Battle Focused Training

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Preface

FM 7-1 is the Army's doctrinal foundation for how to train, and it is applicable to all units and organizations of the Army. It explains how the Army assesses, plans, prepares, and executes training and leader development; it is critical to all the Army does. The goal of this manual is to create leaders who know how to think and apply enduring training principles to their units and organizations.

FM 7-0 introduces the training cycle, the linkage of Army training and leader development, and the three domains where training occurs—the operational, institutional, and self-development domains. FM 7-1 defines The Army Training System, outlines who is responsible for training and training support, and describes how to conduct training. This top-to-bottom understanding of training—ranging from policy and resources allocation at Headquarters, Department of the Army to unit and organization methods—is critical to executing training successfully and to linking the three domains where training occurs.

The training doctrine in this manual will shape Army training regulations and support unit and organization training plans. The emphasis is on teaching leaders to think through the training process, as opposed to simply following a prescribed method. There is no training model or strategy that can achieve warfighting readiness in a unit without intensive leadership to build both competence and confidence.

FM 7-1 builds on task, condition, and standards-based training. Knowing the task, assessing the level of proficiency against the standard, and developing a sustaining or improving training plan is the essence of all Army training and development. But warfighting readiness is about more than just technical competence. It is about developing confidence through trust—soldier-to-soldier, leader-to-led, and unit-to-unit—and the will to succeed. It is about leadership.

Understanding how to conduct tough, realistic training at every echelon of the Army sets the foundation for successful multiechelon, joint, interagency, and coalition operations. Leaders train the unit and organizational capabilities required to fight and win across the full spectrum of operations. This manual provides leaders with the doctrinal guidelines for how to train, and is the basis for successful training and operations. Soldiers have never let the nation fail—it is essential to train soldiers and units to uphold the Army's nonnegotiable contract with the American people—to fight and win the nation's wars, decisively.

The proponent for this publication is U. S. Army Training and Doctrine Command (TRADOC). Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Center, CAC-T, Collective Training Directorate, ATTN: ATZL-CTD, Fort Leavenworth, Kansas 66027-6900.

Direct email questions to the CTD Operations Officer at web-ctd@leavenworth.army.mil

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Chapter 1

How the Army Trains

Every day in the Army we try to do two things well—train soldiers and grow them into leaders.

General Eric K. Shinseki

TRAINING OVERVIEW

1-1. Field manual (FM) 7-0 establishes Army training doctrine. FM 7-1 applies this doctrine to help unit leaders develop and execute training programs. It provides practical “how to” guidelines for officers and noncommissioned officers (NCO), including techniques and procedures for planning, preparing, executing, and assessing training. Above all, FM 7-1 builds on and emphasizes the importance of battle focused training described in FM 7-0.

1-2. FM 7-1 defines the roles, responsibilities, and linkages of the institutional, operational, and self-development domains within the Army Training and Leader Development Model (ATLDM). It provides training doctrine for current and future operating environments. FM 7-1 describes in detail Army training management at the brigade level and below; however, the principles and the fundamentals in FM 7-1 are applicable to the entire Army. Every day, every person in the Army is involved directly or indirectly in training soldiers and developing leaders.

1-3. FM 7-1 provides a common training language for the Army. To this end, it describes—

- Standardized training terms of reference.
- Training management and execution systems and processes that support unit readiness.
- Processes and products that support training and leader development.
- Roles and responsibilities of the institutional, operational, and self-development domains to support full spectrum operations.

1-4. While senior leaders determine the direction and goals of training, it is the officers and NCOs who ensure that every training activity is well planned and rigorously executed.