

Executive education course created for Command Sergeants Major/ Sergeants Major

Army War College introduces Executive Course for Command Sergeants Major/ Sergeants Major

May 4, 2014 -- Noncommissioned officer education is getting a strategic-level addition, thanks to an innovative collaboration of the Sergeant Major of the Army with key leaders and education designers at TRADOC's Institute for NCO Professional Development, the Army Sergeant Major Management Office, the US Army Sergeants Major Academy, and the Army War



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The Army
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College

developed, hosted, and delivered the new course for the Army's most senior NCOs.

The pilot course for Command Sergeant Major/ Sergeant Major Executive Education Course, or CSEEC, for selected senior NCO leaders, took place May 18-31 at Carlisle Barracks, where The War College leadership experts shared the College's unique set of expertise and methodologies for educating strategic leaders.

"We've done it for colonels, with the Senior Leader Development Course, and we are refining the course for general officers," said Prof. Jim Shufelt, Senior Leader Education team at the Army War College. "Those experiences gives us a model for success."

Congressman Tim Walz, a former Army National Guard Command Sgt. Major, walks the senior NCOs of the CSEEC through the intricacies of the Defense-Congress relationship.

"If we agree that the U.S. Army War College is the center of strategic education for our officers, why shouldn't it be for our noncommissioned officers?" Command Sgt. Maj. Malcolm Parrish asked rhetorically. The first command sergeant major to be assigned to the Army War College, Parrish worked with Army leaders and Army War College educators to coordinate the many steps of identifying objectives, developing the curriculum, and putting it all together. Collaborating were Dr. Aubrey Butts, Institute for Noncommissioned Officer Professional Development; TRADOC Command Sgt. Maj. Daniel Dailey; National Guard Command Sgt. Maj. Brunk Connley; FORSCOM Command Sgt. Maj. Chris Greca; Combined Arms Center Command Sgt. Maj. Jeffery Wright; US Army Sergeants Major Academy Commandant Rory Mallory; CAC Leader



Development Command Sgt. Maj. Joe Parson; and Sgt. Maj. David Stewart of the Center for Army Profession and Ethics.

Sergeant Major of the Army Raymond F. Chandler III personally shaped the course, and opened the two-week seminar-style course. His exchange with the senior NCOs selected for the course underscored the priority he placed on this initiative to advance his priorities for the profession of arms: competency, character and commitment. A key element of the NCO 2020

concept for NCO professional development, it is designed to prepare nominative CSM/SGMs for their duties as senior enlisted advisors and staff section sergeants major at one- and two-star commands.

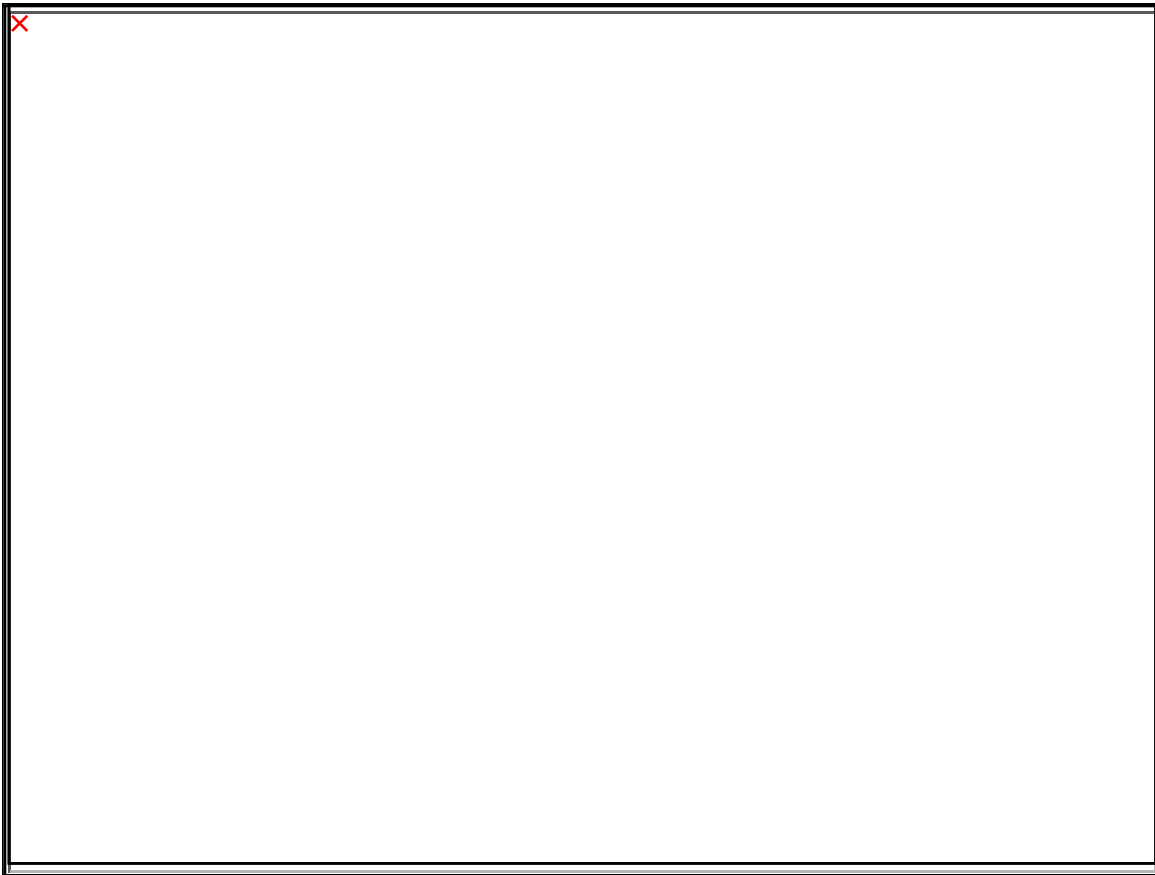
Students, educators and staff of the CSEEC at the nation's Capitol.

