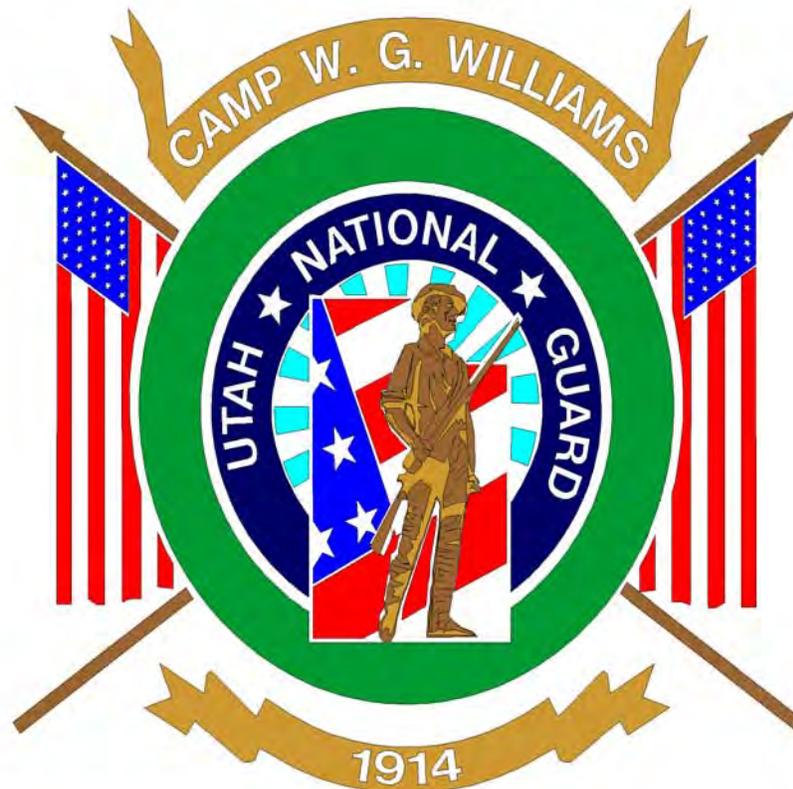


LEADERS' REACTION COURSE

The Premier "Training Center" of Choice



Camp W. G. Williams

Preface

The concept for the Leader's Reaction Course began with a corps of German psychologists during the late 1920s . The Nazi psychologists were interested in selection of future officers. Their selection process included many tests. According to head psychologist Simoneit they tested for imagination and rapid learning ability; capacity for swift adjustment; emotional stability and security of conduct. They found that a series of leader situations provided an opportunity to observe the presence of the desirable leader skills.

After the Second World War the British Army adapted the German leader evaluation concept for their officer selection program. They transplanted the Leaders' Reaction Course (LRC) to Sandhurst and the Royal Air Force Academy. Air Force Colonel Russell V. Ritchey was detailed to a joint planning board of British and American officers and became interested in the British course. He was later instrumental in establishing a similar course at Maxwell Air Force Base, Alabama. It was used there as one of the four means to evaluate students of the Squadron Officers Course.

In September 1953 the Infantry School was directed to prepare an LRC for West Point cadets who were coming to Fort Benning in 1954 for a six week summer training program. The Leadership Committee studied several LRC concepts and finally adapted Project "X", the Maxwell Field version of the LRC.

The Infantry School's initial LRC was constructed by the 78th Engineer Battalion at a cost of \$2,800. The first students were soldiers from the Physical Training Committee of the Staff Department. Men from the Ranger Department and the Advanced Leaders School also helped with the course development. The first Infantry School class to participate was the Officer Candidate Class of November 1, 1954.

In October 1963, a new LRC was constructed at Fort Benning, which incorporated new tasks and a more efficient layout. The course is presently included in the programs of instruction for Officer Candidates, Basic Noncommissioned Officer Courses, Light Leaders, and School of America.

Acknowledgment is made to the 577th Engineer Battalion of Fort Benning, Georgia, which initially constructed the course. Additional construction to improve safety features and reduce maintenance was accomplished by civilian contract through Post Engineers at Fort Benning, during June 1970.

