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VOLUME III

LEADERSHIP HANDBOOK FOR THE ARMOR OFFICER

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COMPANY COMMAND YOUR MEN, YOUR MISSION, AND YOU

Leadership Branch
Leadership & Training Division
Command and Staff Department



U.S. ARMY ARMOR SCHOOL
FORT KNOX, KENTUCKY
JANUARY 1986



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COMMAND AND STAFF DEPARTMENT
US ARMY ARMOR SCHOOL
Fort Knox, Kentucky 40121-5211

VOLUME III

COMPANY COMMAND

YOUR MEN, YOUR MISSION, AND YOU

INTRODUCTION

This book is intended to be an aid to help you prepare for command and to assist you in developing your own "philosophy" of command.

Company Command is perhaps the most difficult and rewarding position an officer can hold. This book is dedicated to all of you who will soon hold or are holding that position.

Chapter 1 is just a little bit about the basics.

Chapter 2 concentrates on taking care of your soldier - from the positive and negative sides, from the Red Cross to the Division Psychiatrist.

Chapter 3 talks about your relationship with your men, duties and responsibilities, the NCO Corps, and self assessment.

Chapter 4 has some philosophy on values, ethics, and team building.

Should anyone have questions or comments on this material, or wish to submit additions, we encourage you to contact the Leadership, Training and Communication Arts Division (Telephone 624-5450/4948 or Autovon 464-5450/4948), Boudinot Hall, Fort Knox, Kentucky 40121-5211. We are always interested in new or different methods of leadership and want to provide the best instruction and support possible.

The Command and Staff Department (Leadership, Training and Communication Arts Division) wishes each leader the utmost success in their individual endeavors.



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YOUR MEN, YOUR MISSION, AND YOU

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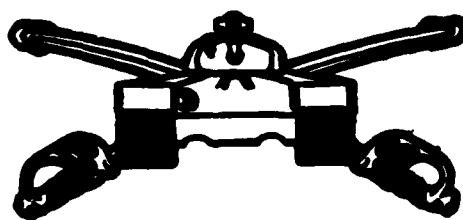
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*We Are Not
Just
Our Behavior*

*We Are
The Person
Managing
Our Behavior*

CHAPTER 1

THE BASICS



The military commander is the fate of the nation.

Field-Marshal Helmuth von Moltke

SO YOU WANT A COMMAND

We hear many officers say, "I'd do anything to get a command." If you are one of these, do you really mean it? Are you suited for command? Have you really considered what having a command entails? What are your answers to the following questions?

* Are you willing to devote all hours of the day and night, seven days a week, to your command?

* Is your wife willing likewise when needed in order to make a happy "Army Community" in your unit area?

* Is your family willing to be secondary, if necessary, to the "company", "battalion", "group", "regiment", "combat command", "brigade", or "division"?

* Are you willing to learn, teach, stress, and live with the "basic fundamentals" necessary to make your unit good and still believe that your great talents for "bigger things" are not being wasted?

* Do you like to be with young people? Can you live with their energy, points of view, and the problems they create?

* Are you willing to take the hard knocks that come from carrying responsibility for the failure of your subordinates?

* Can you juggle, at the same time, all the balls of training, maintenance, tests, administration, inspections, communications, supply, athletics, marksmanship, discipline, public relations, without dropping any of them?

* Are you able to do many things "concurrently", or are you a "consecutive doer"? Can you manage a complex job?

*
Can you receive and carry out orders? Are you a good "follower" as well as a "leader"?

* Can you stand tough competition from like units in your outfit and still retain a spirit of cooperation and teamwork with them?

* Are you physically and emotionally fit to carry the load?

* Do you have the courage to make and stand by tough decisions?

* Are you and your family willing to "live in a goldfish bowl" where your actions are closely observed by both subordinates and superiors?

*Are you able to keep enthusiastic and cheerful when confronted with seemingly impossible tasks to be performed with inadequate means?

*Are you willing to take responsibility yourself when things go wrong in your unit and correct a bad situation rather than blame it on the staff or a higher headquarters or a subordinate?

*Are you confident you can produce a superior unit with the ordinary run of manpower? Can you inspire personnel to produce outstanding accomplishments?

*Are you willing to take a chance on being relieved for attaining only mediocre results?

*Do you really want "command" or do you just want "to get a command on your record?"

If your answers to these questions are "yes", then you should fight to get a command. And, if you hear an officer say, "I want a command," you should confront him with these questions. If his answers are "yes," he is undoubtedly sincere and you should make every effort to see he gets a command. No assignment will ever give greater satisfaction or enable an officer to contribute to the Army and our Country.

- GENERAL BRUCE C. CLARKE

LEADER'S CODE

1. I become a leader in the modern professional Army by what I do.
2. I know my strengths and my weaknesses, and I constantly strive for self-improvement.
3. I live by a moral code, with which I set an example others can emulate.
4. I know my job and I carry out the spirit, as well as the orders I receive.
5. I take the initiative and seek responsibility.
6. I meet any situation with boldness and confidence.
7. I estimate the situation and make my decision as to the best course of action to follow.
8. I stay with the job until it is done, no matter what the requirement.
9. I assume full responsibility, no matter what the results.
10. I train my men as a team and lead them with fact, with enthusiasm and with justice.
11. I command their confidence and loyalty.
12. I will not consign them any duty I myself would not perform.
13. I see that they understand their orders, and I follow through energetically to ensure their duties are fully discharged.
14. I keep my men informed and I make their welfare one of my primary concerns. I do these things selflessly in the fulfillment of the obligations of leadership and for the achievement of the group goals.

FOUR "YOU'VE GOT TOS" OF LEADERSHIP

CAPTAIN T.S. HIENEMANN

Adapted from "Infantry" Magazine, 1978.

Leadership! If you're a red-blooded American, the very word evokes strong emotion. (Who knows . . . the commies may even feel the same way!) Back to Bataan, They Died With Their Boots On, The Fighting 69th . . . the very words choke you up, make you proud, tough, patriotic. On the late show, John Wayne, Errol Flynn, and Jimmy Cagney always epitomize the ultimate American leader -- dashing, daring, tough, decisive, fearless, cocky . . . you name it; they've got it.

For those of you who are less inclined to the above approach, your patriotism is not in question. (But who would go out for the evening if Sands of Iwo Jima was on the late show?) You are entitled to wade through the myriad theories, treatises, and mumblings on the subject that thoroughly dissect and organize it so the rational intellectual thinker might clinically tackle the topic. The fact remains, though, that nobody yet has been able to get a Roget's Thesaurus on his TO&E and if he did, battalion, brigade, and division probably wouldn't give him time enough on the training schedule to spend reading and translating it.

Therefore, the order of the day is

KEEP IT SIMPLE, STUPID!

With this bit of wisdom in mind, I offer you the following definition of leadership:

The capacity to guide, direct, and govern the activity, operation, and performance of others to attain or accomplish a goal or mission.

My definition may not be wordy or cute . . . it may not even be accurate, but for Private Brogan, the Infantryman, and for the leader who's trying to move him, it's accurate enough.

We talk about how the commies have no depth to their leadership -- that is, they've got a whole horde that'll follow, but are a bit short of leaders -- while we've got a whole army of decision makers. Now, since the Army is bent on teaching leadership (since not every stud on the block is a "natural"), it stands to reason that the approach should be in the vernacular.

In addition to keeping things simple,

YOU'VE GOT TO G.A.S. (Give a s t)

Now that phrase covers a whole host of things and conveys an equal number of impressions. It probably encompasses a fair amount of those leadership qualities in FM 22-100. Ask a company commander who has a platoon leader who "G.A.S.es" and he might tell you "This guy is something else, totally committed to his job, mission oriented, takes HEAT rounds and drives on harder — always striving for the very best — a professional." (Is it possible that this lieutenant has something he believes in?)

Ask Brogan about the same man. "That lieutenant is really squared away, man. I mean, he'll help you; he'll stick up for you in front of the CO. He doesn't put up with any bull, doesn't even mess around -- fire you up in a heartbeat, but he's fair all right."

Chances are that something more than egotism and self-aggrandizement motivate this leader; that is, he probably spends less time in front of the mirror stroking himself than he does working and managing the men and mission side of the house. In a word, he is selfless. That is a protection for him, because he doesn't become ensnared in and thereby rendered ineffective through the brown-nosing, OER-worshipping, and the "spotlight's on me" syndrome that comes from self-infatuation.

Can you be taught to G.A.S.?" Probably not. It is something that comes from within a person — from personal convictions and values. You can examine your values and ask yourself all those little questions that lead up to the big one; "Do I really give a ___ about something more than myself?" If you can look yourself straight in the eye and say "Yes" then read on. If not, then stand there in front of the mirror and keep on strokin'!

As important as anything else is, in this leadership business

YOU'VE GOT TO KNOW WHERE YOU'RE GOING!

"The most dangerous thing in the world is a second lieutenant with a map and a compass," says the experienced first lieutenant. Unfortunately, the state of being lost is not restricted to land navigation or second lieutenants. Being lost may be associated with such common phrases as "having your head up your fourth point," "not knowing your tail from a tow truck," "not knowing whether you're coming or going." They all allude to that condition of not having yourself "consolidated," which in turn connotes a lack of organization, established priorities, and objectives.

A soldier can easily understand maneuvering on the objective, so long as you tell him where it is -- establish the objective or goal. This is no less true on the nontactical scene in which a leader has objectives to attain -- teaching his crew to pull proper maintenance or to climb a mountain, or to paint a billet.

Once you have established your objectives, you can organize your resources (time, equipment, and men) to accomplish your objectives. The leader who fails to pinpoint his objectives becomes just as misoriented in battle as he is in training and will accomplish nothing. Likewise, the leader whose objectives are obscured -- whether by smoke or by a barrage of commitments that jerk him in nine directions -- will soon lose his way. Priorities will only serve to confuse him and he will make no progress in any direction. A leader must establish goals or he will become a crisis manager with no game plan at all. Accordingly, know your mission and then "have at it."

Admittedly, goals are important. But as you go along you will also find that

YOU'VE GOT TO KNOW PEOPLE.

"Take care of Brogan and Brogan will take care of you." It starts with his 201 file. Read it, interview him, find out about him (or whatever he'll let you know); don't forget him 'til he screws up and then remember. This doesn't mean you've got to play the "good buddy, father confessor, I'm your pal" routine. If you do, Brogan will find a hundred reasons to demand your time.

What it means is that you've got to communicate with him enough to know when he needs a kick in the tail, a pat on the back, or a letter of appreciation.

Normally, old Brogan screws up about as often as not. After you get finished praising and firing him up in the same breath, he will probably walk away reeling, confused but somehow convinced that he's been fairly treated. Maybe -- with this conviction -- he'll screw up less often, because he thinks someone who cares is watching.

Knowing your boss is no less important. You've got to know how to hand the "play" to him or you end up locking horns all the time, with your troops suffering in the process. You've got to sense how, when, and where to approach him to serve up your point so he'll at least chew on it a spell.

Finally, and don't forget this one,

YOU'VE GOT TO HAVE "A PAIR"!

If you're a "yes man," then you're one of the followers somebody else ought to be leading. "No balls, no bluechips -- dare to win." You've got to know where you stand on issues and then have the gumption to communicate it. "Brogan, pick up that butt!" or "Sir, I disagree" -- the principle is the same; you stand up for what you think is "right." Who knows? One day you may have to lay down your

life for something you believe in. That takes "a pair," so practice now.

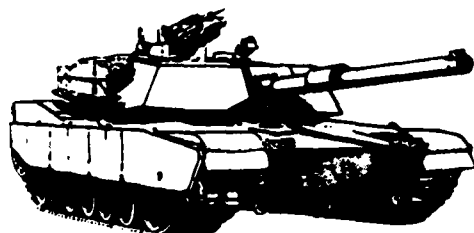
Now don't get all fired-up and forget that word "wisdom" -- that inner ability to be reasonable, sober, and objective that complements a fighting spirit and allows us to live to fight another day. You'll be around to make a whole lot of "stands" if you're slick and pick the right place and time to make your point.

Once a man can determine that he in some degree fulfills the aforementioned four requirements -- you've got to "give a _____," know your mission, know your men, and have a "pair" -- then in that same degree he can figure he's more of a leader than a follower. This behind him, he can jump into FM 22-100 and polish up the rough edges of what is probably a potentially good leader.

*The Best
Minute
I Spend
Is The One
I Invest
In People*

CHAPTER 2

"TALKING TO AND CARING FOR SOLDIERS"



You owe it to your men to require standards which are for their benefit even though they may not be popular at the moment.

General Bruce C. Clarke

HOW TO COUNSEL

A critical part of a leader's job is to counsel soldiers who have problems. Effective counseling helps the soldier understand what his own problem is, then helps him get started doing something about it. The leader's goal in counseling is to make the soldier more effective on the job. The objective of all counseling sessions is to help the soldier solve his own problem. Counseling is a complex skill and is an important part of a leader's duties.

When to Do It

- o When the soldier's attitude or actions have changed markedly and you think he may be having problems that require your help in solving.
- o When a subordinate leader brings a soldier to you for counseling.
- o When a soldier himself asks you for your help or advice.

How to Do It

- o Make yourself available. Don't just schedule "open door" time or tell your men, "Come see me if you've got any problems." Get out and make yourself available.
- o Don't ignore or joke about soldiers with problems. Try to build a reputation of dealing with your soldier's problems honestly and fairly and effectively.
- o Listen. Stay quiet and let the soldier do the talking.
- o Take your time, be patient.
- o Get the soldier to state his problem specifically. Ask him, "Can you tell me more?" Tell him, "I don't understand what you mean by so and so," or "Would you give me an example of that?"
- o If you think that something can be done about the problem, then work with the soldier to reach agreement on what he should do to solve it. If you don't think something can be done, tell the soldier that.
- o Keep on the subject.
- o Make sure the conversation focuses on what the soldier wants to talk about. Your own war stories don't usually help him very much.

- o Gather as much information about the soldier's problem as possible.
- o Have the soldier explain points in greater detail if necessary.
- o Don't get mad or argumentative about what he says. Keep on listening. Let him talk.
- o At this point, think about all you've been listening to and determine whether the soldier needs some special help. You should send him for special help only if:

The problem is too difficult for you.

There is a language or cultural barrier between you and the soldier.

You think you are not making any progress.

You think you are too personally involved.

- o If you send him to someone else, then you make the appointment for him.
- o Check to make sure the soldier keeps his appointment.
- o Talk to him after his appointment to make sure that he believes he's getting the help he needs.
- o If you work with the soldier yourself, follow up on the counseling session:

Make sure he does those things that he has told you he would do to solve his problem.

Require him to establish intermediate goals if necessary.

Check on his progress from time to time. Each time, get him to talk. You listen.

How to Know When It's Done Right

- o When the soldier tells you or his leader that the problem is solved.
- o When the attitude or actions that first led you to suspect that there was a problem start changing for the better.

Administrative Actions

This enclosure lists some nonjudicial means available to company commanders to help develop effective soldier performance and satisfactory conduct when positive incentives have failed.

<u>Technique/Measure</u>	<u>Authority/References</u>
a. Remedial training for individual proficiency.	AR 600-200, AR 350-1.
b. Withdrawal of pass or imposition of time and distance limitation on passes granted.	Inherent in the privilege; AR 630-5.
c. Suspension or revocation of exchange privileges or other actions for abuse of these privileges.	AR 60-20.
d. Withdrawal of class VI privileges for abuse of these privileges.	USAREUR Regulation 230-70. AR 230-70.
e. Suspension or revocation of commissary privileges for abuse of these privileges.	Paragraph 11-91, AR 31-200.
f. Removal from promotion lists.	Chapter 7, AR 600-200.
g. Suspension or revocation of driver's license.	USAREUR Regulation 190-2, AR 190-2.
h. Suspension of privilege of off duty wear of civilian apparel.	USAREUR Regulation 670-5, AR 670-5.
i. Reprimand or admonition.	AR 27-10.
j. Revocation of security clearance.	AR 604-5.
k. Special efficiency report.	AR 600-200.
l. Bar to reenlistment.	AR 601-280.
m. Reduction.	AR 600-200.
n. Requiring movement back on post.	AR 210-16. AR 210-16.
o. Reclassification in MOS for other than centrally managed personnel.	Chapter 2, AR 600-200.

