

Lead, Maintain, Train

A Framework for a successful EUCOM Deployment

by LTC Kyle Trottier, MAJ Timothy Lee, and CSM Mark Lavender

From July 2023 to April 2024, the 1st Battalion, 37th Armor Regiment (1-37AR), 2nd Armored Brigade Combat Team (2nd ABCT), 1st Armored Division supported Operation Assure, Deter, Reinforce as a rotational force to U.S. European Command's (EUCOM) area of responsibility (AOR). The battalion task force used an operational framework of Lead, Maintain, Train to focus battalion efforts each quarter allowing the unit to leave EUCOM as a more ready combat formation.

The Lead line of effort (LOE) focused on the eight Soldier protective factors (SPF) to create areas leaders can engage Soldiers in both formal monthly counseling or informal day-to-day interactions at physical training (PT) or in the motor pool. The intended outcome being that 1-37AR "Bandits" Soldiers thrive in the profession of arms, while strengthening the connection between unit, Soldiers and families. The Maintain LOE focused on creating conditions where Soldiers understand how and are resourced to maintain their equipment to standard through Army systems and processes. The Train LOE focused on building a lethal combined arms battalion. At the end of nine months in EUCOM, the 1-37AR performed better in all these areas and wanted to share these lessons to enable other EUCOM rotational forces to achieve similar success.

Vision: 1-37AR is a trained, fit, and disciplined combined arms battalion able to close with, engage, and destroy the enemy through fire, maneuver, and shock effect or repel their assault by fire and counterattack. We are a values-based organization characterized by platoons that earn the trust of the chain of command and the American people by living the Army Values and

Soldier's Creed. We are equally characterized by a team of strong families able to function effectively in garrison and during a deployment.

Mission: On Order, 1-37AR deploys and conducts combined arms maneuver in support of a division/joint task force/multinational force to shape the operational environment and prevent conflict or win our nations wars and consolidate gains as part of Unified Action.

Commanders Intent

Purpose: 1-37AR must build trained, fit, and disciplined Soldiers and cohesive teams prepared to fight and win against a highly capable enemy able to take away our advantages in combat that is chaotic, intense, and highly destructive.

Key Tasks:

- **Lead.** 1-37AR is an officer led, NCO driven organization where engaged leaders enforce standards and discipline and employ H2F and the Eight Soldier Protective Factors through regular counseling. Engaged leaders know their Soldiers, keep them informed, and make their lives predictable. When making a decision, ensure it is legal, moral, ethical and safe.
- **Maintain.** 1-37AR maintains all equipment IAW 10/20 standards, accounts for all property, and enforces standards through regular CSDP, CMDP, and CDDP inspections.
- **Train.** 1-37AR trains lethality IAW TC 3-20.0, UTM IAW FM 7-0, conducts weekly training meetings, employs the Eight Step Training Model and principles of training.

End State:

- 1-37AR is comprised of trained, fit,

and disciplined Soldiers ready to deploy, fight, and win!

- Engaged leaders know their Soldiers, keep them informed, and provide predictability.
- Equipment maintained to standard through Army systems and programs.
- Trained individuals and crews able to shoot, move, communicate, medicate, and sustain.
- Families are informed and have predictability.

Lead

While serving as the director of the Army People First Task Force, MG Christopher Norrie argued, "We need leaders who are competent in warfighting and building cohesive teams."¹ He further said, "Command climate cannot be detached from combat readiness," that "winning matters, but we cannot be successful without our people."²

Former Chief of Staff of the Army, GEN James C. McConville said, "Highly trained, disciplined, and fit units are ready to fight and win, when each person is treated with dignity and respect."³ While serving as the commander of the 3rd Infantry Division, MG Norrie implemented the work of the People First Task Force and codified the eight Soldier Protective Factors into daily operations for the division (Figure 1 below). While deployed to EUCOM's AOR as part of Task Force Marne, 2nd ABCT/1st AD and 1-37AR also adopted the eight Soldier protective factors. Through this example, 1-37AR treated "Build Cohesive Teams" as a mission essential task (MET) and used the eight Soldier protective factors to provide concrete focus areas that team, squad, platoon and

