



# Armor Lieutenant Storyboard



**Proponent Vision:** Armor Lieutenants are leaders of teams who conduct combined arms, reconnaissance, and security operations. They possess the technical and tactical competence, social and cultural awareness, and oral and written communications skills needed to cultivate trust, and teamwork. Armor Lieutenants are responsible for training their units for combat to defeat lethal, adaptive enemies in all types of terrain. Armor Lieutenants lead their tank platoons in closing with and destroying the enemy, as well as lead scout platoons in conducting reconnaissance and security. They are physically fit and mentally tough, prepared to succeed under the most adverse conditions. They are leaders who possess a flexibility of mind, able to utilize multiple technologies to devise solutions to complex and dynamic challenges. Armor Lieutenants are comfortable making decisions in ambiguous environments, developing courses of action, determining and mitigating risks, then precisely and effectively communicating plans to accomplish the task or mission.

## Developmental/Experiential Learning

**Positions:** Platoon Leader, Specialty PLT LDR, BN Staff, Company XO, TRADOC IMT PLT LDR  
**Additional Assignment:** Arms Room Officer, Unit Movement Officer, Safety Officer, Environmental Compliance Officer  
**Experiences:** Armor Lieutenants will have broad individual experiences achieved through functional training, CTCs, rotational missions, gunnery, home station training, and deployments. Armor Lieutenants who complete 12 months platoon leader time and have 18 months' time in service may transition to Lieutenant broadening assignments (e.g TRADOC IMT PLT LDR).

## Education

**College and University:** Armor branch desires Lieutenants with academic backgrounds that span the entire spectrum of disciplines and majors offered at undergraduate institutions. Bachelor's Degree (R)  
**Credentials & Certifications:** N/A  
**Military Schooling:** Armor Officer Basic Course (R); Scout Leader Course (R). Functional training based on availability and needs of unit include: Ranger (O), Airborne (O), Air Assault (O); Bradley Commander Course (O), Stryker Leader Course (O), Infantry Mortar Leader Course (O), Maneuver Leader Maintenance Course (O), Unit Movement Officer Course (O), and Airlift Planning (O).

## Baseline Talents (ATAF - Tier 2):

- Problem Solver (I)
- Teamwork (II)
- Extraversion (I)
- Military-Specific (II)
- Conscientious (I)
- Decision Making (I)
- Cognitive (II)

## Assignment Developed Talents (ATAF – Tier 2):

- Reasoning (I)
- General Communication (I)
- Agreeableness (I)
- Emotional Stability (I)
- Safety & Compliance (I)
- Tactical/Technical Competence (I)

**Tier 3 ATAF KSBs (Baseline):** Problem Solver (I), Structured Problem Solving (I), Cooperation/Teamwork (I), Initiative (I), Introspective (I), Army Values (I), Commitment To Serve (I), Dependability (II), Persistence (I), Decision Making (I), Warrior Ethos/Service Ethos (I)

**Tier 3 ATAF KSBs (Assignment Developed):** Critical Thinking (I), Communication Ability (I), Selflessness (I), Resilience (I), Safety Compliance (I), MOS/Branch-Specific Knowledge and Skill (II)



# Armor Captain Storyboard



**Proponent Vision:** The professional development objective for this phase of an officer's career is to develop officers who are competent Combined Arms leaders capable of closing with and destroying the enemy. They are capable of executing reconnaissance and security operations in any environment. There is no substitute for operational company / troop command for developing an Armor officer's leadership and tactical skills, and preparing the officer for future leadership assignments at successively higher levels of responsibility. Armor Captains may expand their tactical and technical capabilities through assignment as a brigade / regiment or battalion / squadron staff officer. Select Armor Captains will serve their company command and staff assignments initially in a generating force organization, with a follow-on assignment to an operational force unit to compete for company command.