REFERRAL AGENCIES

Time is of essence in handling most personal problems encountered. The persistence of such problems almost inevitably makes solutions more difficult to achieve. This annex has been prepared to aid the small-unit leader in the timely selection of an appropriate referral agency which can furnish technically competent assistance to individuals with problems their leaders are not qualified to treat. While not all such agencies are listed, those which handle the majority of problem cases encountered by the average platoon leader have been included.

In this list, agencies have been grouped roughly in terms of the major function served. Under each agency's name are examples of cases handled and cases not handled, together with procedures for locating an agency representative and referring a problem case to him.

It should be emphasized that, while such a list can greatly aid a platoon leader in handling problems, this in no way indicates that the company level chain of command should be bypassed. The Administrative Headquarters of the company will relieve the platoon leader of the task of making appropriate contacts for the individual concerned.

The standard procedure for referrals to agencies listed in this annex is for the individual first to see his squad leader, who will refer the man to his platoon leader, who will then take the problem either to the first sergeant or to the company commander. There are three important reasons why this procedure should be used. One is simply that the individual must obtain permission to be absent from his unit. Absenting himself without permission will only compound his problems. The second reason is that many problems can be solved at a company level, if they are known. This does not preclude the possibility that a man may have a problem of such a nature that he will not discuss it with personnel at company level, nor does it imply that all problems can be solved at the company level. However, eliminating those problems that can be handled saves not only the individual, but the agencies concerned, a great deal of time and effort. A third reason is to keep the company commander informed as to the existence of problems and/or complaints in his unit. A lack of knowledge could become embarrassing for him in the event he were called by a referral agency for more information about a case.

One final caution should be noted. While the functions of the referral agencies listed in this annex are generally well defined by appropriate Army regulations, and thus should be the same from one area to another, local conditions may nevertheless produce minor differences in the organization and operation of these agencies.

SUMMARY

In summary, disruptive influences generally decrease the ability and motivation of the men to perform well on assigned tasks. To maintain the performance potential of his unit, the platoon leader is responsible for taking quick action to eliminate these sources of performance decrement. When the problem is not basically an adjustment problem, the platoon leader is uniquely suited to help. His rank opens avenues of communication not available to his men, and his actions in "taking care" of them can be instrumental in producing an effective team that will work well under trying conditions. When the problem involves a personal inability to adjust, however, the platoon leader's wisest course of action is to refer the man concerned to a source of specialized assistance. Generally, only persons with specialized training will be able to diagnose and treat the difficulty correctly. However, in both cases, willingness of the leader to help will tend to produce unit loyalty and confidence necessary to outstanding unit performance.

REFERRAL AGENCIES

Section I.	American Red Cross
II.	Army Emergency Relief
III.	Personal Affairs Officer
IV.	Inspector General (IG)
V.	Military Justice Branch
VI.	Legal Assistance Officer
VII.	Claims Section
VIII.	Chaplain
IX.	Division Psychiatrist

SECTION I. AMERICAN RED CROSS

At a post, camp, or station level, all units are served by a central unit of the Red Cross. Overseas, or when a division is operating independently, a Field Director is attached to the G1 Section of the division. Further, if battalions are operating in a dispersed situation, an Assistant Field Director is attached to each battalion.

The Red Cross provides services to all personnel of any military establishment and their dependents.

EXAMPLES OF CASES HANDLED:

- (a) Aid to those who need assistance in communicating with their families concerning their health and welfare.

- (b) Consultation and guidance on emergency personal and family financial or health problems, except those of a religious or moral nature, which are a chaplain's function.
- (c) Reports of specific home conditions, which are needed in the consideration of applications for emergency leave, morale leave, compassionate reassignment, deferment from overseas reassignment, and dependency or hardship discharge. (These reports must be requested by the commanding officer of the person concerned.)
- (d) Aid in obtaining federal and state benefits available to Army personnel and their dependents.
- (e) Grants or loans to return home on account of sickness, death, or other grave emergencies in the immediate family, which includes only parents, brothers, sisters, wife, children, and person in loco parentis (acting in lieu of parents). Such help is given only with approval of the commanding officer, and after the emergency condition has been verified by the Red Cross.
- (f) Loans or grants needed for basic maintenance, when allotments are delayed or interrupted, or when emergency needs arise.
- (g) In cases the Red Cross cannot handle, referrals will be made to local community referral agencies.

EXAMPLES OF CASES NOT HANDLED:

- (a) Loans or grants to return home on account of the sickness or death of someone not in the immediate family.
- (b) Problems involving questions of law or legal rights, which should be referred to the Legal Assistance Officer or the Military Justice Section.
- (c) Problems which are basically moral or psychological, which should be referred to the chaplain or the psychiatrist, respectively.

PROCEDURES FOR REFERRING TO RED CROSS:

- (a) Unit chain of command.
- (b) Individual directly to Red Cross.
- (c) Appointment desired but not necessary.

NOTES:

In cases where illness exists in the immediate family, the local Red Cross will contact the chapter located nearest the family. This contact may be by wire, phone, or letter, depending on the seriousness of the reported illness.

REFERENCES:

AR 930-5, "American National Red Cross Service Program and Army Utilization".

Section II. ARMY EMERGENCY RELIEF

Each unit commander and personnel officer initiates and handles Army Emergency Relief (AER) cases. The personnel officer refers cases to the post, camp, or station AER office.

The AER provides emergency loans and/or grants to military personnel and their dependents, when the Red Cross cannot assist.

EXAMPLES OF CASES HANDLED:

- (a) Emergency loans when military personnel do not receive pay or allowances on schedule.
- (b) Emergency loans when military personnel lose their pay or other personal funds.
- (c) Loans to cover emergency medical, dental, or hospital expenses.
- (d) Loans to cover funeral expenses, not to exceed \$500.00.
- (e) Travel expenses when travel is due to an emergency.
- (f) Funds for emergency transportation of dependents to meet port calls.
- (g) Loans for payment of initial rent, or payment of rent to prevent eviction.
- (h) Loans or grants to prevent privation of dependents due to some emergency situation other than the ones described above.

EXAMPLES OF CASES NOT HANDLED:

- (a) Loans to cover court fees, lawyer's fees, fines, income taxes, installment payments, or debts incurred while maintaining standards of living not commensurate with their pay and allowances.
- (b) Loans to cover emergency expenses which the Red Cross will help defray.

PROCEDURES FOR REFERRING TO ARMY EMERGENCY RELIEF:

- (a) Interview and approval of commanding officer.
- (b) Personnel officer verifies Expiration Term of Service (ETS), pay status, and administrative actions.
- (c) Referred to Red Cross. If Red Cross cannot assist, then referral back to AER.
- (d) Dependents, if living on an Army post, should apply to the AER officer. If living in a civilian community, they should apply to the local Red Cross chapter.

NOTES:

- (a) Before AER can lend or grant money, the Red Cross must indicate that it cannot assist in the case. There is a space on the AER application form which requires an entry by the

Red Cross to this effect. Consequently, the unit commander should send men in need of emergency financial aid to the Red Cross first, and if it cannot assist, referral will be made to the AER.

- (b) The Army Relief Society (ARS) is closely affiliated with the AER. The purpose of the ARS is to assist needy widows and orphans of Regular Army personnel.

REFERENCE:

AR 930-4, "Army Emergency Relief--Authorization, Organization, Operations, and Procedures."

Section III. PERSONAL AFFAIRS OFFICER

The unit personnel officer is normally designated as the Personal Affairs Officer. In cases that he cannot handle, referral is made to Post Personal Affairs Officer (normally Post Personal Affairs Officer and Post AER Officer are the same).

The Personal Affairs Officer will counsel military personnel about a wide range of matters classed as personal affairs.

EXAMPLES OF CASES HANDLED:

- (a) Inquiries concerning insurance policies, companies, and salesmen.
- (b) Advice on absentee voting for service personnel and their dependents.
- (c) Problems concerning Soldiers' Deposit or the Savings Bond Program.
- (d) Advice on retirement rights and benefits to those about to retire from active duty.
- (e) Survivor assistance to the dependents of deceased service personnel (for example, advice on funeral arrangements, survivor benefits, probating of wills, etc.).

EXAMPLES OF CASES NOT HANDLED:

- (a) Problems involving legal considerations, which should be sent to the Legal Assistance Officer or the Military Justice Section.
- (b) Problems involving requests for loans or grants.

PROCEDURES FOR REFERRING TO PERSONAL AFFAIRS OFFICER:

- (a) Unit chain of command.
- (b) Individual directly to Personal Affairs Section.
- (c) Appointment desired but not necessary.

NOTES:

It is critical for the commander to refer to the Personal Affairs Officer those of his men who have questions on inservice loans, insurance, etc. After insurance is purchased, or a contract is signed, the Personal Affairs Officer is powerless to help. In most installations, the Personal Affairs Officer will also be the custodian of Army Emergency Relief funds. He also works closely with the Red Cross.

REFERENCES:

AR 608 Series

AR's on Personal Affairs

Section IV. INSPECTOR GENERAL (IG)

The Inspector General (IG) is a detailed inspector general and is assigned for duty on the staff of the division commander.

The IG's office investigates many complaints of the individual soldier and military dependents. Some of these complaints are listed below.

EXAMPLES OF CASES HANDLED:

- (a) Administration--partiality in administration, mistreatment of personnel.
- (b) Allegations--forced payments of donations, memberships, etc.
- (c) Disciplinary matters--mass punishments, etc.
- (d) Duties--degrading to NCO, excessive hours, excessive guard duty, partiality in assignments, protest of details (CQ, KP, etc.).
- (e) Discrimination--segregation.
- (f) Enlistment promises--not kept for schools, organizations, grade, or MOS, etc.
- (g) Denial of permission to see IG.
- (h) Leave and pass--denial of leave or pass, passes unjustly withheld, restrictions on passes too stringent.
- (i) Mess and food--quality and quantity.
- (j) Pay and allowances--complaint about any type of pay or allowance; for example, failure to receive, deductions, etc.
- (k) Services and supply--dental and medical care denied, or inadequate; living conditions.

EXAMPLES OF CASES NOT HANDLED:

- (a) Complaints of wrongs or appeals under Art 138, MCM.
- (b) Actions as result of report of survey (AR 735-11).

- (c) Actions in connection with courts-martial (UCMJ and AR 15-185).
- (d) Protest of type of discharge from military service (AR 15-180).
- (e) Matters involving indebtedness and nonsupport (AR 600-20).
- (f) Matters involving counterintelligence investigations (AR 381-130).

PROCEDURES FOR REFERRING TO IG:

- (a) Unit chain of command.
- (b) Individual directly to IG.
- (c) Individual by letter to IG (division level or higher).

NOTES:

The preceding list of examples of cases handled is only a very condensed listing of referral matters brought to the IG. Actually, almost any type of complaint or problem may be a matter for the IG. For a more detailed list of types of complaints, consult the Chief Clerk of the Division IG's office.

REFERENCE:

AR 20-1, "Inspector General Activities and Procedures," 24 May 1972.

Section V. MILITARY JUSTICE BRANCH

The Military Justice Branch is a section of the Division Staff Judge Advocate Section. This section advises and assists military personnel with military justice problems.

EXAMPLES OF CASES HANDLED:

- a. Timely appeal of punishment under the UCMJ, when the claim is that the punishment is not legal, or is unjust, or is disproportionate to the offense (par. 134, p. 234, MCM 1951). (Administrative reduction appeals in which the person is claiming prejudice on part of the commander are IG problems.)
- b. Requests for advice from military personnel confronted with civil criminal charges. (This advice usually is limited to recommendation of a panel of civilian criminal lawyers.)
- c. Requests for advice as to the rights of suspects in criminal investigations before charges are preferred. After charges have been preferred, individuals may seek advice from the defense counsel of the Military Justice Section of the Division Staff Judge Advocate.

EXAMPLES OF CASES NOT HANDLED:

- a. Legal problems involving civil law. These are handled by the Legal Assistance Officer.
- b. Command deficiency complaints. These should be sent either to the Staff Judge Advocate for processing through Article 138, or to the IG.

PROCEDURES FOR REFERRING TO MILITARY JUSTICE BRANCH:

- a. Unit chain of command.
- b. Appointment made by the individual's commander with the Military Justice Branch.

REFERENCE:

Manual for Courts-Martial, United States, Department of the Army Washington, D.C..

Section VI. LEGAL ASSISTANCE OFFICER

The Legal Assistance Section is a section of the Division Staff Judge Advocate Section. This section counsels military personnel and their dependents about their personal legal problems.

EXAMPLES OF CASES HANDLED:

- a. Problems involving contracts and repossessions, where the validity of the contracts or the rights and obligations of the parties thereto are in question.
- b. Naturalization, citizenship, and adoption problems.
- c. Marital problems involving divorce or separation proceedings, and the legal rights of the parties to these proceedings.
- d. Problems involving disputed debts, where the soldier allegedly owing money denies the debt or says he was cheated. (If the debt is admitted, there is no legal problem.)
- e. Any legal problem involving civilian law.
- f. Tax problems.
- g. Wills and powers of attorney.

EXAMPLES OF CASES NOT HANDLED:

- a. Financial problems in which the problem is to borrow money. These should be sent to the Army Emergency Relief or the Red Cross.
- b. Allotment problems; for example, how to stop or start Class E or Q allotments except when the problem arises because of infidelity of the wife. In this case, the Legal Assistance Officer should examine the evidence to determine if it is in legal form. All other such problems should be sent to the unit personnel officer of the Finance Office.

- c. Medicare questions. These should be sent to the Hospital Administrative Officer.
- d. Hardship discharge or compassionate transfer problems except when competent legal documents must be prepared. In this case, the Legal Assistance Officer should be consulted to put the documents in the proper form. With his exception, these cases are personnel problems.
- e. Marital problems when there is no question of legal rights or divorce. These should be sent to the chaplain.
- f. Advice on court-martial procedure or board actions. Legal Assistance Officers are not permitted by regulations to give advice to people facing investigation for courts-martial or other disciplinary action of an administrative nature. These are problems for the Military Justice Section or Military Affairs.
- g. Questions on how to get furniture moved, which should be sent to the Transportation Section, and on how to collect for damage done to furniture during transit, which should be given to the unit claims officer.
- h. Drafting of leases, deeds of trust, real estate mortgages or deeds, partnership agreements, articles of incorporation, inter vivos trusts or complicated wills, or the examination of abstracts of title to real estate or other similar documents for purposes of rendering an opinion on the legal sufficiency of such title. However, a person having a legal document to be prepared should take the matter up with the Legal Assistance Officer and see whether or not it is within the scope of his endeavor and responsibility to draft such a document.
- i. Appearing in person or by pleading before domestic or foreign civil courts, administrative tribunals or government agencies, except as authorized under AR 27-5.
- j. Does not act as a collection agent or lend aid to defeat the fair collection of any just debt or obligation. The primary responsibility for debt counseling is that of the company commander. The Legal Assistance Officer may discuss with personnel their legal liability for a debt.
- k. Cases involving matters arising from or connected with the business activities of civilian income-producing activities of an individual member (AR 210-10 and AR 600-20).

PROCEDURES FOR REFERRING TO LEGAL ASSISTANCE OFFICER:

- a. Unit chain of command.
- b. Individual directly to Legal Assistance Officer.
- c. Appointment desired but not necessary.

NOTES:

- a. Legal assistance is normally given only in an established legal assistance office or at a hospital or place of confinement.
- b. The Legal Assistance officer's advice is solely in his individual capacity as an attorney, and his views or opinions are not

necessarily those of the Department of the Army or of the U.S. Government.

- c. Privileged communications exist between client and Legal Assistance Officer.