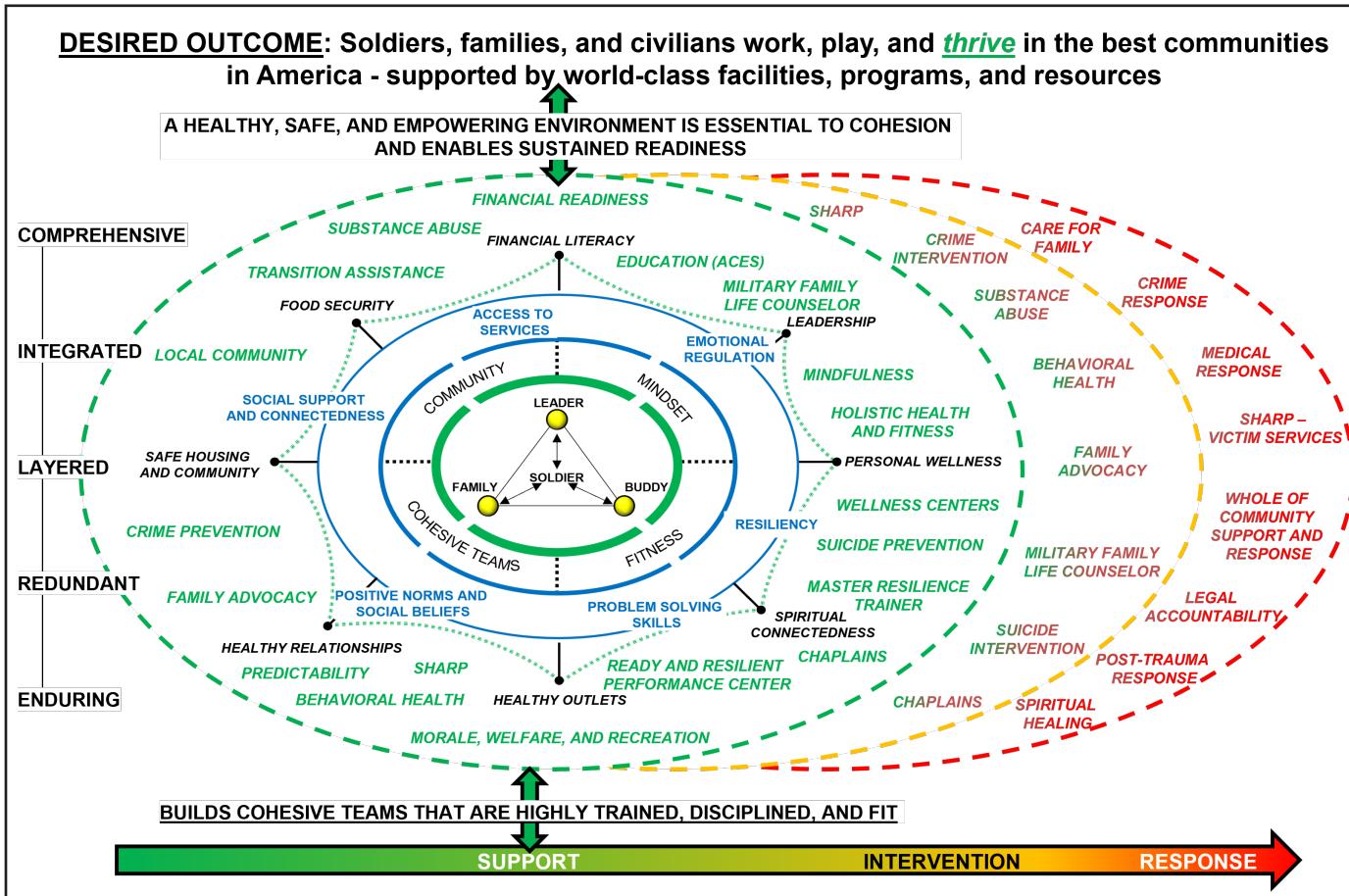


Figure 1. Eight Soldier Protective Factors⁴ (U.S. Army Graphic)

company leadership could use to engage Soldiers, proactively prevent problems, and build trust within the chain of command and with the American people.

Eight Soldier Protective Factors (SPF):

Figure 1 is a graphical representation of the eight Soldier protective factors to show how Soldiers and their “golden triangle” are influenced by leadership, personal wellness, spiritual connectedness, healthy outlets, healthy relationships, safe housing and community, food security and financial literacy. In this model, the more leaders focus on the left (green), the less frequent problems arise on the right (red). To build cohesive teams units must focus on the eight SPF.

