

## **I n t r o d u c t i o n**

**T**he air-land battlefield will be more intense than any we have known before. Units throughout the battlefield will experience the shock of battle, requiring readiness of all soldiers—combat arms, combat support, and combat service support. Combat will be decentralized, with soldiers widely scattered and small teams isolated from higher command. Isolation will be further increased by the disruption of communications and an increased tempo of operations. Highly lethal weapons systems and accompanying high casualty rates may leave sergeants commanding companies and privates leading platoons, sections, squads, and crews early in the battle. Soldiers and leaders throughout the entire battlefield will be subjected to continuous operations with dangers of significant sleep loss and elevated stress.

Strong leadership that develops effective teams is the key to success on the air-land battlefield. The best combat and combat support strategies and the most brilliant application of tactical operations cannot ensure victory unless soldiers in sections, squads, crews, platoons, and companies effectively perform their assigned missions. Ultimate success in the battle will depend largely on the development of cohesive combat-ready teams consisting of well-trained and highly motivated soldiers.

These teams must be able to operate independently of parent units while performing all missions within the overall intent of the commander. Further, teams must not only share a common belief for the cause in which they fight, but mutual respect, trust, and confidence must prevail in every unit. Leaders must care and soldiers must know they care. Additionally, each team member must be prepared to accept and execute leadership responsibilities at a moment's notice.

But the principles put forth in this publication extend beyond the battlefield. They are the key to success for all teams in all missions at all times. It is a leadership responsibility to develop these teams at all levels and this manual is designed to help the leader build them.