is taught and learned. Many of EWS's leadership development efforts are directed towards the development of traits of desired character. Professional military learning is important and could be brought to develop and adjust to RTMC officer leadership training.

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