1. Leadership

According to Army Doctrine

Publication (ADP) 6-22, *Army Leadership and the Profession*, the Army definition of leadership is to “provide purpose, direction, and motivation while working to accomplish the mission and improve the organization.”⁵ Resources like Field Manual (FM) 6-22, *Developing Leaders*, are an essential foundation for all officers and non-commisioned officers. The attributes and competencies of BE, KNOW, DO are critical to the successful execution of unified land operations. The first two principles of Mission Command are competence and mutual trust. Trust is built through a combination of demonstrating competence and character repeatedly over time. Units must employ the Principles of Training outlined in FM 7-0, *Training*, and build Soldiers who live the Army Values and Soldier’s Creed.

When leaders engage their Soldiers routinely about their nutrition, financial status, relationships, spirituality, and healthy outlets, Soldiers know

they are valued members of the team, their leadership cares about them, and they gain a greater sense of purpose. These Soldiers are more likely to live the Army Values and refrain from negative behaviors and trust is built between the leader and the led, which is the foundation for a cohesive team.

2. Personal wellness

The U.S. Army has invested in Holistic Health and Fitness (H2F) to ensure Soldiers are prepared for the demands of large-scale combat operations. Engaged leaders can use these resources to improve the personal and professional performance of Soldiers. H2F provides tools to improve the cognitive, emotional, and physical abilities of each Soldier.

The 2/1AD H2F team rotated throughout the EUCOM AOR visiting dispersed units every two to three weeks. During these engagements a team composed of a behavior specialist, an

occupational therapist, a cognitive performance specialist, and a physical therapist or athletic trainers would provide blocks of instruction specific to upcoming training events. For example, prior to shooting gunnery, the H2F team focused on cognitive approaches to gunnery and positive self-talk, breathing techniques to either pump up or calm down a Soldier, sleep hygiene and how to maximize sleep both within the garrison environment and in the field. The H2F team also discussed nutritional considerations to maximize performance. Together these classes not only provided individual Soldiers information but also empowered leaders to better manage the time of their Soldiers to achieve optimal performance. The pre-gunnery H2F engagements contributed to achieving a battalion overall average gunnery score of 833/1000.



Figure 2. Soldiers from the 1-37 AR Unit Ministry Team pose for photos (Photo by LTC Kyle Trottier)

3. Spiritual connectedness

According to the H2F Handbook, “spiritual Readiness is the development of personal qualities needed to sustain a person in times of stress, hardship and tragedy.”⁶ Unit ministry teams (UMTs) play an important role in preparing Soldiers for the hardships of combat. Regardless of the faith tradition, having something to believe in, something to sustain a Soldier throughout the trials of life, creates a more resilient individual. A unit full of these strong individuals can be trusted to accomplish their given mission.

The 1-37AR UMT would hold weekly

inter-faith dialogues to allow Soldiers of different backgrounds to share what they believe and why. This allowed Soldiers to learn and grow together and help them to know they are valued members of the team. The UMT created a “word of the day” Signal chat where the chaplain would send out a short inspirational quote each day. The UMT would ensure all religious services were advertised and coordinate for transportation, so Soldiers had access and opportunity to attend their faith service. For some Soldiers the UMT would coordinate for day trips to religious shrines or temples in the local area. The UMT would hold monthly prayer breakfasts, support different religious accommodations for Soldiers, and provide resources to ensure Soldiers had the opportunity to thrive.



Figure 3. Soldiers from the 1-37 AR Unit Ministry Team pose for photos (Photo by LTC Kyle Trottier)

4. Healthy outlets

The 1-37AR UMT worked with company command teams to provide healthy outlets for Soldiers. They organized morale, welfare and recreation (MWR) trips to local culturally, and historically significant sites and attractions. They coordinated with the United Service Organizations (USO) to provide monthly events. The monthly USO events had live music, board games, corn hole, video games, and snacks and would normally be attended by about 120 Soldiers. Leaders and the UMT would coordinate for monthly resiliency training events where Soldiers could travel to a local historical location and reflect on the Army Values. They also developed monthly sports leagues (softball,

basketball, dodgeball, flag football, volleyball, and weightlifting) to create healthy outlets for Soldiers and build comradery across the formation.