REFERENCES:

AR 608-50, " Legal Assistance".
DA Pamphlet 608-2, "Your Personal Affairs Handbook".

Section VII. CLAIMS SECTION

The Claims Section is a branch of the Division Staff Judge Advocate Section. This section handles the administrative payment and settlement of claims for or against the United States Army.

EXAMPLES OF CASES HANDLED:

- a. Damage done to household goods during transit or storage.
- b. Damage of private property by military personnel.

EXAMPLES OF CASES NOT HANDLED:

- a. Claims of individuals against other individuals. (Should be referred to Legal Assistance.)
- b. Individual claims against private corporations, etc. (Should be referred to Legal Assistance Officer.)

PROCEDURES FOR REFERRING TO CLAIMS OFFICER:

- a. Unit chain of command.
- b. Individual directly to Claims Section.
- c. Appointment desired but not necessary.

REFERENCES:

AR 27-20, "Claims"

Section VIII. CHAPLAIN

Chaplains are available for duty with each battalion of the division. The chaplain provides for every military man his church away from home, and is the individual's pastor or priest.

EXAMPLES OF CASES HANDLED:

- a. Marriage problems--before and after marriage.
- b. Family problems--arising out of indebtedness and marital problems.
- c. Problems of conscience.
- d. Problems of adjustment to the service--to include homesickness.

- e. Religious problems.
- f. Problems involving a need for moral or spiritual motivation or encouragement from a moral or spiritual leader.

EXAMPLES OF CASES NOT HANDLED:

- a. Compassionate transfer cases, hardship discharge, and other similar cases. Although these are originated by the company, the chaplain can assist the men and commanding officer in this.
- b. Emotional or physical disturbances that require psychiatric or medical help.

PROCEDURES FOR REFERRAL TO CHAPLAIN:

- a. Unit chain of command.
- b. Individual directly to chaplain.

REFERENCE:

FM 16-5, "The Chaplain".

Section IX. DIVISION PSYCHIATRIST

The division psychiatrist is a member of the Division Surgeon's Staff. The mission of the division psychiatrist is to provide professional aid to military persons who have emotional problems.

EXAMPLES OF CASES HANDLED:

- a. Adjustment problems.
- b. Marital difficulties of cadre and/or basic trainees.
- c. Situational evaluation for change in job, assignment, profile, etc.
- d. Psychotherapy of psychoneurotic patients.
- e. Evaluation for administrative boards, hospitalization, security clearances, CID investigations, etc.

EXAMPLES OF CASES NOT HANDLED:

- a. Financial problems. In some cases, the underlying cause of the existing financial problems might be due to psychological or psychiatric factors and the individual is referred from another agency.
- b. Problems involving question of law or legal rights.
- c. Administrative matters, such as hardship discharge, where there are no psychiatric implications.

PROCEDURES FOR REFERRING TO DIVISION PSYCHIATRIST:

- a. Unit chain of command.
- b. May be referred by chaplain, JAG, hospital clinics.

- c. Individual refers himself.
- d. In tactical situation, individual is referred through medical channels, that is, battalion surgeon, to Division Clearing Station where the Neuropsychiatric Section is located.

REFERENCES:

AR 40-216, "Neuropsychiatry"
AR 635-100, "Officer Personnel"
AR 635-212, "Discharge--Unfitness and Unsuitability"

*People Who Feel
Good About
Themselves*

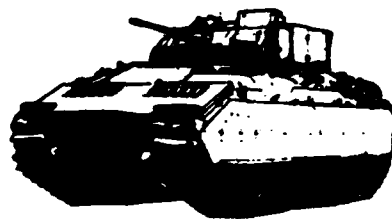
*Produce
Good Results*

CHAPTER 3

COMPANY RELATIONSHIPS

&

RESPONSIBILITIES



A leader is a man who has the ability to get other people to do what they don't want to do, and like it.

President Harry S. Truman

LEADERSHIP

Already possessing the requisite leadership potential as shown by your selection for command, we will not deal with the basics but will rather attempt to highlight those things that make leadership by commanders different from that of other officers. Of course the basics still apply but as you will find their impact is multiplied. Your leadership style will, of course, be dependent on your personality but is also affected by the personalities of the unit as a whole and that of your soldiers.

We all know that we must be ourselves in our leadership style, but sometimes we must modify our behavior to deal with the specific leadership needs of our unit. Sometimes we raise HELL, but sometimes quiet counseling will do. Only you will be able to find the "happy medium" for both yourself and your unit. This will probably be the biggest test for you. If you succeed you will be a successful commander, if you fail you will end command abruptly.

ESTABLISHING THE COMMAND RELATIONSHIP BETWEEN UNIT COMMANDER AND UNIT SOLDIERS

Initial impression of an incoming commander is critical to the unit and affects its ability to continue to function. It has a direct bearing for the success of future changes in company policy. In many instances, an incoming commander's attitude immediately establishes a barrier between himself and the unit's soldiers. The incoming commander must not give the impression that he is there to immediately change the "course" of the unit and correct all its ills utilizing authoritarian methods. Unit goals and traits reflect the outgoing commander's personality, and do not change immediately. This is not to say that if changes are drastically needed that they should not be immediately implemented, but that if at all possible, the transition should be that of a gradual one.

Meetings and discussions will be a way of life for the first week or so of command, but are essential. A meeting with the unit's Platoon Leaders, Executive Officer, First Sergeant and Platoon Sergeants is needed almost immediately. This meeting is a critical point within the unit because all leaders within the organization, in order to be effective in the transition, must know what is expected of them. Additionally, and of equal importance to you, is that this meeting provides them an opportunity to express to you personally the problems which they are encountering and the support that they need.

A discussion with the unit's soldiers should come next. It is also essential that this be accomplished within the first few days of command. This discussion enables you, the new commander, to express your goals and expectations of both the unit as a whole and also those of the individual soldier. Once again, it should be stressed to be

firm in your presentation but do not carry the dictator image; if you do all credibility will be immediately jeopardized and support from the units NCO's will be scarce.

Do not isolate the unit orderly room personnel and functions from the unit's soldiers. If a feeling of isolation is perceived by the soldiers, everything that turns "sour" within the unit will become the "orderly room's fault". The orderly room is there to support the unit's soldiers as well as be the unit Headquarters. The ISG normally does an outstanding job of organizing and running it, however be aware not to permit him to isolate it or himself.

A sense of unit comradeship is present in every good unit. Keep your soldiers informed, busy, challenged and show interest in them as individuals and they will break their backs for you.

COMMANDER/FIRST SERGEANT RELATIONSHIP AND UTILIZATION

It is apparent that the relationship between the Unit Commander and First Sergeant is critical to the effectiveness of the unit. Additionally, let's say up front that although you are the "boss" and any good First Sergeant will adopt your final decision as if it were his idea, he will have more influence on the unit's soldiers and their attitudes than you will. Although in the long run your development as a team will even this influence out. Common unit goals and basic methods of attaining them are essential.

In most cases, the unit ISG knows the unit better than anyone; he knows its weaknesses as well as its strengths, he knows most unit personnel better than they know themselves and he knows battalion expectations and idiosyncrasies. Utilize him, discuss ideas with him before implementing them and above all don't make him the chief orderly room "paper pusher". Involve him in the unit training program, and enable him to keep in touch with the unit's soldiers. Do your best to keep him informed and involved because you need his support as well as his advice.

Above all, remember that you both are a team which is critically important to the smooth operation of your unit.

THE COMMANDER AND HIS OFFICERS

An area of equal importance is your "dealing with Lieutenants". This is a special relationship which you must establish. You must gain their respect and guide them (See Training). They will probably be the easiest, and at the same time hardest personnel to motivate. Lieutenants have feelings and you should (as you do with the rest of your soldiers) endeavor to find out what goes on in their minds. They are the ones who can make your command much easier by taking up the load. Sometimes we get so "wrapped-up" in the "dumb lieutenant"

syndrome we forget that there are any number of leadership techniques to use besides yelling. (Sometimes yelling is all that will work). They must learn to adapt very quickly and it is up to you to see if they sink or swim.

GENERAL

It is extremely important that every soldier understands what to expect from you. That your chain of command functions and becomes an extension of your "command presence" and not a liability. There are many ways to accomplish this; one method is exemplified by the monthly "Rap" sessions, but mostly your daily contact with your senior NCO's and officers will set the tone. You should always remember they are looking to you for a "role model". You must set standards and have the moral courage to live by them. If you expect your NCO's to check the billets at night you must also do so.

Don't look for immediate and unquestioned loyalty from the unit. You are their new Commander, and because the officer you are replacing was good, they still are loyal to him and are feeling you out. Be ready for that (you did the same as a 2LT). Naturally, after a while your status will change, as they figure you out. You will awake one day and suddenly you are "THE OLD MAN".

INTEGRITY VS "3 BAGS FULL SYNDROME"

We have included this here because it is extremely important. This is a double edged sword. Honesty is demanded, as it should be, by every level of command. There are some things which you may feel are strictly internal and not tell your "Boss". But never I say again, NEVER lie or deceive your boss. And with the same token never accept deceit from your subordinates. It causes you embarrassment at all levels. The golden rule is: "The Commander is responsible for all that his unit does or fails to do." Screw ups will happen to everyone! Be honest with your boss and don't let them happen again. Your ability to standup and take your "punishment" will be respected and admired by both your superiors and your subordinates as they must feel you are behind them 100%. One of your subordinates may have made the mistake, but to your boss it is your mistake and should not be shirked by you. Use honest mistakes as a teaching tool for your subordinates. Accept human error but don't tolerate incompetence.

100 TASKS. COMPETING DEMANDS AND SHIFTING PRIORITIES

At 1215 hours on the 6th of February, 1984, an informal study was made of what was going on inside the "brain" of a randomly selected US Army Armor Company. This unit was in its training phase - preparing for war. In about a month, it was due to move out on a major FTX. It was a good, solid, average US Army Armor Company.

The "study" of what the unit was doing was made simply by making a list of what was on the desk tops of the CO, the XO and the first sergeant. In-boxes, out-boxes, notebooks, scraps of paper, official correspondence, and forms. The inventory is as follows:

1. Note to turn in cash collection sheet to Battalion Mess Hall.
2. Computer print-out of unit equipment from Computerized Movement and Planning System (COMPASS).
3. AR on assignment of personnel with handicapped dependents.
4. Receipt for \$19.60 for attendance of LT and Mrs. Greene at a battalion function.
5. CBR Officer Course certificate to give to LT Lewis.
6. FM on organizational maintenance operations.
7. Draft EER for MTR SGT.
8. Forms, statements, and reports pertaining to theft of \$100 bill.
9. Note from battalion informing XO he would be appointed investigating officer for above.
10. Note to XO to round up references (FMS, SOPs, OPlans) for FTX.
11. Ltr from battalion: Buck-up performance of officers appointed as Report of Survey Officer. 3-page checklist attached.
12. Pencilled list of FTX preparation actions:
 - 07 Feb: Bde Chem Officer to check company CBR teams.
 - 07 Feb: Briefings for dependents on FTX.
 - 07 Feb: Bde practice convoy for FTX.
 - 11-13 Feb: Bde FTX.

11-17 Feb: Bn FM radio update.
15 Feb: FTX convoy briefings.
19 Feb: FTX advance party departs.
21 Feb: Submit FTX rail movement data.
25 Feb: Battalion wheeled convoy departs for FTX.
28 Feb: Submit FTX air movement data.
04 Mar: Brigade communications exercise.
07-13 Mar: FTX.
20-21 Mar: Rail deployment, FTX return.
22-25 Mar: Air deployment, FTX return.
24-28 Mar: Wheel deployment, FTX return.

13. Note to put concertina around motor pool parking lot. Sister battalion has AGI.

14. DF from Battalion: Staff Duty Officer Roster.

15. DF from Battalion: LT Lewis go for Officer Record Brief.

16. Battalion SOP on reports.

17. EER for Supply SGT.

18. Hand receipt for MILES equipment used by 1st Platoon in the field.

19. Claim form against soldier who kicked window out of private car.

20. Ammunition request for small arms training.

21. DF from Battalion: Training notes on "Lessons Learned."

22. Letter from member of unit who had PCS'd 3 months earlier.

23. Range request for small arms training.

24. Hand receipt for 1 folding cot.

25. Bar to reenlistment form for PVT in the unit.

26. DF from Battalion: Complete OER support forms.
27. Article 15 record of proceedings on PFC who failed to go to field training.
28. Weekly training schedule.
29. Note to counsel Smith, Jones, and Harris on reenlistment.
30. Equipment dispatch annex to battalion maintenance SOP.
31. Set of handbooks for "PEGASUS" CPX.
32. DF on suspension of Article 15 punishment for Specialist Hammond.
33. DF from Battalion: Submit handwritten training schedule.
34. EER for SSG Moon.
35. Diagrams for combat loading of vehicles.
36. Separate ration authorization for PFC Richards.
37. Medical examination report on little finger of PFC Atkins with note from battalion to complete line of duty investigation NLT 15 February.
38. 1st Platoon loading plans.
39. Letter from Battalion: Composition of FTX advance party.
40. List of junior NCOs to attend battalion Leader Development Program.
41. Letter from Div: Gunnery training.
42. DA Circular on SQT for FY 1980.
43. TEXT: Plt leader training management planning book.
44. Training Circular on tank-mech infantry team.
45. Battalion ARTEP.
46. Text: Co Cmdr's Handbook.
47. List of men absent from PT.
48. Schedule of reenlistment interviews.

49. DF from Battalion: Soldier of the Month.
50. DF from Battalion: Motor pool police responsibilities.
51. DF from Battalion: Staff duty NCO roster.
52. DF from Battalion: Regional marksmanship championships.
53. List of personnel requiring yellow fever shots.
54. DF from medic: names of men due overweight weigh-in checks.
55. DF on individuals to attend remedial PT on Saturday.
56. DF from LT Greene to take annual medical exam.
57. Df from Battalion: School Quotas.
58. Sick slip for PVT Flores: sprained ankle.
59. Sick slip for PVT Barder: lung trouble.
60. Academic report on E-5 who completed BNCOC.
61. DF from Battalion: Appointment of E-5/E-6 promotion board.
62. PT scorecard for Specialist Jenkins.
63. DF listing authorized SD assignments.
64. DF listing marksmanship scores of all individuals in unit.
65. Request for school allocations.
66. Computer print-out of unit SQT report.
67. Request for quota to bus-driving school.
68. Notes from 1 meeting of "Things to Do" before FTX:
 1. Load sensitive items at Bldg 311.
 2. Put out emergency leave procedures to all troops.
 3. Submit rear detachment list to Battalion NLT Monday,
 4. Leave extra keys for rear detachment.
 5. Send 1 NCO and 2 men to railhead for loading.

1200.

6. Send troops to cold weather classes on 15 Feb.
7. Submit POV list to battalion Tuesday.
8. Advance Party: Take 1 CONEX per co.
9. Send 2 men to Battalion S2 for detail.
10. Submit report on reports of survey, prior to FTX.
11. Mark all individual duffle bags prior to FTX (red).
12. XO check drive-trains of all vehicles.
13. Claims officer to brief troops Monday.
14. Bring enough trashbags for whole exercise.
15. Issue luminous tape for all troops.
16. Send drivers to battalion for battalion XO maintenance class, 1400.

ACKNOWLEDGEMENT*

This list was first compiled by COL Mike Malone from an infantry company. It has been updated to reflect a possible list from a current Armor organization.

"... reason and calm judgement, the qualities specially belonging to a leader."

TACITUS
55-117 A.D.