VIP NARRATIVE FOR LRC BRIEFING

Good (Morning/Afternoon). Welcome to the Leaders' Reaction Course. I am (Rank, Name, Title). I will brief you on the purpose, methodology, and operation of the Leaders' Reaction Course in order to answer any of your questions and provide an overview of the training exercises before we observe the unit using the course.

The primary purposes of the course are:

- (1) To improve the student's leadership ability by affording the student an opportunity to apply the lessons learned in his formal leadership instruction.
- (2) To assess the student by measuring the degree to which certain leadership traits and behaviors are possessed by the students.
- (3) To provide the student with a means of making a self-evaluation to determine more accurately his leadership ability.
- (4) To provide students the opportunity to observe the effects of strengths and weaknesses of others during a team operation.
- (5) To develop individuals as leaders.

The course is used by OCS, ROTC Universities, active duty National Guard and Reserve units of the Army and Marines, basic training units, and special courses (like the Light Leaders). The unit using the course presently is (Unit). After arriving at the course, the principal instructor briefed the students on the purposes for their training, the course rules and procedures, safety requirements, and the method of operation for the using unit. Prior to that, the instructor briefed the evaluators on the same material and additionally on the leadership behaviors and characteristics with which the students will be evaluated. The evaluators are from the using unit and are asked to give a personal counseling session to each student after course completion to further enhance the leader development process. (NOTE: Hand out and brief the evaluation sheet.)

The course can be run in a number of different ways to include:

- (1) Focus primarily on individual leader development and assessment.
- (2) To develop squad/unit cohesion.
- (3) To enhance/strengthen the chain of command.
- (4) To measure the organizational effectiveness of a squad/small unit during squad completion.

The (unit) is using the course to (Purpose). As such, the group was broken down before running the course into:

- (1) Random groups of ten.
- (2) Existing squad/cohesive units. (NOTE: Choose one as per the using unit).

The course operation is designed so that each individual will be a leader for a task one time and serve as a team member or observer the remainder of the time. For each task there is a working team and an observing team. The working team is responsible for completing the mission while the observing team acts as safety personnel, overwatch elements, support elements, or competition (harassers). At all times they should be observing the working team to see what behaviors are effective and ineffective. At the conclusion of each task, the working team and observing team rotate responsibilities and the group rotates to a new task. No task is run twice so the leaders' skills in planning, organizing, decision making, supervising, and communicating can be evaluated as they pertain to that leader. The leader will be evaluated on how well he does; not, how well someone else has done or what he has learned about the task through observation.

Stress plays an important part in the evaluation of each leader as it is through stress that the critical leader processes and skills will be observed by the evaluator. To produce a stressful environment for the working team, certain limitations are placed on them. The team cannot touch anything painted red, the walls, the catwalk or the water. They work under specific time constraints; two minutes for the leaders' recon. and twelve minutes to complete the task. The only equipment the team can use is that which is provided. The observers help create stress through vocal harassment. This is an attempt to distract the working team and create confusion.

The sequence of events for the students are commands issued by the catwalk operator. After the students are placed in squads, secure their valuables, and draw weapons, they move to their starting point and face away so they cannot observe the task or begin planning. A leader is then selected by the evaluator and the **first command is given**.

“Evaluators, you have two minutes to brief the leader and observing team!”

- The leader receives the mission briefing and conducts his recon.
- The observers are placed as safety personnel.
- The observers hear the mission briefing so they can determine what is effective and why and what is ineffective and why.

The **next command given is**:

“Leaders, you have twelve minutes to complete your task. Begin work!”

- The leader organizes his team and briefs them on the plan he has developed to negotiate the obstacle and complete the mission.

Additionally, the leaders are advised of the time remaining at six minutes and two minutes.

At cease work, all equipment is returned to the starting point and the evaluator debriefs the working team (the leader is debriefed/counseled separately). The teams then rotate to the next task and a new leader from a new team is selected as the process begins again.

What are your questions on the purposes, usage, methodology and operation of the Leaders' Reaction Course? (NOTE: Answer questions as appropriate; move to and answer questions while on the course).

