

GUARD DIRECTIVE 003  
LEADERSHIP IN THE PPCLI – THE PATRICIA WAY

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GENERAL

1. The aim of the Regiment is to provide an excellent infantry regiment for service to Canada that contributes to Canadian Army and Canadian Armed Forces combat readiness through operational excellence. This is a laudable aim, and one which is full of expectation, pride, and history. To achieve this while caring for the Regimental Family and upholding the PPCLI identity, means that the Regiment must judge itself against a standard of excellence that is founded upon the CAF Ethos<sup>1</sup>. For infantry, central to our capacity to achieve our various missions and tasks is excellence in leadership.
2. The Regiment believes it is unique. Indeed, its founding, its war and peacetime history, its geographic character, its senior appointments and our Regimental structure and identity, are all unique features of a Regiment that has served Canada exceptionally well. Also unique should be, and is, the way we see soldiers and leaders acting together to achieve the mission.

PURPOSE

3. This directive defines the Regiment's expectations of its leaders.

CONCEPTS

4. General. Nothing here will dispute the validity or necessity of the Canadian Armed Forces' notions and requirements of leadership, its roles and styles and its integration with management. These are fully set out in various CAF publications. Infantry battalions and infantry regiments have a special requirement to understand the leader and those who follow and, to generate excellence, there must be a mature and deep comprehension of what it is that compels soldiers to act. This needs to go beyond the clinical or the academic, and well beyond the tried and trite truisms of the pamphlet. A great Regiment sponsors a great understanding between soldier and leader. This is a shared understanding, a mutual relationship with values of trust, confidence, knowledge, and expectation. Expressing the underpinnings of this relationship is to define *The Patricia Way* – our style and our brand of leadership. This *Patricia Way* is comprised of our Four Tenets.

TENET ONE – LEADERSHIP STARTS AND ENDS WITH THE PRIVATE SOLDIER

5. In the Regiment, leadership is not an issue outside of the context of soldiers and their mission. If a soldier is well trained and willing, they will rise in the face of fire and advance. No greater demonstration of faith in comrades, leaders and country can be made by anyone. The ultimate expression of this is combat, and combat, or being ready for combat, is the fundamental *raison d'être* of the Regiment. This is, therefore, the most important tenet.
6. Smart soldiers will be possessed of such a depth of tactical sense that they survive the dangers they face. This bears no correlation to rank or position and such knowledge and sense is the object of all

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<sup>1</sup> A fulsome articulation of the *Canadian Armed Forces Ethos: Trusted to Serve* is available on the internet: <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/canadian-armed-forces-ethos-trusted-to-serve.html>

training. Our soldiers must be skilled and thinking individuals; soldiers who trust in their own abilities and their group's, to carry the day.

7. The Patricia soldier is well cared for, and this begins by being well trained. The soldier thinks for themselves and will act whenever they must and should. Their independent capacity to act is an essential component of the effectiveness of their team, section, platoon, company, battalion, and their Regiment. All leaders share their responsibility to achieve the mission with the soldier. If they will not act, there can be no success. If they act but die, the loss is great. No plan for an infantry element is sufficiently great unto itself as to be achievable without the soldier doing it. The soldier carries the risk and the glory in their hands, in their head and in their heart.

8. Dealing with soldiers implies understanding and caring for their needs. We care for all equally and equitably, and we care for the whole soldier – the soldier's family (which is our family), the soldier's spiritual needs, the soldier's well-being both physical and mental, the soldier's recreational needs. Patricia leaders ensure units are responsive to soldiers' needs.

9. Patricia leaders recognize the eternal contract between themselves and their soldiers, which is a balanced and circular one. If the soldier follows and will do what they can do, every task is possible.

#### TENET TWO – LEADERSHIP IS A TEAM EFFORT

10. Leadership in the Regiment's battalions is neither solely the purview of officers nor of non-commissioned officers. Together these two groups of leaders share their unique and necessary capabilities to lead with the soldier. The directness of the leadership is greatest at the junior leadership level, where Captains, Lieutenants, Warrant Officers, Sergeants, and Master Corporals care for and direct the activities of soldiers. Junior officers bring the ability to plan subordinate tactical actions within the schema of the senior leaders of the unit, they protect and exploit the capabilities of their soldiers and their weapons. They share this with their non-commissioned leaders, who bring a deep soldierly understanding to the interpretation of intent, who goad and prompt, and who set standards for emulation to the soldiers.

