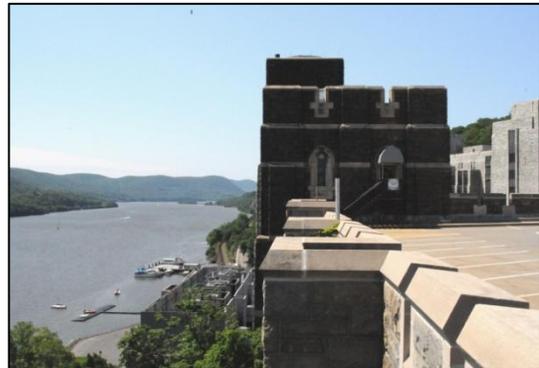


The Center for the Advancement of Leader Development and Organizational Learning (CALDOL) is a small, action-research center that empowers the processes by which Army professionals learn in order to improve combat effectiveness and advance the profession.

Established at West Point in 2003, CALDOL's main functions are to:

- Be a catalyst for professional development among junior officers and cadets by designing and operating an Army online professional-learning system that includes the *BOLC*, *Platoon Leader*, and *Company Command* professional forums, as well as the *Leader Challenge* and *Leadercast* video-based resources.
- Connect West Point cadets, staff, and faculty to the current experiences of platoon leaders and with each other through experiences and products.
- Conduct action research on peer-to-peer leader development and organizational learning, with a practical focus on enabling more effective platoon leaders and company commanders, and a research focus on developing more effective systems for developing Army leaders.
- Attract, equip, develop and serve an informal network of volunteers and grass-roots leaders who contribute to accomplishing the CALDOL mission.



CALDOL's service and outreach to the Army—through the online forums, deployment AAR books, LPDs to PCC courses, train-the-trainer workshops for TRADOC Leader Challenge developers and facilitators,



monthly articles in *Army* magazine (see <http://cc.army.mil/pubs/armymagazine>), etc.-- generate a natural in-flow to the Academy of up-to-date, relevant information from company-level

leaders in the field. Two of the main ways that CALDOL brings this “living curriculum” to cadets and faculty are the PME2 “Leader Challenge” program and the guest-speaker sessions in MX400: Officership.

Leader Challenge in PME2: Three years ago, the SCPME adopted platoon-level Leader Challenge workshops as a core element of the PME2 program. Five times a year, more than 2500 upper-class cadets and 144 uniformed faculty-mentors (1 per cadet platoon) engage in an interactive, fast-paced conversation about a real-life, ambiguous situation that an Army leader faced. Through a video scenario, the cadets put themselves into the boots of the protagonist and engage in vibrant, small-group conversations that challenge them to exercise and reflect upon their own decision-making processes. By immersing themselves in the situation, cadets gain vicarious experience and hone their judgment. CALDOL—which created the Leader Challenge methodology—develops and produces each scenario, authors the facilitators’ guides, and leads the preparation and reflection sessions for the faculty mentors and cadet platoon leaders.

Support to MX400: Twice each semester, CALDOL identifies high-impact leaders to talk with the 500+ cadets in MX400 and then designs, prepares, and facilitates interactive learning sessions between the guests and cadets. At the annual Mission Command Conference, CALDOL works with guest speakers to lead consecutive 100-minute Leader-to-Leader seminars for more than 1200 cadets and 125 mentors.



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