Please follow me and we can observe the unit training on the course.

TASK 1

NOTES TO THE EVALUATOR:

- Brief leader inside POW compound.
- Students do not use weapons.

MISSION BRIEFING:

-You are located in a POW compound. You and your team must escape or face being shot. The only escape route is to cross the mote and go over the wall.



- A sound alarm will activate if there is any movement of the water or if anything painted red is touched. The guard patrol will be on the front wall and will hear any loud talking or loud noises.

- Friendly Planes have consistently bombed the area for the past four days. You should take advantage during this confusion to escape.

- The guards have left a ladder and two lengths of rope. These will aid in your escape. Use any other loose equipment found in the area.

- If you sound the alarm, your attempt to escape has been detected and all will be shot if caught. Take no chances; get out as quickly as possible by running through the note and climbing the wall. That is your only chance for survival.

- The planes will be approaching any minute. You should begin your reconnaissance now.

SAFETY REQUIREMENTS:

- Do not climb ladder while tilted and supported only by students.
- The small pipe should be inserted securely in the large pipe before using it to aid in escape.
- Do not walk across pipe.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Noise discipline
 - Commitment to escape

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Ladder	1	9'3" Long
Rope	1	15' - 20' Long
Rope	1	2' - 4' Long
Pipe	1	2.5" Dia., 3.5' Long

TASK 2

NOTES TO THE EVALUATOR:

Short board is a distracter. The leader using the ammo box as a ladder can accomplish a Visual reconnaissance.

MISSION BRIEFING:

A box of urgently needed ammunition has been air dropped at the base of the cliff and is needed at the front lines. You and your team must scale the cliff, cross the river, and deliver the ammo. The area between the base of the cliff and the water is heavily mined.



- The river is high and fast. Anything touching it will be swept away by the force of the current
- This board has been discovered during your reconnaissance. Use it if necessary.
- Your unit needs this ammunition now. You should begin your reconnaissance immediately.

SAFETY REQUIREMENTS:

- Students must be lowered feet first.
- No jumping from the top of the cliff.
- Two safety personnel/spotters should be positioned between the cliff and the bridge.
- Ensure any one on top of wall is sitting or kneeling No Standing

TEACHING POINTS:

- As per evaluation sheet plus:
 - Stress the importance of reconnaissance for proper planning.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Plank	1	2' – 3' Long x 6"
Ammo Box	1	50 Lbs.

TASK 3

NOTES TO THE EVALUATOR:

Off limits For Civilian

Ensure personnel stay on working side and do not drift while observing and supervising.

MISSION BRIEFING:

This box contains Dextran, which is a blood expander. Your team must cross the river and take the box to a headquarters some distance beyond.

-Both ends of the bridge have been destroyed. All that remains are these two columns supporting the steel rail over the river.



- The ends of the twisted offshoots connected to the rail are razor sharp.
- The Dextran cannot be taken out of the box.
- Use this rope to help your team cross the river. Take it with you for future use.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Do not allow students to tie rope around any part of their body.
- Do not allow students to swing across the obstacle.
- Brief all students to relax, if falling into the water, and let the water break their fall.
- Do not slide down pole and jump/push off from it on the dismount.
- Position one safety personnel/spotter on the far side while students are dismounting.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Physical location of leader/supervisor.
 - Complete planning to include:
 - > Anyone that may be afraid of heights.
 - > How the last team member will climb to the top.
 - > Dismount of first person across.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Rope	1	15' Long
Box w/carrying strap	1	Large enough to hold.
Blocks (To simulate Dextran)	24	2" x 2" x 12" Long

TASK 4

NOTES TO THE EVALUATOR:

- None.

MISSION BRIEFING:

You are in charge of an ammunition detail delivering ammunition to your unit that is in very heavy contact and in serious need of the ammunition.