DEPARTMENT OF THE ARMY
HEADQUARTERS 82D AIRBORNE DIVISION
FORT BRAGG, NORTH CAROLINA 28307

AJDGA

SUBJECT: Program for Improved Utilization of Noncommissioned Officers
and Enhancement of Status of the Noncommissioned Officers
Corps

1. The purpose of this letter is to outline the policy and procedures for the conduct of a program designed to develop noncommissioned officer initiative, confidence and leadership, and to achieve better utilization of the noncommissioned officer of the 82d Airborne Division.
2. The commander during peacetime must allow his subordinate leaders to gain experience in making decisions by permitting freedom of action. To accomplish this objective, the noncommissioned officer should be given authority to do a job on his own without oversupervision by his superiors. In doing this, standards of performance need not be lowered. Honest errors, however, must be expected and corrected. In the process, subordinate leaders gain valuable experience and confidence which will minimize costly errors in a combat environment.
3. Commanders must train noncommissioned officers in their duties and responsibilities to ensure that every noncommissioned officer is thoroughly aware of the importance and responsibilities of his grade and position within the leadership structure of the Army. Integrity, loyalty, efficiency, dependability, and fairness are qualities which should be emphasized in developing and training an NCO to meet the

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SUBJECT: Program for Improved Utilization of Noncommissioned Officers and Enhancement of Status of the Noncommissioned Officers Corps

standards of this division. Indifference to or abuse of authority cannot be tolerated. The following are actions which commanders can take to improve the noncommissioned officer and have him producing to the best of his ability.

a. Give noncommissioned officers every opportunity to exercise leadership.

(1) Make assignments appropriate to their rank.

(2) Give authority to get the job done. The choice of personnel and methods should be left to the noncommissioned officer, so long as he remains within reasonable bounds. If the noncommissioned officer is hesitant, counsel and assist him. If he repeatedly is inefficient and ineffective, reduce him and replace him with a man who has proven capable. It is important to remember, however, that the reduction of a noncommissioned officer is a serious matter for the overall morale of the unit.

(3) Give the noncommissioned officer the resources (including time) to accomplish his responsibilities. He cannot be expected to care for his men and keep their appearance high unless he is allotted time each day to inspect and talk with them.

b. Issue mission type instructions rather than detailed orders.

(1) Support the noncommissioned officer in his decisions. If a decision is based upon poor judgement or false information and you are able to give him the guidance before any action is taken, do so. But, once he starts out to do something with a group of men, do not halt the operation unless serious or injurious results appear imminent.

(2) Counsel the noncommissioned officer privately on his mistakes after the job is finished.

(3) Compliment or praise the noncommissioned officer who does an assignment well. The officer must correct errors, but fundamentally he must be a "builder-upper". A sharp distinction must be made, however, between backing up a subordinate leader and granting him undue liberties. The primary reason for this support is to increase operating efficiency. Abuse of authority or disregard for directives should never be permitted.

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SUBJECT: Program for Improved Utilization of Noncommissioned Officers and Enhancement of Status of the Noncommissioned Officers Corps

c. Adhere to the chain of command through utilization of the noncommissioned officer.

(1) Do not officially deal with the private soldier as a regular practice. Talk to him and listen to him but hold the noncommissioned officer responsible for his men and issue your instructions through him.

(2) Assign the noncommissioned officer-in-charge responsibility for the state of discipline within his squad, section or platoon. Delinquencies and AWOL's reflect upon his ability as a leader.

d. Let the noncommissioned officer take charge whenever appropriate. Reduce the requirements for officer supervision or presence.

(1) Employ noncommissioned officers as instructors to the maximum degree practicable.

(a) Permit the squad leader to train his squad and the section chief to train his section; utilize the platoon sergeant to train the platoon.

(b) Provide the necessary time and materials for the noncommissioned officer to prepare himself properly for the job.

(c) Task senior noncommissioned officers to train junior noncommissioned officers.

(2) Exempt noncommissioned officers from attending repeated training in which they have demonstrated proficiency except as they are needed in a supervisory role.

(3) Use noncommissioned officers in planning, preparing and executing athletic, recreational, and social programs.

(4) Charge noncommissioned officers with responsibility for preparation for inspections and the conduct of inspections whenever feasible.

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SUBJECT: Program for Improved Utilization of Noncommissioned Officers and Enhancement of Status of the Noncommissioned Officers Corps

4. Development of noncommissioned officer stature:

a. The noncommissioned officers comprise the first echelon of command -- that echelon having direct contact with the trooper. The noncommissioned officer alone exercises control over the detailed performance and conduct of the soldiers in the unit. The noncommissioned officers are in the best position to maintain the standards that the commanders set. The noncommissioned officer is the vital link in the chain of command when he is given command support, responsibility, and authority and is allowed proper freedom of action.

b. Appropriate guides for the commanders are:

(1) Do not promote undeserving men to noncommissioned officer grade just to fill a promotion quota. Keep the Noncommissioned Officer Corps elite.

(2) Grant noncommissioned officers a greater voice in matters relative to troop welfare in terms of assignment, reassignment, promotion, reduction, privileges, discipline, training and supply.

(a) Let the men know that the noncommissioned officers' advice and counsel is used by the commander in arriving at decisions.

(b) Obtain recommendations from noncommissioned officers on enlisted personnel within their units to be considered for promotion.

(c) Give visibility to your support of sergeants (E5). One way to do this is by permitting them to accompany their men to the commander's office when they are praised or disciplined. Solicit their recommendations and suggestions. Support them. They are under the greatest pressure from their men not to do their job and have the least reason and qualifications to resist this pressure.

(3) Demand noncommissioned officer improvement to raise their own professional competence. Technical ability and leadership qualities of noncommissioned officers can be improved through participation in the off-duty education programs.

(4) Keep noncommissioned officers informed of plans affecting the unit. Train them to keep confidential information inviolate.

(5) Correct and discipline noncommissioned officers in such a manner as to protect them from degrading embarrassment in the presence of subordinates.

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SUBJECT: Program for Improved Utilization of Noncommissioned Officers and Enhancement of Status of the Noncommissioned Officers Corps

(6) Demand that all personnel, officers and enlisted, address noncommissioned officer by their title. Addressing noncommissioned officers by their last name, without reference to grade, is disrespectful; referring to them as "Sarge" is improper.

(7) Encourage initiative and do not worry about the noncommissioned officer exceeding his authority before it actually happens.

(8) Show approval of jobs undertaken without suggestion.

(9) Compliment the noncommissioned officer on a job well done. Do not cheapen praise by extending it when it is not deserved, but do not withhold it from the man who has earned it.

(10) Use letters of appreciation or commendation or award certificates of achievement, or the Army Commendation Medal to recognize exceptional performance.

(11) Place a high value on dependability. It is a vital quality in a noncommissioned officer. Demand completion of every job started, as a matter of self esteem. Let it be known that the only actual values are results.

(12) Actively "sell" the noncommissioned officers to the men by holding them in obvious high regard.

(13) Utilize senior noncommissioned officers to the maximum in the following capacities:

(a) Pit officers on KD ranges.

(b) Safety personnel on ranges (under control of an officer-in-charge).

(c) Platoon umpires when the platoon leader is a noncommissioned officer.

(d) As members of the following boards/councils:

1. Awards and Decorations (in cases involving enlisted men).

2. Enlisted Promotion Boards.

AJDGA

SUBJECT: Program for Improved Utilization of Noncommissioned Officers
and Enhancement of Status of the Noncommissioned Officers
Corps

3. Troopers of the Month/year Award.
4. Unit Fund Council.
5. Service Club Advisory Counsel.
6. NCO Club Advisory Council.
7. Character Guidance Council.

Acknowledgement**

This program was written by Major General George S. Blanchard
while assigned as Commander of the 82nd Airborne Division.

"I shall desire all and every officer to endeavor by love and affable
carriage to command his soldiers, since what is done for fear is done
unwillingly, and what is unwillingly attempted can never prosper."

Earl of Essex:
At Worcester
24 September 1642

COMPANY COMMAND RESPONSIBILITIES

This letter was written by LTC Jon E Maggart, Commander of 2/69 Armor at Fort Benning, Georgia. It is an excellent standard to go by when attempting to define company command responsibilities.

Subject: Company Command Responsibilities

1. The following is a list of the tasks I expect to be emphasized during your tenure as a commander. The list is not all encompassing nor is it in any particular order of priority. In fact this list is dynamic based on battalion, brigade, and post requirements at any given point in time.

2. In addition, this list sums up what I am looking for in terms of expected behavior from commanders. These same points are the ones I reflect upon when I am trying to prepare your annual reports.

- Fire in the belly. This is an intangible which can be described by interest, effort to achieve the standard, personal study and writing, commenting in public or open forum your views or opinions, "I'm in charge" image, no whining, griping or complaining, a desire to be great, etc.

^Do not confuse fire in the belly with meaningless ego or the flag waving, drum beating facade of the incompetent.

- Maturity. Commanders must be mature and act mature if NCOs and soldiers are to have any respect in their ability to take care of important matters which concern all soldiers--in peace and in combat. Maturity means making the hard decision when the easy thing to do is be a good guy. It also means making decisions which are for the good of the Army down the road. A mature officer does not pass on to his soldiers complaints about actions taken by higher headquarters.

- Accomplish the mission.

^Whatever the assigned task is, do it. Do it to standard. No excuses.

- Take care of the soldier.

^Take care of the normal housing, feeding, clothing tasks.

^Provide the leadership, maturity, and command structure that allows soldiers, NCOs and young officers in your unit to feel they have a vested interest in the organization.

^Provide an environment that allows your soldiers the opportunity to be all they can be.

^Lead, provide guidance, direction, and coordination for your company.

^Set the goals and priorities then let your NCOs accomplish what you have directed. Do this even if you have weak NCOs.

^Use mission type orders and let your NCOs have the authority to carry them out. Remember, you can always get rid of incompetents once they have demonstrated the fact. If they aren't required to perform, how will you know?

^When you use the mission type order, make sure you describe clearly the end state you want in great detail and give a time when you want the mission done. Make sure everyone knows the standard you expect.

- Get personally involved in maintenance.

^Know what your maintenance status is at all times. Know the details as to what is broken, why, what has been ordered, what has not been ordered, status of repair parts. This is your job...not the XO's or the BMO's.

^Be seen in the motor pool. Not just for 15 minutes on Thursday.

^Don't settle for poor PMCS. Make you NCOs produce quality PMCS.

^Don't settle for shoddy looking equipment.

^Get pissed off, I mean PISSED OFF when your equipment breaks down. Get pissed off at your chain of command, your crews, the BMO, the XO, and the battalion commander.

- Get professionally competent.

^Read and discuss the professional development literature I send you. Ask questions about it.

^Be an expert in tactics, maintenance, and tank gunnery. They are the tools of our trade. Know supply procedures.

- Get your administration straight.

^Recognize that admin is a necessary evil. It must be done and done correctly the first time.

^Build systems to handle routine tasks routinely.

^Don't miss suspenses. Get involved in the important admin areas.

^Put your personal hand to "exception" cases. Hand written notes are fine.

- Get your training straight.

^Establish top ten quarterly priorities and use them.

^Don't confuse urgency with importance. Many unimportant things have to be done immediately...but keep focused on what is important. Reprioritize when you have met the standards.

^Develop a training plan that allows you to see:

- Tasks/standards to be accomplished
- Available resources (time, \$, training)
- Priority areas
- How all of the above is translated to the training schedule.
- Daily discussion of what happened today, what is supposed to happen tomorrow.

^Make support missions equal good training.

^Find out what the task is. Don't leave that to your training NCO only.

^Carefully choose who will lead it.

^Determine what additional info you can provide to make the training more meaningful.

^Go out and see what they are doing with your soldiers' time.

^Don't waste soldiers' time by not having a definite training plan for each and every event you conduct...regardless of how insignificant it may be.

^Keep track of soldier skills. Know in what areas they are weak. Make sure your NCOs have a job book for each soldier and that they use them.

^Provide time for soldiers who don't meet 100 GT and 80 SQT standards the opportunity to improve themselves. Not lip service but quality time to go to school and to study.

^Know how many tank crews need qualification each quarter and develop a training program each week to cover gunnery skills.

^Develop a system to account for the resources you expend.

^Be able to answer the question, how much training can I do in red cycle, amber, and green by carefully planning my resources.

^Decide what needs to be done to meet the standard, then add what can make the training more meaningful, higher quality, more fun or interesting.

- Talk to the Battalion Commander

^Keep him informed.

^Plan on one formal visit a week to update the boss on what is going on in your company. What training of interest next week. Who your good NCOs and soldiers are - what they are doing. Bad ones too!

^Stop by and say hello whenever you are in the building.

^Speak frankly about issues that are troubling you.

^Don't hold back info.

- Be in charge.

^The Army has given you millions of dollars worth of equipment and most importantly, the care of our

soldiers. Your job is to be in charge, make the hard decisions, dress and act like you are in charge, don't whine and gripe, get rid of the beer gut, look, talk, do, be POSITIVE!

^Remember that no matter what you do, you are in charge. Don't let outside influence change your decisions...even if you are wrong, you are still in charge. Don't turn your command over to your NCOs or soldiers by default. Don't be tentative.

- Build a sponsorship program for incoming soldiers, NCOs, and officers.

^Make everyone who arrives in the unit feel that they have just joined the best unit in the Army.

^Have a "buddy" system to help new guys get their feet on the ground.

^Put together a company packet with important policy letters, command guidance, etc.

^Take care that wives are included.

^You and your first sergeant talk to every new soldier within two weeks of his arrival.

^Make this program work at night and on the weekends.

- Equipment accountability.

^Make sure your monthly inventory is done on time...every month.

^Make your soldiers account for their equipment.

^Use hand receipts, sub hand receipts, and shortage annexes for everything.

^Get involved in the report of survey business...the brigade commander, your senior rater, sees every one of them.

^Teach your men about proper supply procedures. It's really your job, not the S-4's.

- Reenlist quality soldiers.

- Social affairs.

^Be an active participant in company, battalion, brigade, and post activities.

^Join the club.

^Go to outside social events even when you don't want to.

^Command is a two part event—husband and wife. Get your wife involved in the Army, even if she doesn't want to be. If your wife works, then her contribution can take some form other than the traditional one. Your success as an officer depends greatly (not just here but throughout the Army) on help from your wife.

- Sports.

^Have a good company sports program.

^Participate with your troops.

- Physical training.

^Participate in the officer program, even if just as a booster.

^Lead your company in PT at least on MWF.

^Use PT to train your NCOs and junior officers.

^Focus on sit-ups, push-ups, and the two mile run. Use the daily dozen only as a filler between the above exercises.

- Fun.

^Have fun being a commander. If it is a pain in the ass to come to work each day, you are in the wrong line of work. If you aren't having fun, you need to look inward. But remember, some days are better than others. Every day won't be a joy, just most of them.

^Don't be so inhibited around senior officers that you lose your personality. At the same time, don't show your behind. All senior guys were captains once.

- First Sergeant

^This is your right hand man and should be the first man that you talk to after taking command. In this meeting question him on:

- Troop morale
- Status of soldiers
- Training level of company
- NCODP
- Weakness & strengths
- Families - Status - Problems
- Work schedules
- Additional Duties
- Personalities
- Perceptions
- Standards
- Concerns

^Establish a contract with the 1SG as create areas of responsibilities and open a channel of communications. Tell him what you expect.

^Your first sergeant is the main artery of your company. Talk to him; seek his advice in all matters. Remember he is a professional.

^Make sure your officers understand the role of the 1SG and the importance and priority you place in his judgement and advice. Never let "anyone" come between you and your first sergeant.

^Maintain a professional relationship of professional rapport and respect. Never let camaraderie cloud your professional judgement and command decision making. YOU ARE THE COMMANDER.

- Sergeant Major

^Get to know him. Talk to him. You'll find he has your vested interest at heart.

^Seek his advice and counseling. Do not hesitate to discuss problems with him. He has years of experience and generally quick solutions, that others take a lot of time to arrive at.

^Invite him to your company.

^Get his perceptions on the status of your company and the overall status of your NCOs. You may be surprised.

^The Sergeant Major could be one of your strongest external assets.

