

What does a Field Grade Officer do?

- **Integrates two weapons systems: mind and mouth (in that order)**
- **Exudes calm (when it's most needed)**
- **Drives cooperation with all – higher, lowers, flanks/peers**
- **Takes personal responsibility all the time**
- **Takes charge, almost all the time**
- **Becomes an expert where needed**
- **Gives effective guidance, balancing subordinate development w/ mission requirements**
- **Drives effective and efficient meetings**
- **Knows doctrine and ensures it is understood and used appropriately**
- **Identifies reliable performers and 1) trains them or 2) marginalizes them if mission or unit requirements can't support further training**
- **Knows what and how to brief**
- **Speaks and writes with confidence and clarity**
- **Inspires confidence through their knowledge and actions**
- **Anticipates requirements: using their experience, they identifies weaknesses/ shortcomings in a plan/operation & fixes them**
- **Closes the deal as a matter of course**
- **Knows the commander's perspective**
- **Preserves options for the commander(s)**
- **Ensures their, their unit's, their CDR's, and staff's time are managed well**
- **Brings multiple COAs, always**
- **Manages the CDR's distance from problems**
- **Guards the CDR's distance from decisions w/out sufficient info (especially legal)**
- **Forces rehearsals**
- **Inspires continued service from subordinates, peers**