- You and your team must cross the river at the bridge. Six boards have been discovered by your team in the area around the bridge and may be used to help you cross the river.
- The river is deep and fast and anyone falling in will surely drown.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Do not allow students to walk directly on the rails.
- Do not jump to dismount. Sit, and push-off.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Stress visual reconnaissance.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Plank	1	2'' x 6'' x 5'1'' Long
Plank	1	2'' x 6'' x 5'3'' Long
Plank	1	2'' x 6'' x 5'4'' Long
Plank	1	2'' x 6'' x 5'5'' Long
Plank	1	2'' x 6'' x 5'6'' Long
Plank	1	2'' x 6'' x 5'7'' Long
Ammo Box	2	50 lbs.

TASK 5

NOTES TO THE EVALUATOR:

All work must be done from on top of the platform.

MISSION BRIEFING:

Your team has been sent back to get a drum of gasoline you observed in the area during your advance. When you crossed the stream earlier, the bridge was intact. However, since



then the enemy artillery has destroyed the center span. - The only salvageable parts of the center span are these two boards.

- One of your team members also has a rope, which may be used.
- You and your team must get across the stream with the gasoline and proceed toward your unit. Recover all equipment and leave it on the far side in case you are forced to use the bridge again.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Roll the barrel over the boards rather than carry it.
- Do not stand boards on end and drop them in an attempt to cross the stream.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Use the barrel to help recover boards (use of available resources).
 - Time is wasted insuring boards stretch from platform top to platform top (use the cross beam or far platform to support boards).

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Rope	1	10' Long
Planks	2 (Nailed together)	2" x 6" x 10' Long
Planks	2 (Nailed together)	2" x 6" x 6'9" Long
Gasoline Drum	1	55 Gallon drum

TASK 6

NOTES TO THE EVALUATOR:

- None.

MISSION BRIEFING:

You are in charge of an ammunition detail delivering ammunition to your front. In route to your destination you encounter this concrete abutment.

You and your team must move through the culverts and deliver the ammunition to your unit.



- Members of your team have discovered two boards. Use them if necessary.
- You should begin your reconnaissance immediately.

SAFETY REQUIREMENTS:

- Do not allow students to jump across the obstacle.
- Ensure students are sitting and slide down the board when dismounting.
- One safety personnel/spotter should be located on the far side to observe the dismount.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Stress the importance of reconnaissance for prior planning.
 - Location of leader to be an effective supervisor.
 - Youth groups may use 3rd board

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Plank	1	2" x 8" x 8'8" Long
Plank	1	2" x 8" x 5' Long
Ammo Box	1	50 lbs.

TASK 7

NOTES TO THE EVALUATOR:

- None.

MISSION BRIEFING:

You and your team must deliver this box of ammunition to your unit on the far side of the stream.



- One of your team members brought a rope with him from the rear and you found this board in the immediate vicinity.
- For security reasons, all equipment must be recovered and left on the far side.
- Your unit is depending on you to deliver the ammunition, begin your reconnaissance immediately.

SAFETY REQUIREMENTS:

- Do not allow students to tie rope around any part of their body.
- Do not allow students to swing across the obstacle.
- Brief all students to relax, if falling into the water, and let the water break their fall.
- No jumping from the crossbar or board.

TEACHING POINTS:

- As per evaluation sheet plus:
 - The planning should include equipment recovery.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Rope	1	20-30' Long
Plank	1	2" x 12" x 12' Long
Ammo Box	1	50 lbs.

TASK 8

NOTES TO THE EVALUATOR:

The boards must remain in order to be used as insulators. Only one individual and the round must cross the obstacle. Cannot decide to go under the pipes.



MISSION BRIEFING:

- You are in charge of an ammunition detail taking this special round of ammunition to a firing position to your front when you encounter this obstacle. You observe your unit signaling to you to hurry.
- In the immediate area you find a rope, two boards, and two 55 gallon drums which you decide can be used to assist you.
- One of your team members notices wires connected to the pipes and believes them to be electrically charged.
- Your unit needs this round urgently and is only 50 meters from the far side of the river. Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Do not stand on 55-gallon drums.
- Do not jump from pipes to the far side.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Plan the use of available resources.
 - Unit is close, one individual can get over and bring the round.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Rope	1	6-8' Long
Plank	1	2" x 6" x 4' Long
Plank	1	2" x 6" x 2'10" Long
Gasoline Drums	2	55-Gallon Drum
Round of Ammunition (Log)	1	2' x 4' Long (4-6" dia.)

