



by Kyle Trottier and William Branch

Upon being selected to serve as the BCT Executive Officer (XO) and BCT Operations Officer (S3), William Branch and I held a series of sensing sessions with each Battalion Commander and Battalion Command Sergeant Major (CSM), peer battalion field grade officers, the brigade staff, key leaders on the division staff, and finally the brigade commander and CSM. Our intention was to understand each command team and their staff leaders to inform how we would best be able to enable the success of each battalion and the brigade as a whole throughout the duration of our time in these positions. Will and I developed a simple rubric to visualize and understand the experiences of commanders using Personnel, Supply, Equipment Readiness, Training (P, S, R, T) and the Myers-Briggs Type Indicator (MBTI) to understand personality characteristics. These two products allowed us to understand the previous experiences of each leader and ourselves, and inform where and how we as the brigade XO and S3 could best communicate with and enable that command team. This methodology also informed how we could best lead the brigade staff and our coordination with the division staff.

This article aims to share these lessons with field grade officers soon to assume Key Developmental (KD) positions and assist them by providing a way to quickly understand themselves and their commander. Ultimately, these lessons can help Soldiers prepare to lead their formations both effectively and adaptively.

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