When Command Sgt. Maj. Daniel Dailey, TRADOC's command sergeant major, participated in a planning summit for the course in late 2013, he identified multiple pay-offs for a strategic-level course. The senior NCO will benefit from education and so, too, will be the commanders who will have a better-educated individual by their side every day, helping them with the tough decisions. Ultimately, Soldiers benefit. "And that is the most important thing and that's what we need – we need our Soldiers to be led by confident, competent, capable leaders."

Course content was developed based on critical knowledge gaps derived from analysis of surveys and interviews of Army Senior Officer and NCO Leaders conducted by TRADOC's Institute for Noncommissioned Officer Professional Development, or INCOPD and HQDA's Sergeant Major Management Office.

USASMA commandant Command Sgt. Maj. Rory Malloy talked about the course as a natural extension to what senior NCOs get from the Sergeants Major Academy. "Our developmental system is really good," he said. "But when you get to the top there's a huge gap." As example, he contrasted the direct leadership of a tactical leader with the indirect influence at the strategic level. "Your leadership style must become more persuasive," he noted.

"It gets very complex at the strategic level because you have tons of stakeholders involved," said Malloy. "But nowhere do we



develop a sergeant major to do that."

"In the past 12 years, in combat, we've seen the evolution of sergeants major and the importance of that strategic level advisor making very important decisions," said Sgt. Maj. Chris

Prosser, who led the DA Sergeant Major Management Office when the planning summit took place. “But we’ve also recognized gaps that are, actually, products of the evolution.

Engagement by Command Sgt Majors and Sgt. Majors at all levels of leadership, e.g., Command Sgt. Maj. Malcolm Parrish, Army War College (right), became a critical value of the CSEEC.

“We’re head and shoulders above where we were 12 years ago, as far as the education, the knowledge, and the experience of the sergeant major,” said Prosser, now serving as Command Sergeant Major with the 4th Squadron, 2nd Cavalry Regiment in Vilseck, Germany. “This will only reinforce those traits that sergeants major gained over the past 12 years.”

Eighteen senior CSMs and SGMs from throughout the Army, to include two Army Reserve and two Army National Guard CSMs, participated in this pilot event. The pilot deliberately integrated both the target audience and more senior CSMs in order to maximize the depth of after-action reviews to be used in refining the course. A follow-on CSEEC pilot course is tentatively planned for late spring of 2015.

“These senior NCO’s came here with little more than an expectation of what they would experience,” said Parrish. “They left here with a greater understanding of their environment, their role in that environment, and how to better advise their Commanders through building relationships, communication and persuasion.”

Course speakers addressed the executive and strategic insights that are needed to be a highly effective command team member in general officer-level commands: the strategic context of today’s operations; a working knowledge of the national defense budget; civilian personnel management, senior leader resiliency, the Army Professional Ethic, the Army Leader Development Strategy and the NCO 2020 project. The expert guidance was offered by Sergeant Major of the Army Raymond F. Chandler III, USAWC Commandant Maj. Gen. Tony Cucolo, Minn. Congressman and former Sgt Maj.) Tim Walz, The Inspector General Lt. Gen. Peter Vangjel, the CENTCOM Senior Enlisted Advisor, the Principal Deputy Chief of Army Legislative Liaison, senior congressional committee staffers, the DA G8 Force Development Director, and TRADOC Command Sergeant Major Daniel Dailey.

Retired Command Sgt. Maj. Roger P. Blackwood provided guidance as the seminar’s senior mentor. Course activities also included student book reviews, individual learning plan development, a course trip to Congress and the Pentagon, and a Gettysburg Battlefield strategic leadership staff ride. Event activities included lectures from USAWC faculty and external speakers, all followed by facilitated seminar discussions on a wide variety of topics. Topics ranged from national security, the economy, and communicating strategically to civilian personnel management, senior leader resiliency, the Army Professional Ethic, the Army Leader Development Strategy, and the NCO 2020 project.