DUTIES OF THE FIRST SERGEANT
(extracted from AR 611-201)

ASSIGNED DUTIES

1. Interprets and supervises execution of Company Policy and SOP.
2. Assists in planning, coordination and supervision of all activities which support the company mission.
3. Advises the Company Commander on all matters concerning enlisted personnel to include:
 - a. Assignments
 - b. Reassignments
 - c. Transfers
 - d. Promotions
 - e. Granting of passes and leaves
 - f. Welfare of the troops (morale, etc.)
 - g. Privileges
 - h. Awards
 - i. Punishments
4. Direct and coordinate company administration.
5. Form the unit for drills, ceremonies and other formations.
6. Receives reports of personnel present and absent and report number of unauthorized absences.
7. Holds NCO calls to disseminate instructions and information to subordinate enlisted supervisors.
8. Coordinates operation of company food service and supply activities.
9. Assists commander in accomplishing unit training.
10. Assists in inspections of organizational activities as prescribed by the commander.
11. Observes discrepancies and initiates appropriate corrective action.

ADDITIONAL DUTIES AND INVOLVEMENTS*

1. Actively engaged in the unit sponsorship program as an advisor, and in the selection and assignment of sponsors.
2. Advises and assists platoon sergeants, newly assigned officers, and the commander.
3. Provides advice to, and is normally a member of all councils within the unit, to include:
 - a. Race Relations/Equal Opportunity Council
 - b. Food service committee
 - c. Unit Fund council
 - d. Senior NCO Council at battalion level
 - e. E-5 and E-6 promotion boards at battalion level
 - f. Soldier of the Month/Quarter/Year boards at battalion level.
4. On field exercises normally acts in conjunction with the company Executive Officer.
5. Direct coordinator for appointments with the commander or higher headquarters, and is the liaison for the battalion Command Sergeant Major.
6. Directs, trains, and advises unit clerks.
7. Normally is in charge of the billets appearance, and acts as a watchdog of weapons and sensitive items security within the unit, and advises the commander of any discrepancies noted, as well as initiating corrective action where appropriate.
8. Checks additional duties assigned to ensure they are up to date, and maintains the unit duty roster.
9. Files unit reports with the appropriate personnel.
10. Other duties as assigned.

* additional duties will vary depending on the will of individual commanders and individual unit policies.

DUTIES OF A SENIOR ARMOR NCO (19K40)

(Extracted from AR 611-201, June 1984)

SUPERVISORY

- Assists in planning, organization, direction, training, supervising, coordination, and reporting activities of tank or staff sections.
- Supervises platoon maintenance activities.
- Directs distribution of fire and assigns fields of fire.
- Collects, evaluates, assists in interpretation and dissemination of combat information.

DUTIES OF A TANK COMMANDER (19K30)

(Extracted from AR 611-201, June 1984)

SUPERVISORY

- PLANS MOVEMENT ROUTES.
- Directs deployment of personnel and tank in combat operations and training exercises.
- Responds to directions from platoon leader.
- Evaluates terrain and selected routes, areas and firing positions.
- Identifies and selects targets.
- Issues fire commands.
- Directs fire of tank weapons.
- Employs searchlight.
- Trains crew.
- Requests, observes, and adjusts supporting fire.
- Supervises construction of hasty fortification.
- Coordinates action of tank with platoon and supporting elements.
- Supervises crew operator maintenance.
- Coordinates requirements for unit maintenance.
- Supervises camouflage of equipment.
- Evaluates performance of subordinate crewmembers.
- Conducts battle drills.

INTELLIGENCE AND OPERATIONS

- Insures collection and proper reporting of intelligence data to units and responsible staff sections.

EXCELLENCE IN THE COMBAT ARMS

Major Jerry A. Simonsen, US Army,
Captain (P) Herbert L. Frandsen Jr., US Army,
and Captain David A. Hoopengardner, US Army

INTRODUCTION

What distinguishes the truly excellent combat arms battalions from the rest? Are there any characteristics common to these excellent units? We sought the answers to these questions in our research at the Naval Postgraduate School, Monterey, California. Our objective is to tell you about these units. We think they provide valuable lessons that can assist us all in creating an Army of Excellence.

Inspired by the book, In Search of Excellence, we embarked on a two-phased study. We first interviewed the key evaluators of the combat arms battalions--the corps, division and brigade commanders and the key members of their staffs. We asked them to describe to us how they distinguish the excellent battalions from the rest. We interviewed more than 45 officers, including 17 generals, in five divisions and three corps. We also asked them to nominate battalions for us to visit. In phase two, we visited the excellent battalions, observed some of their operations and talked to their soldiers. Did we find this study rewarding? You bet we did! The opportunity to find out what makes some of the best combat arms outfits in our Army tick was a unique professional development opportunity.

IDENTIFYING EXCELLENCE

We asked the senior officers to describe to us how they distinguish the best battalions from the rest. What do they look for? Their responses were quite similar.

Excellence in the combat arms means the ability to fight and win on the battlefield. There is no report or quick look that can show whether a battalion has that type of ability. cursory evaluations cannot discriminate between units that just look good and those that are truly excellent. In fact, a lot of our senior leaders emphasized that there is a big difference between looking good and being good. That is why they like to rely heavily on their own observations and judgments when identifying the excellent battalions.

Mission Accomplishment

Consistent Performance. First and foremost, the excellent battalions accomplish the mission. Most of the generals we talked to told us they were looking for consistency. But they do not mean peak performance all of the time. One division commander told us how

excellent battalions have a high idling ability. He illustrated the idea with a story:

I was running in Washington, plodding along, working hard on about a 7-mile run. Then, this runner glided past me. His head wasn't bobbing; he wasn't breathing hard. I was definitely expending more energy than he. This is what you're looking for, an effortlessly high-performing unit. It does everything that needs to be done and more, yet the troops still get off by 1630.

Another division commander explained the same idea a little differently:

I look for a technically and tactically competent battalion—one that doesn't peak. It seeks a watermark that sustains it. It has a profile of performance that is centerline and consistent.

Execution of the Basics. "A unit rarely falls apart on grand strategy but, rather, attention to detail." The corps commander went on to tell us that he looks for the small things like battlesights, dispersion and the lay of the guns. Our senior leaders judge units especially by how well they execute the small details of tactics, gunnery and maintenance. In other words, the basics. One division commander emphasized this when he described an artillery battalion he had recently seen in the field: "The battalion looked like a Fort Sill training film."

They are also quieter. The excellent units have less shouting and yelling:

Hand signals and nods are used to communicate, as opposed to a lot of shouting and yelling about who will carry the ammo box, or who should do what when the ramp goes down.

Things like these are all worked out beforehand, a matter of standing operating procedure.

We could really see a division commander's eyes light up when he told us about a machinegunner he had spent more than an hour with in the field recently: "That soldier I would go to war with in a minute. He knew his business!"

The senior officers we interviewed pride themselves on being able to look for the right things and ask the relevant questions. If a unit has been in the defense for 5 hours, they will look for 5 hours of work. They will look at the equipment and especially the weapons. Finally, even when you do not see them, they are checking you out because "A high-performing unit has crisp radio procedures. Push to execute, not to talk."

Field Exercises. As can be seen from this, our senior leaders place great weight on their observations of the battalion in the field. One corps commander told us how he watched every major portion of a battalion Army Training and Evaluation Program (ARTEP) when he was division commander. And his assistant division commander for maneuver accompanied each maneuver battalion on the entire ARTEP. Facades do not hold up under these conditions.

The key is to see the unit in the field. How well are the fundamentals executed under stress? The senior leaders are especially concerned with combined arms performance under these conditions. They look for the battalion that can translate a simple mission statement into an imaginative tactical plan: "He doesn't use the standard north to south drop on Sicily drop zone when I've had my G3 draw up a scenario that clearly requires the use of three drop zones." The battalion reaches out and uses all of the assets in the division that can support it.

Convoys—"Gotcha!" At the end of the exercise, when the last firing position has been policed and the last hole has been covered up, it is all over. All that has to be done is to roadmarch back to garrison. Wrong! The excellent battalion does not get caught with its pants down here either. It is a disciplined unit. When the assistant division commander for support inspects them at o'dark-thirty, he sees safe vehicles using load plans.

The Soldier's Pride

The senior officers base much of their evaluation on their interactions with the unit's soldiers. They focus on the intangibles: "It's something in the eyes of the soldiers" that gives them the feeling that this is an excellent battalion.

The attitudes they spoke of most often include pride and team spirit: "They get mad about the right things—those things that impede mission accomplishment." They are high on themselves and have confidence in their buddies, their leaders and the unit. They say, "This is the best battalion in the Army!" and really mean it. And, because they believe it, they do not want to let the unit down.

Of course, these soldiers look sharp. They have been inspected. They salute with confidence and sound off, "Black Knight, sir!" The senior officers see a sense of purpose. These soldiers know their mission and orders.

First Impressions

Although we found that the generals take a few months in distinguishing the excellent battalions, this does not mean that first impressions are not important. As one G3 told us, "You only get one

chance to make a first impression." The senior officers we interviewed said they could not tell if a battalion was excellent in just a few minutes, but they could usually tell whether it was good. Appearance is an indicator of discipline. One division commander put it this way:

When I go out to training, I can usually tell if I'm visiting a good battalion. The tasks, conditions and standards are spelled out. I see them doing what they're supposed to be doing. The feeding plan calls for at least two hot meals. If weapons and equipment are not being used, they're cleaned and stacked. The reporting NCO (noncommissioned officer) understands how the day's training fits into the big picture. Finally, when they're finished training, they close back in on garrison without waiting.

Statistics

We were surprised that statistics are as unpopular with most of the generals as they are with most of us. The officers we interviewed explained how individual statistics do not mean much. They can also have unintended effects (remember the body-count stories?). Overemphasis on statistics can drive units to thinking that the numbers are more important than the substance. Some of the generals even told us stories of divisions that they had served in that lost their integrity in an environment heavy with statistics.

Yet, statistics are used in varying degrees in all of the divisions we visited. We learned that good statistics probably do not make a unit excellent, but bad statistics might keep it out of the running. Barracks larcenies, absences without leave (AWOLs), military police blotters and unit status reports were the most often-mentioned indicators. These measures cannot be used in isolation. Unusual statistics can indicate a unit on the road to excellence. For example, we heard about this battalion:

A battalion in my brigade in Germany had terrible statistics (AWOL, courtmartial, and so forth) but focused on its wartime mission and turned from a poorly disciplined unit into an excellent battalion. It must have been very embarrassing for the commander because he always saw his unit at the bottom of the charts on the monthly division readiness meetings. Today, that commander is a general.

Summary of Indicators

We did not uncover many secrets, but we were a little surprised at how subjective the nature of their evaluation is. Consistent performance is key. The leaders we talked to also focused on their observations in the field. That does not mean the garrison duties are neglected. As they say in the 82d Airborne Division, "You have to have both feet planted firmly on each side of Greuber Road." Their

most important gut impression is formed by observation of soldiers. While they look for evidence of technical and tactical competence, we were impressed that, in the final analysis, it is "something in the eyes of the soldiers" that tells them whether the unit can fight and win.

THE PILLARS OF EXCELLENCE

Armed with the ideas that the generals and other senior leaders had told us, we headed off to find the excellent battalions. And find excellence we did--some of the first battalions into Grenada and an artillery battalion with the three highest battery scores on its readiness test in the division--battalions which had come through ARTEPs and annual general inspections (AGIs) with nearly perfect records. But those distinctions only scratched the surface of why these units were top performers.

We spent about two days in each battalion interviewing the leaders and soldiers and watching the daily operations. We were impressed! After visiting seven battalions in five divisions, we developed a list of eight attributes. The "Pillars of Excellence" listed in the accompanying figure appeared to us to be the foundation of these battalions' success.

PILLARS OF EXCELLENCE

Leadership by example
Focus on combat: A shared value
Power down
Strong unit identity
Caring, with a capital C
High standards and discipline
Teamwork, a way of life
Consistent, excellent performance

Leadership by Example.

The Battalion Commander, The Key. The excellent battalions had excellent battalion commanders. Here are the characteristics of these officers that stood out to us:

- o Lead by example--These battalion commanders strongly believe in sharing hardships with the troops and being visible, especially when the going is tough. For example, an infantry battalion commander had led his battalion on a 100-kilometer footmarch. A tank battalion commander had recently challenged his company commanders to beat him on the tank section battle run "if they could." These commanders

regularly lead their units on battalion runs. Soldiers in these battalions describe each battalion commander as someone who "never asks you to do something he hasn't done himself."

- o Involved--These battalion commanders have their fingers on the battalion's pulse. They are not the type of leaders who spend a lot of time in their office. Instead, they walk around and check things out. They are good listeners and have the ability to put soldiers at ease.
- o Delegation--These commanders believe that we must operate today the way we will have to operate on the battlefield in the AirLand Battle. Initiative must be developed in junior leaders.
- o Quiet excellence--This one surprised us. These commanders are, for the most part, soft-spoken and humble. They do not have a lot of the rah, rah that we had expected. They are the type of people that would be called cool, calm and collected. Their battalions do things without a lot of fanfare.
- o Risktakers--These commanders lead the way in innovative training. They are the first to try things that others might consider a little too risky. And, occasionally, they make mistakes. But that does not deter them from being on the "leading edge."
- o Competence--Perhaps commanders are so at ease because they have the self-confidence that comes from being tactically and technically competent. These commanders have lots of troop experience. Some of them are held in awe by their soldiers. A couple are legitimate heroes.

The battalion commanders we saw combine these qualities with a concept of self that is a mixture of teacher and coach. Add a dash of humor, and our picture is complete.

The Entire Chain of Command. We saw how the commander's spirit and attributes tended to be reflected by the entire chain of command. The leaders in the unit set the tone by leading by example. This is a tried and true principle of leadership, to be sure, but a principle that is especially working in the excellent battalions.

Focus on Combat: A Shared Value

An Overriding Sense of Mission. The excellent battalions generate a sense of realism and excitement about their mission. In the 82d Airborne Division, the troops told us, "We're not going to have time to get any readier; this time tomorrow we could be fighting anywhere

in the world." This is expected in the 82d, but is it possible elsewhere? This may be hard to believe, but we heard soldiers at Fort Hood, Texas, talking about general defense plan missions. Even in an experimental battalion in the 9th Infantry Division, we were told, "I believe in my heart that, if something happens in the Middle East, we'll be deployed."

Live-Fire Exercises. The soldiers in the excellent battalions talk more about training than anything else. And the training they talk about the most is live firing. One young rifleman told us:

It took me about a year of live firing to get comfortable with my weapon. I mean the whole act of shooting: hitting the ground, rolling into a good firing position, aiming or actually pointing, squeezing off a round and hitting the target. You don't get good at that on the range.

Most of the battalions we visited focused more on live-fire exercises than other battalions (risk-taking again). As one S3 told us:

We conduct the most sophisticated live-fire training in the division. Our battalion was the first in recent memory to have US Air Force close air support on a night live-fire exercise.

We were convinced by our search for excellence that there is no substitute for the sense of danger and realism that the soldiers experience in live-fire exercises. Live-fire exercises not only increase the unit's competence, but they also help develop a fighting character.

Power Down

It Is Classical Leadership. Although we only heard the phrase power down at Fort Hood, we saw the concept in practice in all of the excellent battalions. As one general told us, "It's still classical leadership. Inherent in power down is delegating authority equal to responsibility, setting high standards and assessing performance." This story of the armorer illustrates how many of us tend to power up instead:

Some inspectors from division or corps started conducting white-glove (not serviceability) inspections of the arms room. When an arms room failed, they returned to their office to write a letter describing how screwed up the arms room was. It would be signed 'For the Commander' and addressed to require endorsements from every level above the company it went to. Officers are loyal achievers and doers. We have the attitude, "If the division commander says my weapons are dirty, then I'll fix it myself if necessary." You know the rest of the story. The company commander told the armorer to inspect weapons

before accepting them. The chain of command was off the hook because the company commander took their power away. The armorer had their power. They had powered up.