## Developmental/Experiential Learning

**Key Positions:** Company/Troop CMD, Aide de Camp, BN/BDE Staff, BOLC-A Cadre, CTC O/CT, First Army OC/T Staff, Project Warrior, SGI  
**Broadening Assignments:** ACOM/ASCC Staff, Doctrine Developer, Project Warrior, School Instr/SGI, USAREC CO CMD/Staff, USMA/ROTC/OCS Cadre  
**Experiences:** The key developmental (KD) assignment for an Armor Captain is successful service as a company / troop commander either in the operational force or in the generating force while in a 19A, 01A, 02A, or 02B coded position. Armor Captains must serve 18 months (+ / - six months) company command. However, there is no substitute for operational company / troop command for developing an Armor officer's leadership and tactical skills, and preparing the officer for future leadership assignments at successively higher levels of responsibility. Service as a primary or assistant staff officer is desirable. Armor officers may serve on operational or generating force unit staffs at the brigade / regiment and battalion / squadron level prior to and / or following command. Upon completion of company command and Maneuver CCC or an equivalent, multiple broadening assignments are possible. The purpose of these assignments are to meet critical Army requirements, further develop the officer's knowledge base, and provide the officer a more well-rounded professional experience. The Armor branch goal is to grow an inventory of officers who are tactically and technically proficient and have expanded their professional skills.

## Education

**College and University:** No Change  
**Credentials & Certifications:** N/A  
**Military Schooling:** Completion of Maneuver CCC is mandatory during this period. **(R)** Some Armor officers may attend other branch CCCs. **(O)** The officer will attend the Cavalry Leader Course. **(R)** The Maneuver Leader Maintenance Course **(O)**, Scout Stryker Commander Course **(O)**, and Ranger Course are desired for assignments to A/S/IBCT respectfully. **(D)** Tank Commander Course **(O)**, Bradley Commander Course **(O)**, Maneuver Leader Maintenance Course and Airborne based on availability and the needs of their unit. **(O)**

| <u>Baseline Talents (ATAF - Tier 2):</u> |                                   | <u>Assignment Developed Talents (ATAF - Tier 2):</u> |                            |
|--|-----------------------------------|--|----------------------------|
| Problem Solver (II)                      | Tactical/Technical Competence (I) | Reasoning (II)                                       | Situational Awareness (II) |
| Teamwork (II)                            | Leadership (II)                   | Active Listening (I)                                 | Extraversion (I)           |
| Extraversion (II)                        | Oral Communication (I)            | Tactical/Technical Competence (II)                   | Teamwork (II)              |
| Military-Specific (II)                   | Decision Making (II)              | Cultural Awareness (I)                               |                            |
| Conscientious (II)                       |                                   |  |                            |

**Tier 3 ATAF KSBs (Baseline):** Knowledge of Combined Arms Operations (II), Leads by example (II), Military and Professional Bearing (II), Oral Communication Skill (II), Mental Agility (II), Inspirational Leader (II), Dependability (III)

**Tier 3 ATAF KSBs (Assignment Developed):** Analyze Data or Information (II), Situational Awareness (II), Active Listening (II), Assertiveness (II), Knowledge of Processes and Procedures (II), Fosters Teamwork (II), Cohesion (II), Cooperation (II), Loyalty and Esprit de Corps, Cultural Awareness (III)



# Armor Major Storyboard



**Proponent Vision:** Armor branch desires Majors highly competent in Combined Arms Operations. Armor Majors, CGSC/SAMS graduates, should be capable of serving as the Battalion/Squadron or Brigade/Regiment Operation Officer and or Executive Officer. They possess technical and tactical proficiency achieved through advanced military studies, graduate degrees, and broadening assignments. There is no substitute for KD time in preparing an Armor officer for future command opportunities, staff/broadening assignments, and for building maneuver and combined arms skills.

## Developmental/Experiential Learning

**Key Positions:** Battalion/Squadron S3/XO, Brigade/Regiment S3/XO, Bde/Div/Corps/Joint Staff, BOLC-A Cadre, CGSC Instructor, CTC O/CT, Interagency/Joint Duty, OCLL, SFAB Executive Officer (XO) or Operations Officer (S3)

**Broadening Assignments:** Training Developer, ROTC PMS, Combat Developer, Doctrine/Tng Developer, HQDA and ACOM Staff, Advisor position for foreign schools, Nominative position

**Experiences** At this stage of the officer's career, the Armor Major hones skills in the development of systems for planning and exciting combined arms/joint warfare. While the goal is to provide every Armor Major a minimum of 18 months combined time in KD positions, the quality of performance and difficulty of the assignment, rather than time spent in the assignment, is the critical factor. The objective is to keep the officer assigned to a post for approximately 36 months in order to build the necessary skills and experience to be a successful senior leader. Experience at the brigade/regimental level and below remain absolutely essential to the professional growth of the Armor officer and necessary for success at future levels of command. The Armor Major may further expand tactical and technical skills by serving in staff assignments at division level and higher.