An area of major emphasis for healthy outlets was during the holidays. Leaders across the battalion worked hard to create positive memories and ensure Soldiers were not alone around holidays. For example, for Halloween the battalion held a “trunk or treat” event where each company decorated one of their tactical vehicles and Soldiers could dress up in costumes. The USO was present providing live music, snacks and games. These events resulted in higher morale and a greater sense of community connection for deployed Soldiers.



Figure 4. Soldiers from the 1-37 AR Unit Ministry Team pose for photos (Photo by LTC Kyle Trottier)

5. Healthy relationships

The center of Exhibit 1 is a Soldier and their “golden triangle,” consisting of the Soldier, their family, friends and unit leaders. Engaged leaders conduct regular counseling with Soldiers to understand their relationship with their family, friends and leadership within the unit. Knowing the Soldiers allows leaders to be able to connect with and engage them. From this, leaders understand what the “status quo” can be for those Soldiers and can detect variances. Through regular interactions, ranging from PT to daily duties to formal counseling, leaders can use other protective factors as discussion topics,



Figure 5. Soldiers participate in Halloween activities. (Photo by LTC Kyle Trottier)



Figure 7. Soldiers decorate equipment for Halloween. (Photo by LTC Kyle Trottier)

and gauge positive and negative trends. The leader can also engage other members of the Soldier's golden triangle to ensure healthy relationships are helping lead the Soldier to live the Army Values.

6. Safe housing, community

While deployed 1-37AR conducted monthly health and welfare inspections of its living quarters. Through this process leaders were able to identify deficiencies and put in work orders or address the problem to ensure the area was safe and healthy. These inspections also highlighted Soldier needs, like a lack of wall lockers and other quality of life issues and enabled unit leaders to take action to serve



Figure 6. Soldiers line up their pumpkins for pumpking carving contest. (Photo by LTC Kyle Trottier)



Figure 8. Soldiers pose wearing Christmas sweaters. (Photo by LTC Kyle Trottier)

their Soldiers and re-enforce they are valued members of the team. One simple win with huge impacts was acknowledging the lack of a place for Soldiers to gather and have access to entertainment like TV. The battalion command sergeant major coordinated for two TVs, two Armed Forces Network (AFN) boxes to provide network television, and for the dining facility (DFAC) to remain open after hours so Soldiers had a place to gather and socialize outside of the barracks in the evenings.

7. Food security

1-37AR was unique in that military occupational specialty (MOS) 92G Culinary Specialists provided the meal services for the battalion, not contract cooks. With 92G Soldiers providing

meals, the 1-37AR enjoyed higher quality food and saved \$2.3 million in contracts to EUCOM. The 92Gs would cook out of the DFAC most of the time but would also cook out of the containerized kitchen (CK) monthly to maintain their equipment and professional competencies. Cooks would have a monthly culinary arts competition – like popular TV shows – to put the skills of the 92Gs to the test. The 92G culinary specialist took pride in their service. All culinary specialists re-enlisted during the deployment, three of them won Soldier of the Month, three won NCO of the Month, and two won NCO or Soldier of the quarter. By not having a food service contract, 1-37AR ate better tasting nutritious food, saved \$2.3 million, and ensured the 92G Soldiers felt valued and appreciated.

8. Financial literacy

1-37AR company leaders would not only inspect Soldier records monthly to verify proper payments but would also provide financial literacy classes. Company leaders coordinated with local finance detachments and other knowledgeable individuals to discuss budgeting and how to save money during the deployment. Company leaders would also reach back to garrison resources to assist with tuition assistance, spousal employment, and financial readiness.

By focusing on the eight Soldier protective factors like a mission essential task, Soldiers in 1-37AR gained trust in the chain of command, believed they were valued members of a team with purpose, were provided opportunities to personally thrive, and left EUCOM better. Engaged leadership began to manifest in unit metrics like a significant increase in retention, decrease in unit indiscipline, and consistently high human resources (HR) metrics.