This story illustrates how the system pressured the company commander into what has become a very typical form of centralization. In the excellent battalions, we found battalion commanders who are trying to create decenetrized organizations. Their strategy is to develop leaders with initiative by encouraging autonomy and mutual trust. This does not mean that they turn the reins loose. Standards are carefully explained, and there is a lot of coaching going on.

We were really impressed by the NCOs in these battalions. For example, we saw a fire team leader giving a "chalk talk" on movement techniques to his team. He was using some spare time on a maintenance day! These units did not rely on centralized classes or round-robin stations.

Command Climate. The commanders of these battalions have created a climate where there really is freedom to fail. Soldiers are encouraged to take risks and assume responsibility. This does not mean the freedom to be lazy. Powering down requires a lot of coaching and the explanation of standards.

We also saw a lot of participation in planning the unit's activities. People in the battalion feel they have an influence in what happens. The result was that we found a strong degree of commitment in these battalions.

The Army needs good independent thinkers, and that is what these battalion commanders create. As one battalion commander stated:

In two or three weeks after the war starts, I won't be around. I'll either be a dead war hero, or I'll be forming a new battalion from what remains and taking a lot of my leaders with me. That makes it my responsibility to develop those who work under me.

Another battalion commander said:

I want to develop leaders who are smart, competent and capable of performing missions without me standing in their hip pockets. Every successful organization in combat has had power down.

Strong Unit Identity

We Are the Best. In the excellent battalions, the soldiers say that they are in the best battalion in the Army. And they mean it. They maintain this pride in the face of adversity. For example, if there are lots of changes, they take pride in being flexible.

These units build on success. They develop a winning attitude in their soldiers, starting out with fairly simple things like physical training (PT). This may be hard to believe, but we ran about 6 1/2 miles with one battalion—and no one fell out! In another battalion, a battery commander told us, "We don't tear the soldiers down. The soldiers are continually being told they are the best and, eventually, it becomes a self-fulfilling prophecy."

We also noticed a lot of peer pressure to meet unit standards. The soldiers police themselves: "We don't want to let our company down." And, the more they are challenged, the better they like it.

Uniqueness. These battalions make themselves unique. We saw an artillery battalion that regularly applies facial camouflage and uses lowering lines with their rucksacks (unique in artillery). Another battalion has a 20-kilometer squad obstacle/reaction course. Squads who successfully complete the course are awarded battalion belt buckles. The most sophisticated live-fire exercises and the toughest PT are other unique things these battalions did that the troops rallied around.

Caring, With a Capital C

Rewards. There is a lot of positive reinforcement going on in the excellent battalions. Formal awards are emphasized and swiftly given. We observed an awards ceremony in an artillery battalion in which Army Commendation Medals and Army Achievement Medals were presented. The ARTEP had only been conducted a week earlier! The battalion commander told us, "I am known as the Sugar Daddy of awards in this battalion. There is no such thing as a late award in my battalion."

Rewards do not have to be formal. In the excellent battalions, they give verbal feedback too. And we even saw battalions that had regular counseling programs where the soldiers looked forward to "getting another good one."

Family Support Groups. Before we began our research, we had not seen family support groups. These organizations that integrate the spouses into the units and help make sure that they are informed and taken care of. Many of the excellent battalions go to great lengths to make this happen.

In several battalions, the privates told us about the family support group. When that happens, leaders know it is working. Young married soldiers in these units feel that the battalion is truly interested in their personal and professional welfare. A lot of credit goes to the battalion commanders' wives. Their involvement with the battalion is practically a full-time job.

Soldiers, Our Most Important Resource. In the excellent battalions, the chain of command truly cares about soldiers. And the soldiers know it. As one first sergeant told us, "The chain of command can't fool a soldier. He knows whether the caring is genuine or not." A battalion commander told us, "I always have time for soldiers."

Follow up on Problems. We found that, if a soldier does have a problem, the chain of command does not stop with just pointing him in the right direction or calling the right agency. Instead, they follow up, pestering the agency if the results are not satisfactory. Sergeants get involved, too, by escorting soldiers to the right people. At Fort Hood, we saw a company commander who supported one of his soldiers and the powerful impact it had upon the company. The soldier had been falsely arrested for stealing a car. Instead of judging his soldier guilty, the company commander testified for his soldier's character. This was the first time that the judge could remember a commander having the conviction to testify for a soldier. That one act made the commander legendary in the eyes of his soldiers.

We saw outstanding sponsorship programs in the excellent battalions. In one company, the commander and first sergeant visit the families of new soldiers immediately after their arrival. The excellent battalions have a strong understanding of the fact that, when families and personal problems are taken care of, the soldiers are better. Sure, it takes time and commitment on the part of the chain of command but, as we were told, sincerity cannot be faked.

Everyone talks about taking care of the soldiers. In the excellent battalions, they do it.

High Standards and Discipline

High standards and discipline are attributes we tried hard to separate, but we could not.

Doing It Right. The excellent battalions do not cut corners. They absolutely hate the word simulation. The excellent artillery battalions dig foxholes in every position. Nets automatically go up. Load plans are always followed. The administrative and logistic sections go to the field too. They train in peacetime the way they will have to fight in war. We witnessed a dramatic example of high standards during an armor battalion's gunnery. This battalion prides itself on the tough courses it designs. As the S3 said:

We don't put our targets out in the open to make it easy for the guys like some battalions do. We place them where Soviet tanks realistically would be. And we don't use the same range to qualify that we do for practice or give the crews extra time.

What was the effect? As one member of a crew stated, "I had to work just to qualify this year. It was rough!" This unit knows its crews are really qualified not just "paper qualified."

They Set Their Standards Higher. In common task training, they might have 22 tasks instead of 17. They allow themselves less time than the ARTEP standard for fire missions. Four-mile runs are done within 32 minutes. The excellent battalion commanders know exactly where to set the standards so that the unit will be challenged not frustrated.

Because of their high standards, these battalions have excellent discipline. Doing things right is so ingrained that it is just a matter of routine. But, when something is done wrong, it is not ignored. Although there is freedom to fail, these battalions do not ignore mistakes. They correct them without crushing people.

Teamwork. A Way of Life

"We're in This Together." Teamwork is a way of life in the excellent battalions. There is a sense of cooperation in everything they do. When we talked to soldiers from one company, they invariably praised other companies. Sure, there is a rivalry present but, nonetheless, the companies hold each other in high esteem. Cooperation extends to the staff also. We heard of companies and staffs cooperating toward a common goal.

We witnessed a superb example of this close working relationship between staff and companies at Fort Bragg, North Carolina. The battalion staff in one artillery battalion prepared its batteries for a division artillery (DIVARTY) readiness test. It ruthlessly raked them over the coals, grading even harder than the DIVARTY inspection team would. And what was the result? The three firing batteries of the battalion had the highest scores in the DIVARTY. And, when we talked to the battery commanders, they told us about the significant role their battalion staff had played in that success.

Competition Under Control. We are in a competitive business. But we found that companies in the excellent battalions compete against a standard not against each other. There are not four losers for every winner. And they compete at the right things—things that relate to mission and combat readiness. As one battalion commander told us:

I've thought long and hard about this area, and I've seen it turn into destructive, backstabbing competition. My philosophy is that there is enough inherent competition in the Army and in society in general. There are already many comparative measures and performance indicators. Additional ones are not needed.

The teamwork displayed by these units impressed us. The people within the battalion are competitive, but the commander has them competing toward high, attainable standards for the good of the battalion.

Consistent, Excellent Performance

We were sent to the excellent units because of their superb performance. We saw high-performing units. They had systems in place and working that helped them achieve excellence in everything they did, from the ARTEP, to the AGI, to the maintenance inspections. We found that, although performance was a prerequisite to being excellent, all high-performing units are not necessarily excellent. It takes more than just performance, and the other seven pillars of excellence have detailed the things these units do to become truly excellent.

These units do not peak for one event but, instead, maintain high levels of performance in all areas. They build for the long term and thus avoid the peaks and valleys that plague many battalions. Indeed, we saw the consistent, excellent performance that our senior leaders told us was present in the excellent battalions.

CONCLUSIONS

Those excellent units we were privileged to spend time with are on their way to bigger and better things. We can all be proud of that. These excellent battalions gave us a glimpse of what is working in today's Army.

Once again, the eight pillars of excellent battalions are:

- o Lead by example. If the leaders can do it, the soldiers will do it.
- o Focus on combat: A shared value. If it gets a unit ready for war, it is worth doing. Everyone in the battalion understands this.
- o Power down. Decentralize responsibility to the lowest practical level. this does not mean compromising standards.
- o Strong unit identity. We are unique! We are important! We are the best!
- o Caring, with a capital C. On and off duty, the leaders must demonstrate a genuine concern for the soldier and his family.

o High standards and discipline. They go together. Standards should be tough but attainable. Reward those who meet the standard. Punish or retrain those who do not.

o Teamwork, a way of life. We are in this together. We compete against a set standard or another battalion not each other.

o Consistent, excellent performance. These battalions were nominated because of this performance, but it is only the beginning.

In compiling this list, we did not discover any new secrets of success. Most of these have been written about by leaders or theorists for centuries. We did not set out to develop new theory or to disprove the old; neither did we attempt to reinvent the wheel. Instead, we have provided a picture of how the best battalions operate today. We have presented our ideas but, as one general told us, "You can't make this subject too scientific. Put it out and, if the shoe fits, wear it. It is an art not a science."

SOME CHARACTERISTICS OF UNHEALTHY
AND HEALTHY ORGANIZATIONS

Unhealthy

1. Little personal investment in organizational objectives except at top levels.
2. People in the organization see things going wrong and do nothing about it. Nobody volunteers. Mistakes and problems are habitually hidden or shelved. People talk about office troubles at home or at the club, not with those involved.
3. Extraneous factors complicate problem solving. Status and boxes on the organization chart are more important than solving the problem. There is an excessive concern with administration as a product, instead of the real mission. People treat each other in a formal and polite manner that masks issues—especially with the supervisor. Non-conformity is frowned upon.
4. People at the top try to control as many decisions as possible. They become bottlenecks, and make decisions with inadequate information and advice. People complain about supervisors irrational decisions.
5. Supervisors feel alone in trying to get things done. Somehow order, policies, and procedures don't get carried out as intended.

Healthy

1. Objectives are widely shared by the members and there is a strong and consistent flow of energy toward those objectives.
2. People feel free to signal their awareness of difficulties because they expect the problems to be dealt with and they are optimistic that they can be solved.
3. Problem solving is highly pragmatic. In attacking problems, people work informally and are not pre-occupied with status, territory, or second-guessing "what higher authority will think." A great deal of non-conforming behavior is tolerated.
4. The points of decision-making are determined by such factors as ability, sense of responsibility, availability of information, work load, timing and requirements for professional and management development. Organizational level as such is not considered a factor.
5. There is a noticeable sense of team play in planning, in performance, and in discipline—in short, a sharing of responsibility.

Unhealthy

6. The judgement of people lower down in the organization is not respected outside the narrow limits of their jobs.
7. Personal needs and feelings are side issues.
8. People compete when they need to collaborate. They are very jealous of their area of responsibility. Seeking or accepting help is felt to be a sign of weakness. Offering help is unthought of. They distrust each other's motives and speak poorly of one another; the supervisor tolerates this.
9. When there is a crisis, people withdraw or start blaming one another.
10. Conflict is mostly covert and handled by politics and other games, or there are interminable and irreconcilable arguments.
11. Learning is difficult. People don't approach their peers to learn from them, but have to learn by their own mistakes; they reject the experience of others. They get little feedback on performance, and much of that is not helpful.
12. Feedback is avoided.

Healthy

6. The judgement of people lower down in the organization is respected.
7. The range of problems tackled includes personal needs and human relationships.
8. Collaboration is freely entered into. People readily request the help of others and are willing to give in return. Ways of helping one another are highly developed. Individuals and groups compete with one another, but they do so fairly and in the direction of a shared goal.
9. When there is a crisis, the people quickly band together in work until the crisis departs.
10. Conflicts are considered important to decision-making and personal growth. They are dealt with effectively, in the open. People say what they want and expect others to do the same.
11. There is a great deal of on-the-job learning based on a willingness to give, seek, and use feedback and advice. People see themselves and others as capable of significant personal development and growth.
12. Joint critique of progress is routine.

Unhealthy

13. Relationships are contaminated by maskmanship and image building. People feel alone and lack concern for one another. There is an undercurrent of fear.
14. People feel locked into their jobs. They feel stale and bored but constrained by the need for security. Their behavior, for example in staff meetings, is listless and docile. It's not much fun. They get their kicks elsewhere.
15. The commander/supervisor is a prescribing father to the organization.
16. The commander/supervisor tightly controls even small decisions and demands excessive justification. He allows little freedom for making mistakes.
17. Minimizing risk has a very high value.
18. "One mistake and you're out."
19. Poor performance is glossed over or handled arbitrarily.
20. Organization structure, policies and procedures encumber the organization. People take refuge in policies and procedures, and play games with organization structure.

Healthy

13. Relationships are honest. People do care about one another and do not feel alone.
14. People are "turned on" and highly involved by choice. They are optimistic. The work place is important and fun. (Why not?)
15. Leadership is flexible, shifting in type and person to suit the situation.
16. There is a high degree of trust among people and a sense of freedom and mutual responsibility. People generally know what is important to the organization and what isn't.
17. Risk is accepted as a condition of growth and change.
18. "What can we learn from each mistake?"
19. Poor performance is confronted and a joint resolution sought.
20. Organization structure, procedures and policies are fashioned to help people get the job done and to protect the long-term development of the organization, not to give each supervisor his due. They are also readily changed.

Unhealthy

21. Tradition!
22. Innovation is not widespread but in the hands of a few.
23. People swallow their frustrations; "I can do nothing. It's their responsibility to save the ship."

Healthy

21. There is a sense of order, and yet a high rate of innovation. Old methods are questioned and often give way.
22. The organization itself adapts to opportunities or other changes because every pair of eyes is watching and every head is anticipating the future.
23. Frustrations are the call to action; "It's my/our responsibility to save the ship."

TAKE A LOOK AT YOURSELF

The following is a list which can be used as indicators of potential problem areas or soldier abuses. Are you or your chain of command guilty of any of these?

1. PT

- An "overdose" of PT. (Running too far/too long).
- Unreasonable unit goals.
- Remedial PT being used as punishment - program often unsupervised conducted at unreasonable hours. "Shotgun approach" i.e., exercises not related to the deficiency.
- Double standards - EM versus senior NCOs/officers.

2. Disciplinary

- NCOs giving extra duty, not extra training.
- Extra training not related to the deficiency.
- Forgetting that "Bad Soldiers" have rights/property.

3. Overweight Program

- Double standards for EM versus NCO/officers.
- Quick to flag SMs - slow to remove flag once goal achieved.

4. Nonsupport of Family Members

- Mostly EM/NCO ranks.
- Most while separated from family - not divorced.
- Lack of proper command action.

5. Counseling/Communication

- Counseling soldiers only for negative reasons - little performance counseling (both for enlisted and officer grades).
- Bogus counseling to expedite/support admin discharges.
- Misperception of policy due to lack of communication.
- Lack of scheduled Command Information Clases to tell soldiers what's happening.

6. Safety

- Lack of serious command involvement (lip service).
- Covering big areas - missing many less publicized areas (goggles, shoes, gloves).

7. Death Cases

- No single POC (at a high level) to ensure coordination and resolution of multitude of required actions.

8. IG Related

- Retribution against soldiers for going to see an IG.
- Junior leaders not referring soldier problems higher simply because they cannot solve/don't want to look bad/incompetent.

9. Absentee Baggage/Property/HHG

- No inventory.
- No protection/security.
- Delayed shipment.

10. Fraternization

- Command policy not consistent with DA policy.
- Policy not adequately explained to soldiers.

TEN STEPS TO SUCCESS WITH THE IG

No doubt you have had soldiers in your command go to the Inspector General with their problems. Some received fast and fair solutions.

Too often, though, the result has been perceived as wasted time, disappointment, and a conviction that the IG system does not work.