## Education

**College and University:** Armor branch desires Majors with advanced academic degrees that span the entire spectrum of disciplines and majors offered at graduate institutions. **(D)**

**Credentials & Certifications:** N/A

**Military Schooling:** Completion of Intermediate Level Education (ILE) through completion of the U.S. Army Command and General Staff College (CGSC), sister service equivalent, or distance learning. **(R)**. In addition to Army and sister service ILE programs or interagency fellowship positions officers may compete for selection to the School of Advanced Military Studies (SAMS) **(O)** following the Advanced Operations Course.**(O)**

|  |  |
|--|--|
| <p><b><u>Baseline Talents (ATAF - Tier 2):</u></b><br/>         Problem Solver (III)<br/>         Teamwork (III)<br/>         Leadership (III)<br/>         Extraversion (III)<br/>         Decision Making (III)<br/>         Conscientious (III)</p> | <p><b><u>Assignment Developed Talents (ATAF – Tier 2):</u></b><br/>         Attention Control (II)<br/>         Creativity (II)<br/>         General Cognitive Ability (II)<br/>         Multi-Domain Collaboration (II)<br/>         Tactical/Technical Competence (II)</p> |
|--|--|

**Tier 3 ATAF KSBs (Baseline):** Detail-Focused & Precise, Virtue (III), Organizational Perspective (III), Enthusiasm (III), Sound Judgement (III), Self-Management (III)

**Tier 3 ATAF KSBs (Assignment Developed):** Problem Sensitivity (III), Creative Problem Solving and Innovation (III), Information Ordering (III), Multi-Tasking (III), Interdisciplinary (III), Proficiency with Mission Systems (III)



# Armor Lieutenant Colonel Storyboard



**Proponent Vision:** Armor branch desires Lieutenant Colonels who are experts in Combined Arms Operations. Our Lieutenant Colonels must be prepared to command a Combined Arms Battalion, Cavalry Squadron, generating force battalion, or other institutional command at the Lieutenant Colonel level. They can lead, train, motivate and care for Soldiers in both the staff and command environments. They understand strategic operations achieved through a repetition of Joint, Interagency, Intergovernmental, and Multinational assignments. The focus remains the development of officers imbued with technical and tactical knowledge of the joint combined arms maneuver warfare.

## Developmental/Experiential Learning

**Key Positions:** Battalion/Squadron CMD, Brigade XO, Combat Trainer/LDR Developer, Corps/Division Staff, CTC O/CT, Interagency Duty, Joint/OSD Staff, OCLL

**Broadening Assignments:** Div Staff Head, Army/Joint Staff Head, Army Attaché, HQDA/Joint Staff/OSD, ILE Instructor, MCoE Staff, Nominative position, ROTC PMS, Service School Staff/Instructor

**Experiences:** Armor Lieutenant Colonels seek assignments of greater responsibility in branch and branch immaterial positions. The most critical assignment for Armor Lieutenant Colonels in the Operations Division functional category is battalion / squadron level command. Armor Lieutenant Colonels selected for command will normally serve 18-24 months in command at battalion level. Armor officers are selected for Centralized Selection List (CSL) commands in four major command categories: operations, strategic support, recruiting and training, and installation.

## Education

**College and University:** Armor branch desires LTCs with advanced academic degrees that span the entire spectrum of disciplines and majors offered at graduate institutions. **(D)**

**Credentials & Certifications:** Lieutenant Colonels may be credited for joint service either through assignment to a qualifying joint duty assignment list (JDAL) position or through the point system based on qualifying joint service via the joint qualification system (JQS). **(D)**

**Military Schooling:** Qualified Armor Lieutenant Colonels may apply for the US Army War College or other SSC either resident or distributed learning. **(O)** LTCs selected for battalion command will attend the Maneuver Pre-Command Course. **(R)**