Maintain

As 1-37AR received its equipment at the seaport of debarkation (SPOD) and off railcars, after a lengthy multi-modal transportation period, its OR rate was well below the Army standard of



Figure 9. Soldiers assemble a containerized kitchen (CK).
(Photo by LTC Kyle Trottier)



Figure 10. Cooked food ready to be served to Soldiers.
(Photo by LTC Kyle Trottier)



Figure 11. Cupcakes in remembrance of September 11, 2001. (Photo by LTC Kyle Trottier)

90 percent and property accountability issues were abundant. The battalion pursued multiple routes to address these issues. First, the annual service window was extended from the normal three weeks to six weeks. Second, the battalion looked for parts sources outside of Global Combat Support System-Army (GCSSA). Third, the battalion developed a series of leader professional developments (LPDs) focused on Command Supply Discipline Programs (CSDP) and Command Maintenance Discipline Programs (CMDP) followed by monthly Staff Assisted Visits (SAVs).

Services

Battalion leaders know it is essential for crews to shoot gunnery on their own platform. As the staff and company command teams re-assessed the calendar it was clear there was enough time to conduct a more in-depth annual service to give companies enough time to identify faults, put parts on order, repair the fault and have a fully

mission capable fleet before gunnery. A six-week service window also accounted for environmental factors such as outdoor services during cold and wet months like October and November. As tank crews conducted services they identified 347 faults among vehicles, plows, rollers, optics, and communications equipment. Crews then had enough time to properly repair the faults with the result being each tank crew qualified off their own platform. Additionally, plow tanks qualified with a fully mission capable (FMC) plow attached.

The success of this service window carried forward into the next quarter when the unit conducted platoon situational training exercise (STX), platoon live fire exercise (LFX), and a company (LFX). Each crew was able to qualify on its own platform and during STX, FMC plows and rollers were employed during combined arms breach exercises. As the unit prepared to redeploy from Europe, 100 percent of the ERC-P items

and 90 percent of the ERC-A items drove onto the boat. This was a reflection of the quality maintenance conducted by these crews during the previous nine months. The condition of the fleet upon redeployment was a credit to the investment of an extended service window at the beginning of the deployment.

Outside Sources

GCSS-A is a phenomenal program of record for the Army. But there can often be delay in shipping and shortages of supply that cause a simple repair to be delayed weeks. 1-37AR sought out maintenance solutions outside of GCSS-A to increase the speed of repairs. One key source of assistance was Maintenance Activity Vilseck (MAV).

Maintenance Activity Vilseck (MAV) is depot level maintenance facility on Rose Barracks, Vilseck, Germany. The MAV repaired wiring harnesses, Line Replaceable Units (LRU), and other

common fault items for both tracked and wheeled fleets. The MAV also fabricated parts with their machine shop. 1-37AR had \$2.3 million worth of parts fabricated or repaired at the MAV, most of which were complete within 72 hours. Since the MAV has a budget through 21st TSC, the fabrication was no cost to the unit. Meaning, 1-37AR was able to obtain \$2.3 million worth of parts at no cost to the brigade and faster than if an item was ordered thru GCSS-A. The only unit cost at the MAV was if they needed to order a part for a repair, like an LRU component.

Leader development and compliance

As normal leader transition happens gaps in knowledge can arise leading to Soldiers or leaders not fully understanding Army standards and/or Army systems of record. To improve both maintenance and property management 1-37AR led a series of LPD sessions focused on the CMDP and CSDP reinforced with monthly SAVs to ensure compliance.

Battalion CMDP LPDs covered the six most common faults with the M1 and M2 vehicles, roles and responsibilities of leaders and Soldiers during preventive maintenance checks and services, the maintenance management process – reviewing from identification of a fault through closure of the fault to include turn-in of recoverable items. This LPD physically walked each platoon sergeant and above thru the maintenance control office and the supply support activity (SSA) to inform leaders step by step how they get parts. Other LPDs taught platoon sergeants and above how to use GCSS-A with the end state being platoon leadership can not only view their ESR and track parts, but they also can conduct basic parts research. Thus, at the platoon level, leaders can assist the company executive officer (XO) and maintenance team chief to generate solutions to identified faults. The result is competent platoon and company level leaders who know how to use Army systems of record, who proactively seek solutions, and who take responsibility for the



Figure 12. M1A2 Tank using the mine plow during an exercise. (Photo by LTC Kyle Trottier)



Figure 13. M1A2 Tank using the mine roller during an exercise. (Photo by LTC Kyle Trottier)

proper maintenance of their equipment.