The trouble lies not with the system but with a failure to understand it and use it properly.

What can the commander do to clear the air? He can bring these 10 pointers to the attention of his soldiers:

1. BE SURE THERE IS A PROBLEM.

Personal peeves loom large in the minds of some soldiers. But there is little the IG can do about a peeve. If the cooks consistently turn out lousy chow, that's a problem. If someone doesn't like the menu for on particular meal, that's a peeve.

2. GIVE THE CHAIN OF COMMAND A CHANCE TO SOLVE THE PROBLEM.

The chain of command consists of the people who can solve problems. A soldier's chaplain. Congressman or local IG can help on occasion, but they must ultimately work with the chain of command.

3. TRY ALL OTHER APPROPRIATE REMEDIES.

The IG is a sort of "court of last resort." If other remedies are available, they should be used first.

4. DEAL WITH THE CLOSEST IG; IT WILL SPEED UP THE PROCESS AND GET AN ANSWER SOONER.

The IG at the major command or Army level cannot personally investigate each complaint. Most of the time, the IG at a higher level will refer complaints and requests to the IG at the level nearest that of the complainant. That IG will then inquire into all aspects of the case and provide all the information to the IG at the higher level.

This is not intended to imply that a soldier cannot deal with an IG at any level he wishes. His problem may be so sensitive that he is reluctant to discuss it with anyone in his own unit.

5. LEVEL WITH THE IG; ONCE HE STARTS INVESTIGATING, HE'LL KNOW SOON ENOUGH IF THE TRUTH IS BEING TWISTED.

If a soldier has not been completely honest in his complaint, a lot of time and effort go to waste.

6. KEEP IN MIND THE IG'S REGULATORY AND STATUTORY LIMITS.

The IG cannot change a regulation just because it does not suit an individual. He can, however, recommend changes to regulations determined to be inappropriate or unfair.

7. AN IG IS NOT A COMMANDER; HE CAN ONLY RECOMMEND, NOT ORDER.

Some soldiers get upset because nothing seems to happen as a result of their complaint. Keep in mind that the IG can advise a commander but cannot order him. There may be good reasons why the recommendation was not acted upon.

8. AN IG CAN ONLY RESOLVE A CASE ON THE BASIS OF PROVABLE FACT.

If the IG cannot find concrete proof, he cannot resolve the case in favor of the complainant. Just because a person says his supervisor has violated the rules does not make it a proven fact.

9. DO NOT READ EVIL THOUGHTS INTO AN ONGOING INVESTIGATION OR EVEN A COMPLETED ONE.

It is human nature to tend to look at things from a very personal point of view. Some people assume that the commander has intervened and muzzled the IG if they do not hear the results of the investigation immediately. Heavy workloads require time.

10. BE PREPARED TO TAKE "NO" FOR AN ANSWER.

Do not assume that a negative answer from the IG is wrong just because it is unpalatable. If the soldier is absolutely certain the answer is wrong, and if he has some additional evidence to support that certainty, the case may be reconsidered.

If, on the other hand, the individual is merely unhappy because the report does not go in his favor, it is pointless to continue bugging the IG with the same complaint and the same evidence.

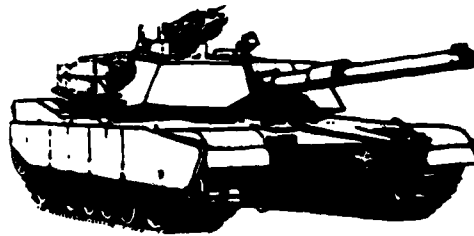
SUMMARY

After careful consideration of these 10 steps, the soldier will be able to determine whether he has a problem appropriate for the IG. He will also save himself and others a lot of time and avoid unnecessary frustration.

*Goals
Begin
Behaviors*

*Consequences
Maintain
Behaviors*

CHAPTER 4



VALUES ☆ ETHICS ☆ LOYALTY

Do your duty in all things. You cannot do more. You should never wish to do less.

General Robert E. Lee

Building A Team

Dandridge M. Malone

War sure isn't a game, but thinking about games can sure help you learn about war.

Think about a football team--think about what it does, and how it operates. Now see if you can come up with a half-dozen examples that show how a football team is something like a unit on the battlefield. That ought to give you a pretty good idea of how teamwork works, on either the playing field or the battlefield.

How do you build a team? Let me lay out for you, first, an overall team-building strategy, and second, a number of specific how-to's for doing what one of those principles of leadership tells you to do--train your men as a team.

Fire team leaders build teams out of their subordinate individual soldiers. Squad leaders and above build teams out of subordinate leaders and their teams. In either case, there is one simple overall leadership strategy for building a team. It is an overall way of operating, not a specific how-to, and it has two requirements.

A leader must constantly, on a day-to-day basis, do things and say things that will convince each individual team member that he is a part of a whole team--not just any old part, but an essential part, a part that other individuals depend upon to get their work done, and that the whole team depends upon to get its work done.

The second requirement of the strategy is that a leader must do and say things daily to convince the individual team members that their wants, needs, hopes, and goals are tied to the team's performance, output, and work. Each individual team member will usually operate in his own best interest. He'll do what he thinks is best for him. That doesn't sound too admirable, but it's a fact of human nature. In building a team, what a leader has to do is to convince each team member that the best way for him to get what he wants is through what the team does.

In essence, this team-building leadership strategy says:

- o Convince each team member that the other team members and the team as a whole are dependent on him.

- o Convince him that much of the whole business of reward and punishment, for him, is tied to the output or performance of the team he belongs to.

Building the complex kind of team that a battlefield requires is tough. A leader sure can't get it by asking for it or by just giving an order. It takes time, and thinking ahead, and the sixth principle of leadership: Know your soldiers and what's inside each one.

Beyond the general strategy, there is no step-by-step procedure that is very practical for company-level leaders to use. But there are about ten good team-building techniques that have come from experience and research. They've been around for a couple of thousand years and they'll work for captains, lieutenants, and sergeants.

Use drills. The best way to build the kind of team a unit needs is the way that's probably already obvious--use drills. Dismounted drill is good, but the best drills for the kind of teamwork a unit needs most are spelled out in the ARTEPs. If a unit can't get out in the woods, then it should walk through an ARTEP on an open field. (I wonder if a unit could have an ARTEP parade?) If a unit can't do that, then it should try a blackboard, or a terrain model, or a map.

Drills must always be critiqued, and the performance of the team, and how each individual team member contributed--or failed to contribute--to the team's performance must be discussed. The specific places where the coordination and the timing of individuals and teams worked and didn't work should also be pointed out.

Use stress. High stress and heavy pressures applied to the whole team will build teamwork. That's a fact. The trick is to do it right. Events, exercises, and activities that are extreme challenges, and that demand a hard-core, all-out effort by the team and by each team member, will build teamwork. Add danger and that teamwork gets even stronger. The high stress of battle puts teams together so well--sometimes in just a few hours--that they continue to have annual get-togethers for years after the war is over.

In training, a unit should get as close to battlefield stress as it can. If you don't have a war, Captain, try a 100-mile road march; or run 10 miles with weapons, helmets, and LBE; or climb a mountain; or run a super-rough, non-stop, day-and-night, 24-hour battle drill over the worst terrain you can find. Do any or all of these high stress events as a team. Then later, start listening for the bragging and the war stories. About "Us." It'll work. Guaranteed.

Work by teams. Get tasks done by teams, rather than by "details." You, First Sergeant, can do a lot about this. Next time the battalion hits you up for "a 10-man detail and one NCO," check into the chain first, but then send a fire team with its own team leader instead of a detail. Chances are good that half as many men, working as a team, can do twice as much work in half the time. Bet on it. And if you're as smart as I think you are, you'll let the team know you bet.

Leave teams together. Whenever there are formations, leave teams together. "Break off and fill it in back there!" may make the platoon formation look better, Lieutenant, but what you're breaking up is a team and teamwork. How units work is more important than how they look. And you're supposed to be a specialist in unit work.

Whenever you, Sergeant, as the leader, must form your men, brief your men, move your men, work your men, critique your men, feed your men, or billet your men, do it the same way you're going to have to fight your men on the battlefield. Do it as a team. You can tell your troops, "Everyone be down at the motor pool at 1300 to clean the tracks." That's the way a Boy Scout leader might try to do it. It may (or may not) get them all there by somewhere around 1330. And, Sergeant, if you do it that way, you've just lost one of those valuable day-to-day opportunities to keep working on teamwork. Instead, form your soldiers as a squad in the company area, march them to the motor pool, in step, stand them at ease, give them their instructions with something like a 3- or 4-minute version of the five-paragraph field order (including standards in the mission part), supervise the fire team leaders, keep the whole squad at it until the whole job is done, form them up again, critique their performance as a team, march the whole squad back to the company area, and only then turn them loose to be individuals.

If you as the leader can keep your subordinates working and living as a team in their day-to-day activities, those ARTEP drills will automatically come out far better, and so will that thing that we call The Company when it fights on the battlefield.

Move men on manning boards, not names. Up on the wall in the orderly room or the C.O.'s office, there's a manning board. It probably looks like nothing more than a chart covered with acetate and filled in with a grease pencil, but it is the main tool for building and maintaining teamwork. The First Sergeant and the platoon leaders will be making the primary recommendations about who goes where, but the C.O. will be making the decisions. Never move a name around, Captain, without first thinking about the effect on teamwork and the team. When you move names around in an attempt to even out strength figures, you may be doing the same thing the Lieutenant does when he evens up his platoon formation. The board may look better, but the unit may work worse because you've unintentionally destroyed some of its teamwork power, some of the "extra."

Each time you move a name, what you're really moving is a man, and you're moving him out of his family. More importantly, when you move him, you're moving a part of something bigger. If that something bigger is a smooth-functioning team--a fighting machine--then what you may be doing is pulling out the carburetor. And a carburetor can't be replaced with an oil pump. As a general rule, hold manning board

moves to an absolute bare minimum, and always consider first the effect on that team of which the soldier is a part.

Talk team language. There is a simple, guaranteed way all leaders can build teamwork. They should simply start using the team words--we, us, and our--instead of the three individual words--I, me, and my. When a leader starts leading by example with his language, his followers will follow. They'll start talking and thinking more about us than about me. The first two letters in U.S. Army are US. The last two are "My." Think about it. It isn't a bad philosophy.

Build team reputation. Any man worth a damn will work hard to live up to his reputation. So will a team. Whenever a team does something that is both unusual and good, and when the members do it as a team all the leadership of the whole unit should know about it. When this happens three or four times, the word will get back to the team. At that point, they'll find out that they do have a reputation to live up to.

Reward or punish the team. Whenever a leader supervises a task that requires a high degree of teamwork, like maybe an ARTEP, then he should try to gear his supervision, critique, reward, and punishment to what the team does, more than to what the individuals do. He should do it in such a way that each individual can see clearly that what he wants most (or maybe wants least) depends more on what the team does than on what he does.

Punishing a whole team is extremely effective, but it should be done very carefully. A whole team should be punished when all the hand-offs are too sloppy or too slow, when there's not trust among the parts, or when all the parts get to thinking more about me than about us.

Set the example. Next to drill, the best thing for building teamwork is that all-powerful, all-purpose leadership tool that has been discussed so many times--the fifth principle of leadership: Set the example. It's not hard to do. If you're a squad leader, for example, you probably want your squad members to believe that for them the squad's mission is the most important thing there is. If you do want them to feel this way, then all you've got to do is show them that for you, the squad leader, the platoon's mission is the most important think there is.

If you're a squad leader, never complain about the platoon's mission or the platoon leader in front of your followers. If you do, they're going to follow your example and complain about the squad's mission and about you. Do you want your followers to cooperate, work together, and trust each other? Then show them, by example, that that's exactly how you work with other squad leaders. From the motor

pool to the battlefield, in any situation, followers will do as their leaders do. Good or bad. That's the plain chemistry of followership.

Emphasize differences. Find out what makes one team different from the others, and keep emphasizing those differences. It may be the kind of work they do, or where they do it, or when they do it—whatever makes them different from other teams. This is another way of telling team members that their team is something special, something different, something important.

Want to build teamwork in your company, Captain? Well, one thing that's always different in any unit is the unit's history. Send a letter up through channels and find out what your company did in the last war or two. Then sit down some time and tell the troops about their team at war, and how it fought in wars in the past. No lectures, just a talk and some stories. Do this two or three times, covering two or three wars, and watch what happens with teamwork.

There now, you've got a simple strategy and some simple how-to's for building a team. All of them are easy, common-sense things to do. Will they work? Well, let's go back to where we started, to the football game. Find a team that nearly always wins. Read up on it a little, how it works inside, and what the coach does. What you'll find is the strategy and most of these same how-to's.

"At the head of an army, nothing is more becoming than simplicity."

Napoleon
1848

Commanders Must Earn Loyalty

A tourist turned off the hard-surfaced highway into the Tennessee mountains, onto a winding, single-lane dirt road. Then he saw a log cabin off the road and noticed the front door had two holes at the bottom, each large enough to permit the passage of a cat.

This intrigued the tourist, so he approached on foot toward the ancient, overalled and bearded figure in a rocking chair on the front porch. "My friend," the tourist said, "you have two cat-sized holes in the bottom of your front door. Why is one not enough?"

The old mountaineer parted his tobacco-stained whiskers, squirted a jet of tobacco juice over the porch railing that landed near the tourist's feet, and replied "Wall, I got two cats. And when I say 'Scat' I mean 'Scat'."

The old fellow had instilled discipline in his cats but how much loyalty had he inspired?

This raises the question faced by commanders at all levels in military service: both discipline and loyalty are required in a good outfit, so how can their sometimes conflicting requirements be reconciled?

The best case study known to me of this classic problem centers around a change in command of the famous 1st Infantry Division during World War II. This occurred after the Sicily campaign, when Maj. Gen. Terry Allen was replaced. These comments in A Soldier's Story by General of the Army Omar N. Bradley are pertinent:

Under Allen the 1st Division had become increasingly temperamental, disdainful of both regulations and senior commands. It thought itself exempt from the needs for discipline by virtue of its months on the line. . . . Allen had become too much of an individualist to subordinate himself without friction in the group undertakings of war. . . . To save Allen both from himself and from his brilliant record, and to save the division from the results of too much heavy success, I decided to separate them.

His successor was Maj. Gen. Clarence R. Heubner, widely known in the Army as a stern disciplinarian. Gen Heubner was keenly aware of the freewheeling attitude in the division, as well as the high loyalty the "Big Red One" felt toward their departing commander, Gen. Allen.

This was a tough situation for a new commander but Gen. Heubner met it squarely. On his second day in command, he ordered a spit-and-polish cleanup, then directed a rigid training program that included close-order drill.

This program outraged the combat veterans. Why Gen. Heubner followed this course on assuming command reveals his ideas about how discipline and loyalty are related. Consider these incidents recounted by Arthur L. Chaitt in the Bridgehead Sentinel (Spring, 1973, Society of the First Division).

He quotes Maj. Gen. Sternberg, years later:

One memory that stands out in my mind relates to the hard-nosed attitude Heubner exhibited when he took over the division from the fabulous and popular Terry Allen . . . for instance, requiring combat veterans to take basic rifle marksmanship training, practice saluting, close-order drill and the like. And putting the "fear of God" in the chain of command . . . I asked him later how a gentle guy like him could be such a mean bastard. He replied, "Ben, remember when you take over a command, you can start out being an SOB and later become a good guy, but you can never start off being a good guy and later become an SOB."

Another way of saying, "First things first--and discipline comes first."

Col. C. M. (Pop) Eymer, the Division G4, shared the frustrations of the staff in the initial transition from Gen. Allen to Gen. Heubner. He put it this way:

Over the next several months while the staff planned for the invasion of France, Gen. Heubner ignored our attitude and patiently imposed his will upon us and eventually won our complete loyalty and affection.