TASK 9

NOTES TO THE EVALUATOR:

All work must be done from on top of the platform.

MISSION BRIEFING:

You are out on patrol with your team when you discover two boxes of ammunition left behind by enemy forces when they departed the area the previous night. You contacted your headquarters element and they instructed your patrol to return with the ammunition immediately and report to the Battalion S-2 for a debriefing.



- On your return, you encounter this blown out bridge over a deep gorge that must be crossed in order to get back before dark.
- For security reasons, all equipment must be carried with you.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Do not jump from boards to platform.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Stress the importance of reconnaissance for proper planning.
 - Use of available resources (ammo boxes can be used to get more distance on boards).

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Plank	1	2" x 6" x 7' Long
Plank	1	2" x 6" x 6'4" Long
Ammo Box	2	50 lbs. Ea.
Rope	1	6-8' Long

TASK 10

NOTES TO THE EVALUATOR:

- Ammunition can be taken out of the cart to reduce weight.
- Cart can be carried or pushed instead of being rolled.



MISSION BRIEFING:

- Your team is moving forward with a cartload of much needed supplies when you encounter this destroyed bridge.
- There is another bridge in your sector but using it will cause a two hour delay in getting the supplies forward.
- Your team has located a pile of lumber that you decide can help you move over the bridge.
- You brief your commander and he informs you to take the lumber with you to the far side for security reasons.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Watch the boards for cracks or excessive bending that could break boards while students and/or equipment is being moved across them.
- Have observing team walk along the bank to act as spotters.
- Be cautious on ramps, especially when wet.

TEACHING POINTS:

- As per evaluation sheet plus:
 - Plan can be accomplished with minimal equipment if students use imagination (i.e. take ammo out of cart and push or carry cart instead of rolling it).

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Planks	2	2" x 12" x 8' Long
Planks	4	2" x 12" x 10' Long
Planks	4	2" x 12" x 12' Long
Ammo Box	2	50 lbs. Ea.

TASK 11

NOTES TO THE EVALUATOR:

Primarily used for JROTC students.
Can start on either end.



MISSION BRIEFING:

You are leading your team on a reconnaissance patrol when you spot the enemy and report their location and size. You have been ordered to avoid contact.

- As you proceed on your return route, you encounter this minefield. The enemy is advancing quickly and time does not permit you to find an alternate route or breach the minefield. You must cross it.
- You have discovered some equipment in the area which might help your team cross the minefield and return to friendly lines. The equipment must be taken to the far side of the minefield to prevent the enemy from using it.
- Enemy forces are only minutes behind you. Begin your reconnaissance immediately.

SAFETY REQUIREMENTS:

- None.

TEACHING POINTS:

- As per evaluation sheet plus:

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Rope	1	6' Long
Plank	1	2" x 6" x 11' Long
Plank	1	2" x 6" x 11'6" Long

TASK 12

NOTES TO THE EVALUATOR:

Primarily used for JROTC students.

Can start on either side.



MISSION BRIEFING:

You have been sent back to battalion headquarters to obtain some early warning devices to be used in your unit's defensive position.

- While moving forward you encounter this obstacle, a minefield. There is no time to determine its limits or breach it. Your unit needs this equipment immediately.
- Your team has found some equipment in the area that you determine may help them cross the minefield. All members must cross the minefield and return to their defensive position.
- You must take the equipment with you and leave it on the far side in case you have to return to the Battalion Co.
- You should begin your reconnaissance immediately.

SAFETY REQUIREMENTS:

- - None.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Pipe, steel	1	3" x 10'6" Long
Pipe, steel	1	3" x 11' Long
Ammo Box	2	50 lbs. Ea.

TASK 13

NOTES TO THE EVALUATOR:

- None.

MISSION BRIEFING:

Your team has been sent forward to destroy an ammo dump. The dump is surrounded by an electric fence and guarded by a roving patrol.