### Baseline Talents (ATAF - Tier 2):

|                              |                    |
|------------------------------|--------------------|
| Problem Solver (IV)          | Teamwork (IV)      |
| Leadership (IV)              | Extraversion (IV)  |
| Decision Making (IV)         | Conscientious (IV) |
| Emotionally Stability (IV)   | Agreeableness (IV) |
| Openness to Experience (III) |                    |

### Assignment Developed Talents (ATAF – Tier 2):

- Multi-Domain Collaboration (III)
- Safety & Compliance (III)
- Systems Thinking (III)
- Tactical/Technical Competence (III)
- Cultural Awareness (III)

**Tier 3 ATAF KSBs (Baseline):** Optimism (IV), Affiliation (IV), Humility (IV), Self-Control (IV), Consideration (IV), Adaptability (IV)

**Tier 3 ATAF KSBs (Assignment Developed):** Joint, Interagency, Intergovernmental, And Multinational (JIIM) Perspective (IV), Evaluating Compliance (IV), Strategic Thinking (IV), Knowledge of System Inter-Relations (IV), Specialized Expertise (IV), Cultural/Interpersonal Adaptability (IV)



# Armor Colonel Storyboard



**Proponent Vision:** Armor branch desires Colonels who are masters of Combined Arms operations and think strategically. They are experts who can command a Brigade or Regiment. They possess doctrinal mastery, disciplined leadership, multidisciplinary skills, and executive talents achieved through Division/Corps Staff and strategic assignments. The primary goal at this stage is to exploit the significant breadth and depth of experiences and knowledge gained in a position where the officer can best provide significant contributions to the operational and generating force.

## Developmental/Experiential Learning

**Key Positions:** Brigade Commander, Directorate or Division Head, Strategic Solutions Leader  
**Broadening Assignments:** Army Attaché, Army Capabilities Manager (ACM), CTC Operations Group (COG) commander, Combat trainer / leader developer, Department director, Maneuver Center of Excellence Division/Corps Chief of Staff, Corps/Division staff officer, General Officer XO, HQDA, Joint Staff, Combatant Command, or Army Major Command (ACOM) staff, ROTC PMS  
**Experiences:** The critical assignment for an Armor Colonel is brigade level command. The Army requires officers who compete for brigade command to participate in the Colonel Commander Assessment Program (CCAP) to assess each officer’s fitness for command and strategic leadership potential. Those officers not selected for command serve the Army in assignments of increasing responsibility in both the operational and generating force and serve commanders in key staff positions. Armor Colonels contribute to the Army by serving in crucial assignments in both branch and branch immaterial positions.

## Education

**College and University:** Armor branch desires COLs with advanced academic degrees that span the entire spectrum of disciplines and majors offered at graduate institutions. **(R)**  
**Credentials & Certifications:** Armor Colonels credited for joint service through the point system based on qualifying joint service via the joint qualification system (JQS). **(D)**  
**Military Schooling:** Colonels are encouraged to complete Senior Service College (resident or nonresident). **(D)**

| <u>Baseline Talents (ATAF - Tier 2):</u> | <u>Assignment Developed Talents (ATAF – Tier 2):</u> |
|--|--|
| Problem Solver (IV)                      | Multi-Domain Collaboration (IV)                      |
| Leadership (IV)                          | Safety & Compliance (IV)                             |
| Decision Making (IV)                     | Systems Thinking (IV)                                |
| Emotionally Stability (IV)               | Tactical/Technical Competence (IV)                   |
| Openness to Experience (IV)              | Cultural Awareness (IV)                              |
| Teamwork (IV)                            | Openness to experience (IV)                          |
| Extraversion (IV)                        |  |
| Conscientious (IV)                       |  |
| Agreeableness (IV)                       |  |

**Tier 3 ATAF KSBs (Baseline):** Coordinating Multiple Groups (IV), Innovative (IV), Encourages subordinates to exercise initiative, accept, responsibility and take ownership (IV), Improves the Organization (IV), Even-Tempered (IV), Delegating (IV)

**Tier 3 ATAF KSBs (Assignment Developed):** Working In Multidisciplinary Contexts (IV), Working With The Public (IV), Cross-Culturally Fluent (IV), Maintains Relevant Geopolitical Awareness (IV), Intellectual Efficiency (IV), Cognitive Flexibility (IV)