Battalion CSDP LPDs covered levels of responsibility, duties of sub hand receipt holders, how to conduct an inventory, review of Bill of Material (BOM) and shortage annexes, the Financial Liability Investigation of Property Loss (FLIPL) process, standardized company property books, and how to order Class (CL) II (when to release for funding vs. hold). This was then reinforced with SAVs focusing on the 1AD CSDP checklist in accordance with Army Regulation (AR) 710-4, **Property Accountability**. The results included accurate property books, accurate shortage annexes, and five company

changes of command without a FLIPL. It also resulted in filling more than \$200,000 in CL II shortages.

Together these efforts helped the battalion achieve and sustain 90 percent operational readiness for both ERC-P and ERC-A fleets. Each crew qualified on its platform for tank and Bradley gunnery and collective training. The battalion grew a cohort of knowledgeable leaders who understand and can employ Army CMDP and CSDP programs to better maintain equipment. By having accountability of property and well-maintained equipment, Soldiers were able to conduct higher quality training without distractions from broken or missing items.

Train

Prior to deploying to EUCOM 1-37AR conducted an LPD centered around FM 7-0. Battalion leadership covered the principles of training, eight-step training model, and mission essential tasks lists (METL) for each company. From this each company conducted a METL crosswalk and populated the battalion training calendar for the time the unit would be deployed to Europe. This provided a doctrinally based plan for approaching training readiness in EUCOM the battalion could then adjust as changes in the environment arose. A great reference is Center for Army Lessons Learned (CALL) issue 21-19, "Mastering the Fundamentals" by MG Michael J. Simmering.⁷ In this document MG Simmering does a METL cross walk for each company in an ABCT and SBCT and highlights which METLs to focus on to be successful at the National Training Center.

The battalion training meeting is essential for providing clear guidance, predictability, and ensuring proper resourcing. 1-37AR worked hard to continually improve the training meeting format to ensure it not only met FM 7-0 guidelines but also had appropriate inputs and outputs to create shared understanding across the formation. Having and enforcing a battalion battle rhythm is a critical element to proper training management. By standardizing input T to T+8 formats, battalion logistics synchronization (LOGSYNC) meeting requests, and the battalion LRTC each battle rhythm meeting could be predictable and efficient. By putting all documents on MS Teams all leaders had access to the same products and meetings could be held with live data, removing discrepancies associated with version control. Finally, battalion top five leadership would rotate and attend company training meetings to ensure training meetings are being conducted to standard in accordance with Field Manual (FM) 7-0, Training to create well-resourced quality training and provide predictability to Soldiers and their families.

Example battle rhythm

Monday: Command maintenance.

Tuesday: Battalion training meeting, and company maintenance meeting.

Wednesday: Battalion maintenance meeting, and BCT training meeting.

Thursday: BCT maintenance meeting, company training meeting, sergeants time training, and combat-focused PT.

Friday: Company T to T+8 due to battalion S-3; S-3 and battalion staff update training meeting/command and staff, and Iron Soldier Family Time (3 p.m.).

Following the METL Crosswalk, companies trained individual thru collective events taking advantage of these opportunities to qualify every Soldier on their assigned systems. Other opportunities include team building events like obstacle courses, rappel towers, and pugle stick competitions. Competition drove excellence in the Expert Infantry Badge, Expert Skills Badge,

Course	Count
Medic Tables/Validation	4
Master Drivers Trainer	2
Unit Movement Officer	3
Unit Armorer	3
HAZ-11	2
Unit Supply Course	6
CBRN Defense	2
DTMS Manager	1
HAZ-15	1
BLC	25

Figure 14. Table of additional duties and quantity of each. (U.S. Army Graphic)

Expert Field Medic Badge, and regional competitions like the EUCOM Best Medic Competition. Other opportunities arose to increase Soldier large-scale combat operations competencies like the ability to conduct land navigation courses and use the CS (also known as tear gas) gas chamber to

build confidence in chemical, biological, radiological, nuclear, explosives (CBRNE) equipment and tasks. Finally, 1-37AR used its time in EUCOM to build professional competency through schools run by the 7th Army Training Command.

1-37AR built proficiency conducting offensive and defensive operations through squad STX, crew gunnery, platoon STX, platoon LFX, and CO LFX. The Emergency Deployment Readiness Exercise (EDRE) program was a great way to get additional training repetitions conducting offensive and defensive operations and evaluate unit deployment readiness. 1-37AR developed a platoon EDRE system where platoons would be notified, conduct troop leading procedures (TLPs), and deploy to a range complex to conduct offensive and defensive events "dry" or without ammunition. Upon arrival, the platoon leader received additional information, completed TLPs then conducted a tactical exercise.