11. The shared responsibility for leadership extends throughout the unit, and pairs officers and non-commissioned officers at every level – from platoon to battalion. The Company 2IC would be as incomplete without the CQMS as would be the Battalion Ops Officer without the Ops Sergeant-Major, or the Commanding Officer without the Regimental Sergeant-Major, or the RSM without the CO. Care is always taken for our paired leader teams to be respectful of each other's unique capabilities and duties, and yet to act together. The relationship between officers and non-commissioned officers is often the most important group relationship within a unit and is a prime concern of both the CO and of the RSM.

12. Patricia leaders say we, not I. Patricia leaders are seen and known by their soldiers. Just as soldiers are central to leaders, leaders must be central to the lives of soldiers. Patricia leaders express their goals and expectations to their soldiers clearly and personally; and trust the soldiers to then achieve these.

#### TENET THREE – LEADERS UNDERSTAND, TALK ABOUT AND TALK WITH SOLDIERS

13. Patricia leaders understand the centrality of soldiers. Soldiers are our most important assets, our best defence. They are unique individuals who have voluntarily given themselves up to a higher calling. They are part of a much larger group, but they are still needful of individual recognition. They need very much to be accepted by their group – both their formal group in the section or platoon and also in the myriad of informal groups within the subdivision of the battalion or unit in which they serve.

14. The PPCLI has a history of acceptance. All soldiers are of equal worth, be they of Indigenous or foreign descent, of any religion or creed, or of any sex or gender. In the past we have exulted in the accomplishments of all of our soldiers. Leaders value the individual not for where they come from, but for who they are – thinking, responsible members of the Canadian Profession of Arms.

15. Patricia leaders must have within themselves a deep and profound understanding of what the soldier does. This means knowing tactics and all of the skills that a soldier needs to not just simply live and survive, but to thrive and dominate in the face of adversity, austerity and ambiguity. Patricia leaders never underestimate the complexity and demands of the work of infantry – these are intellectual as well as physical. Our soldiers are always trained hard and smart – and our proximity to excellent training areas is teamed with our innate sense of pride in being ahead in our corps in our tactical understanding and development. This reflects our history and our future.

#### TENET FOUR – BE THE BEST YOU CAN BE

16. To contribute to the team, every member, including every leader, should maximize their worth. This implies that collective excellence is founded on individual excellence, but we also know that it takes every person on a rope pulling their best to create the greatest force. Every soldier has the obligation to give their best, and nothing more can be asked of them. Similarly, every leader must give their best and put duty and soldiers before themselves.

17. Individual excellence cannot be maintained if a person's reputation is tarnished by manner or by misdeed. Patricia leaders develop their reputation with stringent ethics and with fairness. As importantly, Patricia leaders possess humility. They are approachable, understanding, tolerant, and communicative. Tolerance includes tolerance of criticism, both of themselves as leaders and of their units when this is appropriate.

18. Individual excellence has many aspects, from character, knowledge, fitness, and tactical soundness to attitude and expressiveness. The Regiment does not seek any single model of the soldier or leader. We recognize that a successful unit needs all kinds, each with their own capabilities, melded together with pride to create a unit with capacity and character.

#### APPLICATION

19. These four tenets represent a Regimental dedication to leadership that is soldier centric. In the PPCLI, when a Corporal is appointed Master Corporal or when a subaltern is first badged to the Regiment, it is time for these leaders to decide who they are. *The Patricia Way* provides the cardinal points in their search for excellence in leadership, in defining who they are. These tenets will be reviewed periodically to ensure that they retain their validity, they will be emphasized by COs and RSMs, they can be quoted by soldiers of this Regiment as their expectations of their leaders.

#### SUMMARY

20. *The Patricia Way* is a philosophy of leadership in our infantry regiment of today. It is soldier-based and pervasive. It represents our collective commitment to our soldiers and their trust, and to excellence. *The Patricia Way* is an element of our uniqueness. It is therefore an element of our Regimental character and identity.