- The area around the fence is heavily mined and cannot be breached. You brought some equipment to help accomplish your mission.
- Two team members must cross over the minefield and fence, place and set the explosives, and return before the patrol returns.
- You have been observing the actions of the patrol and noted that it takes about 15 minutes to walk the entire compound. The patrol has just passed and you have moved forward to conduct your reconnaissance.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Pipes must be secured to the ladder with the rope.
- Pipes should be placed on the ladder in the slot created by the rung and the uprights.

TEACHING POINTS:

- As per evaluation sheet plus:

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Ladder	1	8'4" Long
Pipes, steel	2	2" x 10'8" Long
Rope	1	20 - 30' Long
Carrying Bag (to simulate explosives)	1	

TASK 14

NOTES TO THE EVALUATOR:

- None.

MISSION BRIEFING:

Your team has been ordered to help reinforce the platoons left flank where the 2nd squad is pinned down and cannot move.

The platoon is in heavy contact and the last you heard the 2nd squad could only hold out another 15-20 minutes.



- You need to move your team into a location to place small arms fire on the enemy long enough for 2nd squad to pull back and regroup.
- In route you encounter this minefield that you must cross. The team members have found some equipment to help you accomplish your mission.
- Take all equipment with you for use on your return.
- You should begin your reconnaissance immediately.

SAFETY REQUIREMENTS:

- Students should sit or kneel on the platform on top of the wall.
- Watch for ladder swinging out of control when students try to recover it.
 - Keep observers clear of the area.
- Place spotters around the wall when the working team gets individuals on top of wall.

TEACHING POINTS:

- As per evaluation sheet plus:
 - The plan should include method for recovery of the ladder.

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Rope	1	20-30' Long
Ladder	1	12' Long

TASK 15

NOTES TO THE EVALUATOR:

Primarily used for JROTC students. Can start on either side.

MISSION BRIEFING:

Your team has been sent back to pick up some urgently needed ammo that was left on one of the units' vehicles when it was disabled.



- When you left the unit the bridge over this deep gorge was intact. However, since then artillery has destroyed it. The only things left are the steel frames and two boards.
- Your team must cross the gorge with the ammo and link up with your unit ASAP. The unit is preparing to press forward and, if you don't join them, you will be left behind.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- None.

TEACHING POINTS:

- As per evaluation sheet plus:

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Plank	1	2'' x 6'' x 9'6'' Long
Plank	1	2'' x 6'' x 12' Long
Ammo Box	1	50 lbs.

TASK 16

NOTES TO THE EVALUATOR:

- None.

MISSION BRIEFING:

Your team is advancing into enemy territory to set up a forward observation post when you encounter this minefield and tank trap.



- The limits of the minefield are unknown and there is not time to breach it. Rounds will be landing soon and you must be in position to observe and adjust them. You decide to continue on foot. All your equipment is in the container.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Spotters should be placed around the tank trap to watch for anyone/thing falling.
- Do not allow students to slide down the wall on the far side.

TEACHING POINTS:

- As per evaluation sheet plus:

EQUIPMENT
Gasoline Drum

NUMBER
1

DIMENSIONS
55' Gallon Drum

TASK 17

NOTES TO THE EVALUATOR:

- Can start at either end. Place ammo on far side (opposite start).
- All students do not have to cross.



MISSION BRIEFING:

-Your team has been sent to recover a small load of ammo, which fell from a helicopter.

- You have located the ammo and as you move forward you notice that it is on the far side of a minefield.
- Your unit is moving out shortly and, if you don't link-up, you will be left behind.
- Begin your reconnaissance.

SAFETY REQUIREMENTS:

- Do not let students tie rope around their neck.
- Ensure pipes are securely placed in loop before students begin to climb them.

TEACHING POINTS:

- As per evaluation sheet plus:

<u>EQUIPMENT</u>	<u>NUMBER</u>	<u>DIMENSIONS</u>
Pipes, steel	2	3" x 14' Long
Rope	1	15' Long
Ammo Box	1	50 lbs.