Example EDRE scenario: A tank platoon deployed to a range, is given an order to conduct an area defense, and must be ready to defend within one hour. The tank platoon maneuvered to the farthest battle positions (BPs) down range, conducted engagement area development and platoon rehearsals. Then, after one-hour, targets are presented and the platoon leader and platoon sergeant fight the platoon through calls for indirect fire, platoon fire commands, section fire commands, bounding to subsequent battle points (BPs), then conduct a counter-attack to a given phase line. This whole process is discussed through the after-action review (AAR) process, time is given to re-train, then a second iteration is conducted. Upon completion of the second iteration an AAR is conducted, and the platoon is given a fragmentary order to maneuver to a different training area. Upon arrival at the tactical assembly area the platoon is provided an additional order, conducts TLPs, then competes against a second platoon in a force-on-force maneuver exercise. The EDRE ended when both platoons redeploy to the motor pool



Figure 15. U.S. Army SGT Rusty Hilligos, assigned to 128th Signal Company, 39th Signal Battalion, 2nd Signal Brigade, 5th Signal Command, answers questions without his protective mask on in a cloud of CS gas. (U.S. Army Photo by Visual Information Specialist Pierre-Etienne Courtejoie)

and begin after-operations maintenance.

The EDRE program is a low-cost, high reward learning event where platoon leadership gets multiple repetitions conducting mission essential tasks. Platoon leadership learns the value of proper maintenance and load plans to be ready to deploy with short notice. They learn to conduct TLPs and think quickly as conditions change. Finally, it spurs a healthy drive to continually improve through competition as each platoon will end up fighting another platoon in both offensive and defensive scenarios. Through this process professional competence, unit pride, and cohesive teams are developed.

A second opportunity the EUCOM deployment afforded was to train the forward support company. As the battalion moved through its collective training cycles it afforded multi-echelon training opportunities for the forward support company (FSC) to establish command posts and conduct base defense exercises. It also allowed the FSC

to certify all Soldiers on individual and crew-served weapons, ground mounted and vehicle mounted, and then conduct platform live fire exercises with both wheeled and tracked (M88) platforms. During this EUCOM deployment the FSC continually performed its duties not only in the motor pool but in tactical environments. This created a massive surge in unit pride and the company completed 124 percent of its retention mission. Connecting back to the first mission essential task, “building cohesive teams,” we saw a direct connection between quality training, cohesive teams and unit retention. When Soldiers have competent leadership, know they are valued members of a team, and have purpose, positive outcomes abound.

The multiple iterations of EDREs and collective training provided opportunities to experiment with different ways to employ organic equipment to become better prepared for large-scale combat operations. Knowing the contemporary operating environment has persistent surveillance and increased

lethality, a command post that is highly mobile is increasingly important. Therefore, 1-37AR looked for new opportunities beyond the traditional M1068 command track with a Modular Command Post System tent combination tied to a large command post node. What the battalion found was a shelter already existing within the GCSS-A supply system for \$25,000 that can be installed on a Light Medium Tactical Vehicle within three hours. Then the battalion installed a 3kw generator and created a mobile capable command post.

Conclusion

The EUCOM rotational deployment presented an opportunity to build a cohesive team competent in combined arms warfighting tasks. The Lead, Maintain, Train framework allowed the battalion commander to provide clear guidance for the staff to resource and companies to execute. Employment of the 8 Soldier Protective Factors and H2F cadre built more healthy Soldiers and created opportunities to build

positive relationships and memories through shared experiences.

The employment of routine Staff Assisted Visits inspecting and enforcing CSDP and CMDP created a culture of ownership and responsibility for property and equipment. With better property accountability, maintenance, and resourcing of parts higher quality training was achieved. Because the equipment was FMC, Soldiers received training of greater value enabling experimentation like different command post configurations. The use of the Lead, Maintain, Train framework helped 1-37AR to leave EUCOM better.

