



Corporate Combat

A View from the Trenches

The Art of Corporate Survival

Focus on Law Enforcement — Program Synopsis

On 31 January 1968, the North Vietnamese Army attacked the major cities of South Vietnam and seized huge chunks of real estate, kicking off many major, bloody, urban battles, and ultimately changing the face of the Vietnam War and American politics. The Battle for Hue City (the ancient Imperial Capital of Vietnam) captured the attention of the media and held millions of American TV viewers spellbound as the dynamics of the war dramatically shifted, literally overnight, from rural guerilla war to all-out urban warfare. The American military were caught totally unprepared by the NVA's aggression. Thus, although the U. S. Marines ultimately prevailed in Hue (at a very high cost), this battle was a very near thing and could easily have resulted in disaster.

Over the past several years, in light of their firm belief that future wars will be fought mainly on urban battlefields, the Marine Corps has been spending considerable time and effort training for urban warfare. That training has now paid considerable dividends with astounding successes during the operational phases of Operation IRAQI FREEDOM and the Battle for Baghdad. American speed, maneuverability, precision weapons and highly advanced command, control and communications capabilities were certainly major factors in this success. However, we believe that the key factor in their success lay in the adoption, many years ago, of a set of combat leadership principles and traits that help commanders understand the critical importance of leadership in combat, and what it takes to achieve success under adverse circumstances.

This program is presented on the premise that today's Law Enforcement leaders are faced with urban warfare challenges on a daily basis. In fact, the cold reality of Terrorism has blurred the line between civilian police action and military action. Communication, cooperation, and in some cases joint actions are not un-common as law enforcement and military forces struggle worldwide to maintain the peace. The military recognizes the difficulties presented in an urban warfare environment, and they have adopted these leadership principles and traits toward increasing their chances of success. We believe that Law Enforcement leaders can also benefit from adopting these same leadership principles and traits, and from engaging in strategy and planning sessions that leverage the important concepts contained within them.

Scott Nelson and Nicholas Warr are both veterans of the Battle for Hue City and successful businessmen. Scott was also a senior executive in the FBI managing national police training programs and leading tactical teams in some of America's toughest urban areas. Together, they assist American Law Enforcement leaders infuse time-tested U. S. Marine Corps combat leadership principles and traits into their processes and procedures by organizing and conducting a series of presentations and workshops which focus on three critical components:

Adaptation

- Adapting and Validating the USMC Combat Leadership Principles and Traits for Law Enforcement. (See Addendum: A list of all U. S. M. C. combat leadership principles and traits, adapted to law enforcement).

Strategization

- Focus on Strategy; Understanding Law Enforcement's Situation and Mission, and How They Plan to Execute for Success. Strategy sessions which result in the development and documentation of valid strategies which will determine how the law enforcement team will execute daily processes and procedures to ensure success.

Planning

- The Value of Planning in Enhancing Effective Leadership. Planning exercises which emphasize the value of planning and training, and which provide the mechanisms to ensure that law enforcement teams continue to utilize these leadership principles on a day-to-day basis. Plan the work; work the plan.

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Sample Workshop Program — Planning Component

Planning Component — Leadership Principles and Traits:

Pertinent Leadership Principles and Traits Leveraged by Planning:

Leadership Principles:

- Make sound and timely decisions.
- Ensure assigned tasks are understood, supervised, and accomplished.
- Train your Officers as a team.

Leadership Traits:

- Decisiveness. The ability to make decisions promptly and to announce them in a clear, forceful manner.
- Initiative. Taking action in the absence of orders.
- Judgment. The ability to weigh facts and possible solutions on which to base sound decisions.

**Note:* Key words underlined emphasize the “leverage test” regarding the value of Planning. (i.e. Without having developed, documented and published a detailed law enforcement plan, and without “working the plan” during daily operations, how else can “sound and timely decisions be validated?)

Planning Component — Catch Phrases:

Have you had this experience in your organization?

- Military Version: “Load..... FIRE!!!! Aim?!?”
- Civilian Version: “Ready..... GO!!!! Set?!?”

How easy is it to get caught up in this dynamic? Time pressures, management demands, paradigm shifts, all contribute to the desire to get something done, and done quickly. But, without a well-developed and agreed-upon plan, what are the risks?

Planning Component — Famous Quotations:

“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

Dwight D. Eisenhower

“Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan.”

Tom Landry, Coach, Dallas Cowboys

“The majority of men meet with failure because of their lack of persistence in creating new plans to take the place of those which fail.”

Napolean Hill, Author, “Think and Grow Rich”

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Planning Component — Combat Stories:

Tying in the theme “Corporate Combat, A View from the Trenches”, each program component will use combat footage (i.e. History Channel) and interviews of famous battles (i.e. Operation “HUE CITY”) that will serve to dramatically emphasize and reinforce the value of the component’s focus toward enhancing effective leadership and, ultimately, the law enforcement organization’s success.

Contrasts and comparisons between Operation “HUE CITY” (virtually no planning and training for urban warfare, resulting in very high casualties and a “near-disaster”) and Operation “IRAQI FREEDOM” and the Battle for Baghdad (intensive training and detailed planning, resulting in a dramatic military victory with relatively low costs in terms of human lives).

Planning Component — Collateral Support:

- “Lessons Learned, Operation HUE CITY” White Paper with updates from Operation IRAQI FREEDOM. 20-page paper distributed to all attendees; discussion.
- Phase Line Green, The Battle for Hue, 1968. Hardcover, non-fiction; optionally required reading; optional book signing session and discussion.

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Addendum

U.S.M.C. Leadership Principles Adapted for Law Enforcement:

- **Know yourself and seek self-improvement.**
- **Be technically and tactically proficient.**
- **Develop a sense of responsibility among your subordinates.**
- **Make sound and timely decisions.**
- **Set the example.**
- **Know your Officers and look out for their welfare.**
- **Keep your Officers informed.**
- **Seek responsibility and take responsibility for your actions.**
- **Ensure assigned tasks are understood, supervised, and accomplished.**
- **Train your Officers as a team.**
- **Employ your command in accordance with its capabilities.**

U.S.M.C. Leadership Traits Adapted for Law Enforcement:

- **Dependability.** The certainty of proper performance of duty.
- **Bearing.** Creating a favorable impression in carriage, appearance and personal conduct at all times.
- **Courage.** The mental quality that recognizes fear of danger or criticism, but enables a man to proceed in the face of it with calmness and firmness.
- **Decisiveness.** The ability to make decisions promptly and to announce them in a clear, forceful manner.
- **Endurance.** The mental and physical stamina measured by the ability to withstand pain, fatigue, stress and hardship.
- **Enthusiasm.** The display of sincere interest and exuberance in the performance of duty.
- **Initiative.** Taking action in the absence of orders.
- **Integrity.** Uprightness of character and soundness of moral principles; includes the qualities of truthfulness and honesty.
- **Judgment.** The ability to weigh facts and possible solutions on which to base sound decisions.
- **Justice.** Giving reward and punishment according to merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently.
- **Knowledge.** Understanding of a science or an art. The range of one's information, including professional knowledge and an understanding of your Officers.
- **Tact.** The ability to deal with others without creating offense.
- **Unselfishness.** Avoidance of providing for one's own comfort and personal advancement at the expense of others.
- **Loyalty.** The quality of faithfulness to country, the unit, to one's seniors, subordinates and peers.