LTC Kyle Trottier is the commander, 1st Battalion, 37th Armor Regiment, 2nd Armored Brigade Combat Team (ABCT), 1st Armored Division, Fort Bliss, TX. His previous assignments include career manager (for LTC/MAJ), U.S. Army Human Resources Command, Fort Knox, KY; executive officer (XO), 1st ABCT, 3rd Infantry Division, Fort Stewart, GA; XO, 2nd Battalion, 7th Infantry Regiment, 1st ABCT, 3rd ID, Fort Stewart; and G35, 3rd ID. LTC Trottier's military schools include Basic Airborne Course, Northern Warfare Course, Armor Officer Basic Course, Maneuver Captain's Career Course, Air Assault Course, Command and General Staff College, and the School of Advanced Military Studies. He has a bachelor's of science degree in criminal justice from Texas Christian University, a master's of arts degree in security management from Webster University, and a master of military art degree from the School of Advanced Military Studies. LTC Trottier's awards include the Bronze Star medal (three oak leaf clusters), the Defense Meritorious Service Medal, and the Meritorious Service Medal (three oak leaf clusters).

MAJ Timothy Lee is the Brigade Executive Officer, 2nd Armored Brigade, 1st Armored Division. His previous assignments include battalion XO, 1-37AR,

Fort Bliss; course director, Cavalry Leader Course, 316th Cavalry Brigade, Fort Benning, GA; commander, Headquarters and Headquarters Troop, 6th Squadron, 1st Cavalry Regiment, Fort Bliss; commander, Company E, 6-1CAV, Fort Bliss. MAJ Lee's military schools include Armor Basic Officer Leader Course, Ranger Course, Basic Airborne Course, Maneuver Captain's Career Course, Cavalry Leader Course, Joint Firepower Course, and Command and General Staff College. He has a bachelor's of science degree in systems engineering mechanical from the U.S. Air Force Academy. MAJ Lee's awards include The Bronze Star Medal (one oak leaf cluster) and the Meritorious Service Medal (one oak leaf cluster).

CSM Mark Lavender is the battalion command sergeant major, 1-37 Armor, 2nd ABCT, 1st AD, Fort Bliss, TX. His previous assignments include chief military science instructor, Texas A&M Reserve Officer Training Corps (ROTC), Cadet Command; first sergeant, Headquarters and Headquarters Company, 1st Battalion, 9th Cavalry Regiment, 2nd ABCT, 1st Cavalry Division, Fort Cavazos, TX; first sergeant, Company B, 1st Battalion, 8th Cavalry Regiment, 2nd ABCT, 1st CD; and platoon sergeant, Company C, 1-8 Cavalry, 2nd ABCT, 1st CD. CSM Lavender's military schools include Primary Leadership Development Course, Basic Noncommissioned Officers Course, Maneuver Senior Leaders Course, and the U.S. Sergeant Major Academy. His awards include the Bronze Star Medal (one oak leaf cluster) and the Meritorious Service Medal (two oak leaf clusters).

Notes

¹ MG Christopher Norrie, "Embracing the Need for Command Climate Change," Military Review, (November-December 2022), 13. Embracing the Need for Command Climate Change (army.mil)

² Norrie, Christopher MG (November-December 2022). Embracing the Need for Command Climate Change. Military

Review, 13. Embracing the Need for Command Climate Change (army.mil)

³ Gen. James McConville, quoted in Michelle Tan, "McConville: Army Stronger After 'Challenging' Time," Association of the U.S. Army, 12 October 2021, accessed 26 August 2022, <https://www.usa.org/news/mcconville-army-stronger-after-challenging-time>

⁴ 8 Soldier Protective Factors derived from the People First Task Force Hand Book 22-06-672-people-first-task-force-hand-book.pdf (army.mil)

⁵ ADP 6-22

⁶ 23-06-784-holistic-health-and-fitness-handbook-jun-23-public-release-1.pdf (army.mil)

⁷ 21-19 - Mastering the Fundamentals | Article | The United States Army

ACRONYM QUICK-SCAN

AAR – after-action review

ABCT – armored brigade combat team

ADP – Army doctrine publication

AOR – area of responsibility

CMDP – Command Maintenance Discipline Programs

CSDP – Command Supply Discipline Programs

EDRE – Emergency Deployment Readiness Exercise

EUCOM – U.S. Army European Command

FM – field manual

FMC – fully mission capable

FSC – forward support company

LFX – live fire exercise

LOE – line of effort

MET – mission essential task

METL – mission essential tasks list

PT – physical training

SAV – staff assistance visit

SBCT – Stryker brigade combat team

TLP – troop leading procedures

UMT – unit ministry team