Before leaving Sicily for England I had a talk with him, although I do not recall how the conversation came about. Anyway, I asked why he had not fired all of us because of our attitude toward him when he assumed command. He chuckled with the puckish little squint which was so engaging. "Hell, Pop, I knew you would all come around. I was not about to get rid of the best damn staff in the best damn division in the Army. All I wanted was to earn the same loyalty you gave to Terry Allen."

This is a most perceptive statement on discipline and loyalty. In other words: discipline must be imposed, but loyalty must be earned.

Another point in that simple statement is one I often saw violated. A new commander should not be jealous of the loyalty of his new command toward their previous commander. If he expects instant disloyalty by his new command to his predecessor, on what basis can he hope of their loyalty to him?

How does a commander "earn" loyalty? The first requirement is that he must himself be a competent soldier. But it goes beyond that, for he must be interested in the welfare of those under him, and there are innumerable ways this comes up. Further, how a commander earns this loyalty will vary with situations and individuals. Here are several illustrations mentioned by Arthur L. Chaitt:

- o One night, during the Battle of the Bulge, Gen. Huebner noticed that his G3 was heavily fatigued and badly in need of sleep. So the general quietly posted a guard on the G3's door, with orders that no one but himself could wake him.
- o In the Hurtgen Forest, Col. T. F. Lancer remembers that Gen. Heubner would bring coffee each night to the sentry outside his headquarters.
- o Another revealing sidelight involved Gen. Heubner's orderly, Marvin. Just before the assault landing in Normandy, the "Old Man" received a bottle of Kentucky whiskey, and said, "We won't need it here, but on the far shore." He then put the bottle in his musette bag and handed it to his orderly, saying "Marvin, get this to me on the far shore."

As Brig. Gen. John G. Hill related it, "The first thing Marvin did aboard ship was drop the bag on the steel deck and break the bottle. He then took off to find the general's aide, and this conversation followed."

Marvin: "My God, we broke the general's whiskey!"

Aide: "What do you mean, we broke the general's whiskey?"

Marvin: "What'll we do? We can't tell the general."

Aide: "Yes, we're going to tell him right now."

Gen. Heubner: "Hell, I've no use for such people--transfer him to the 26th Infantry."

Marvin: "No sir, general. You ain't going to fire me."

Gen. Heubner: "Why the hell aren't I going to fire you?"

Marvin: "Cause you can't get nobody better!"

Gen. Heubner, after recovering the power of speech: "Well, I guess you're right."

So Marvin stayed on. Things like this get around and say things about a commander his men can learn in no other way. It takes human understanding on both sides to cement loyalty.

Another soldier I served under who demanded uncompromising discipline and inspired intense loyalty was my West Point classmate, Maj. Gen. Joseph P. Cleland. After completing jump school he commanded the 504th Airborne Infantry at Fort Bragg, N.C.

As Christmas neared, he issued orders that no married man living at home with his family on or near Fort Bragg would be detailed on guard Christmas Eve or Christmas Day. Then on Christmas Eve he inspected sentries on post.

Later that night the jeep driver returned to his regimental commander's home with a message. "Mrs. Cleland," the driver reported, "the colonel said he will not be home until morning."

Then he continued, "You are not going to believe this. The colonel found a man on post whose family is here at Bragg. So he relieved the sentry, took the soldier's rifle to walk post himself, and had me drive the soldier to his home and family."

The stern discipline and hard training that Gen. Cleland demanded were merged with loyalty for such a commander that discipline alone can never achieve. Added comments are:

- o When Regimental Commander Cleland inspected the sentries, he exercised his responsibility to insure discipline by checking compliance with his orders; on finding a failure, he took the most direct action to carry out his own order for that soldier to be home with his family on Christmas Eve; and you can bet those in the chain of command who failed to implement his order smelled gunpowder later.

- o By his action Gen. Cleland dramatized two basic principles: obedience to orders is the essence of discipline and loyalty is a two-way street.

- o In Walter Reed Hospital, near the end of his life, Lt. Gen. Heubner said, in substance, "People are important, things are not--and nothing is more important than the respect of one man for another."

So now we have this amplified relation: discipline must be imposed, but loyalty must be earned--yet the highest form of discipline exists only when there is mutual loyalty, up and down.

Instilling Values in Your Company

"HOW TO'S"

At first glance, the following may seem like a series of "do's" and "don'ts." This is not the intent. They are provided as reminders and are based on values. The points for consideration and the programs are nothing more than good, sound leadership techniques. They can be adapted to each unit's mission. This list is not exhaustive, nor are the programs necessarily complete. They provide a starting point from which you and your junior leaders can develop specific programs. Over time, they have served leaders well. The following points for consideration and programs are provided for your review and use as appropriate.

a. Points for consideration:

- o Integrity is nonnegotiable.
- o Set the example. More importantly, set and enforce the standards. Insure that your leaders and soldiers know what is expected of them and that they comply. Emphasize the importance of role modeling.
SOLDIERS MAY NOT ALWAYS BELIEVE WHAT YOU SAY, BUT THEY WILL NEVER DOUBT WHAT YOU DO.
- o What you emphasize will be emphasized. Avoid "filling the plate" to the point that everything seems important. Emphasize long-term efforts rather than short-term, trivial projects.
- o Employ your officers and NCOs effectively. Trust them. Hold them responsible for their performance. Allow for and encourage initiative. Give them latitude. Give guidance without giving your solution. Encourage a high degree of participation at all levels in the decision process. Delegate responsibility to the lowest possible level.
- o Use the chain of command.
- o Let your officers and NCOs know that you expect them to "set the example" also. Clarify that this does not mean that you expect them to outperform every soldier in the unit.
- o Establish accurate personnel accountability procedures. Rely on your chain of command.

- o Recognize and evaluate the potential impact of any policy, program, or mission you establish or assign. Recognize that whatever is the most urgent may not be the most important. Establish realistic priorities and dedicate appropriate resources. Determine where unnecessary pressures are created. There are certainly times when you question the appropriateness of, soundness of, or motivation behind missions from higher headquarters; therefore, you can expect your subordinate leaders to do the same. Recognize that it is human nature to judge ourselves by our intentions and others by their actions. Remember Miles' Law: "Where you stand is determined by where you sit."
- o Be seen. Units are designed for the field; spend maximum time there. Use your XO so that your time can be spent with subordinates.
- o Eat in the dining facility frequently. Follow with a walking tour of the unit area each day in garrison.
- o Get to know as many of your soldiers by name as you possibly can. This means more to them than you may realize.
- o Recognize superior performance with a good awards program. Don't reward the flashy soldier or leader. Don't reward mediocre performance (unless it is in recognition of improvement from the basement). What you reward is what will become imitated.
- o Never let a good soldier leave the unit unrecognized or unrewarded.
- o Be swift, firm, and fair with justice. Quickly discipline soldiers who do not respond to positive leadership and counseling. They have a negative impact on everything you do.
- o Provide social events where the officers, NCOs, and their families can get together—picnics and outings. Make them fun.
- o Recognize births by sending a personal letter to the parents or child.
- o Conduct informal activities for junior enlisted wives.
- o Offer to speak periodically at scheduled wives meetings or functions.

- o Provide periodic seminars for wives to keep them updated on unit activities and current Army programs. Prepare a short newsletter, particularly prior to major field activities.
- o Arrange for dining ins and dining outs on the company level (annually).
- o Develop sound recreation and morale programs, such as company runs, field day meets, etc. Make them challenging, yet doable. Have the battalion chaplain host religious and recreational retreats.
- o Include soft drinks at all functions.
- o Establish a climate where it is not "death" for a junior leader to make a minor mistake, but help him to learn from the experience so that he won't make the same mistake again. This is not "freedom to fail," but, rather, "freedom to grow." Work to eliminate the "zero defects" attitude. Judge junior leaders by their intent; humans (including battalion commanders) are fallible.
- o Fixing the problem is more important than affixing the blame.
- o Keep your commander informed of what you and your unit is doing. Value his advice.
- o Act as a "heat shield" for your unit. Don't assume unnecessary missions that are done at the expense of your troops. Filter missions assumed from higher headquarters so that their impact on your unit is lessened. Question missions when appropriate.
- o Deliver bad news in person.
- o Take time out to think.
- o Don't "shoot" the bearer of bad news.
- o Eliminate those policies, programs, and procedures that do not contribute to your mission. Make tough decisions in this area. Avoid make-work projects. Be sensitive to and intolerant of misuse of people.
- o Work to reduce personnel turbulence within your unit.

- o Conduct challenging and realistic unit exercises, such as an ARTEP, or 15-mile road march. Make sure all participate. This shared common experience assists in developing individual confidence along with confidence in weapons, equipment, fellow soldiers, and leaders, all of which support cohesion.
- o Don't concern yourself with pleasing your superiors. Meet your own high standards and insist that others do the same. The results will come. The time-tested leadership traits and principles work very well indeed in today's Army.
- o Don't underestimate the value of individual religion and prayer.
- o Establish high unit and individual physical fitness goals. Recognize that individual capabilities differ.
- o Address soldiers by rank—"Private Smith," not "Smith" or "Smitty."
- o You cannot run the unit alone. Train your subordinates. Your NCOs are the backbone of your command and of the Army.
 - oo Use of schools can pay dividends. It takes good soldiers away but the payoff is worth it.
- o Use meaningful additional duties to help train and develop junior leaders.
- o When visiting platoons with your 1SG, have him look at different areas from those you intend to see. Then share what each of you has seen.
- o Conduct scheduled motor pool inspections. Check cleanliness of vehicles, thoroughness of police, performance of first-echelon maintenance, and maintenance of security. Platoons remain until standards are achieved.
- o Clearly outline your viewpoint on equal opportunity. Insure it is understood that it relates to the concepts of "fairness" and "justice." This can head off potential problems dealing with personal bias in the unit.
- o Clearly outline fraternization (sexual and senior-subordinate) policy.

- o Clearly identify your standards of military courtesy.
- o Clearly articulate your viewpoint on membership in AUSA, clubs, etc.
- o Clearly outline what you expect your subordinate leaders to do when they feel you have made or are about to make a mistake. Include what they should do if they feel you have placed them in an ethical dilemma. Promote an upward flow of communication and then listen to their comments. Disagreement is not disrespect.
- o Clearly outline your thoughts on leave and off-duty time.
- o Reenlist those soldiers who are worthy of added responsibilities. Don't reenlist to make a goal.
- o Develop a philosophy for winning in your troops. Establish your unit's image as a winner. Seek meaningful competition with other units that contributes to the Army's mission or unit esprit. Continue to develop the concept of fair play. Insure that the success of one unit does not infer the failure of other units and that all units feel they have gained by participating. This confidence and pride is contagious and spills over into other areas.
- o Keep a healthy respect for competition. Evaluate performance against objectives. Recognize that competition directed outward reduces internal competition. Be cautious about constant competition. You may think that a competitive spirit for your company is good. However, recognize that your platoons are going to want to compete among themselves. You must balance competition with loyalty and cohesion.
- o Every soldier must be made to feel a part of the team. Assign missions, such as police calls, guard duty, details, etc, by units.
 - oo On unit runs, have units start and finish as units.
 - oo Think in terms of units—not individuals, but respect individuals.
- o Insure that your barracks and troop living areas are well maintained and secure. Publish and enforce a clear, ironclad security SOP that insures that everyone lives in a clean and secure environment.

- o Provide adequate time for and encourage participation in religious activities.
- o Reward ethical behavior. Make it clear through word and deed that you seek ethical behavior and that unethical behavior will not be tolerated. Reward decisions that choose the "harder right over the easier wrong."
- o Show an after hours interest in your troops and require that your officers and NCOs do the same.
- o Set standards and goals that are high, yet attainable. When standards are attained, evaluate them; then strive for growth beyond the initial standard.

b. Programs:

(1) Shade-tree leadership (hip-pocket training). Have your NCOs develop mini-lesson plans dealing with Army values, tactics, technical operations, unit history, the Army, etc. These 10- to 15-minute talks can fill the lulls that always occur during training and can provide additional contact between your NCOs and soldiers.

(2) Formations.

(a) Institute formations. Insist that attendance at the morning formation, inspection, and drill be as close to 100 percent as possible. Be there yourself, inspecting and observing all units.

(b) Consider having formal formations every Friday in garrison and whenever possible in the field. Present awards, read reenlistment results, and pass on to the troops all disciplinary action for that week from the battalion level. Speak to the troops at every appropriate formation.

(3) Sponsorship. Establish a sound sponsorship and orientation program. Speak with each newly arrived officer and NCO individually. Have a comprehensive welcome booklet for every soldier. Assign a "veteran" unit member as sponsor for a new soldier and provide specific duties to perform. Greet new soldiers as a group and do it within 1 week of their arrival. Additionally, newly arrived officers and their spouses should call on the battalion commander and his wife in some fashion.

(4) Counseling. Every commander at company or equivalent-sized unit level should have a system that enables him to talk to every man or woman in his unit. Set aside one afternoon or evening a week when you can talk to five or six soldiers individually; or set aside a period of 1 or 2 weeks during which you can concentrate

on talking to every soldier in the company, battery, or troop. It does not have to be for long—10 or 15 minutes should suffice for each person. Ask them where they are from. How far they went in school. Whether they are married. How many children they have. Where their families are. Whether the training is interesting, boring, demanding enough. How the chow is. Whether they are getting their pay. Make whatever you talk about personal and pleasant and let the soldiers know you are interested in them. Do not challenge them or get on the defensive if they say something isn't good—maybe it isn't.

Ask if they have any suggestions to improve the situation. Once you have talked individually with all members of your unit, it is easy to keep up with the new arrivals and it will be a natural thing to chat with your troops on the range, in the motor pool, in the chow line, or wherever you meet them as they are about a soldier's business. This is how you can keep your fingers on the pulse of your unit.

You can learn a lot about your unit through communication. What you learn may prevent congressional inquiries, IG complaints, and other problems. You must remember what soldiers tell you and take action when appropriate. If you don't, the program tends to become a farce. Emphasize to junior leaders that they are valued members of the unit.

(6) School of the soldier. Establish a "school of the soldier" program. Make it constructive, not a punishment. Rotate responsibility but allow NCOs to run the program and your ISG to manage. Insure that the activities concern viable training—either remedial or knowledge, not busy work. Avoid a "shotgun blast" remedial training program.

(7) Officer and NCOs call.

(a) Get your officers and NCOs together. If feasible, have an officer and NCO luncheon in the dining facility every Friday that you are in garrison. Provide for some degree of privacy.

(b) Conduct leadership seminars.

(c) Establish a professional reading program for your officers. Generate interest in reading a relevant book and then discussing it at an officers call.

(d) Conduct monthly officers calls and have your company ISG conduct NCO calls.

(e) Use the evaluation report as a constructive tool for developing subordinates—not as a hammer.

(8) Pride and unit history.

(a) One American World War II general, when still a colonel commanding a Regular Army unit, often collected his regiment to talk to his men. He would narrate a story from the regimental history heroic action in battle. Then he would ask: "Who was responsible for this victory?" "Who actually deserves the credit?" Some assured private primed with the answer would get up and reply, "The private soldier, sir." Other questions would follow, all designed to bring out the same type of answer. It was thus that he developed a sense of pride and importance among his men and an understanding of their individual responsibility for the success of the regiment in battle. Pride was a subject close to this commander's heart and one that he never failed to emphasize. Although his assemblies were deliberately staged, there was no insincerity in his intent.

(b) As a leader, you should plan to do something which sets your unit apart from other units. Whatever that is, it will provide you soldiers a common experience and something to be proud of. Examples are unit ceremonies, a unit history, unit jody cadences, unit greetings, a unit slogan, unit symbols, unit traditions, a unit song, a unit mascot, unit high-performance records (fig 5-1).

1. Write for your unit's lineage and honors to:

Department of the Army
Center of Military History
ATTN: DAMH-HSO
Washington, D.C. 20314

These can be used to build esprit and cohesion.

2. Write jody cadences for your unit about its--

- o Best accomplishments
- o Actual combat history
- o SOP on battle drill
- o Teamwork
- o SOP on defense
- o NBC SOP
- o Role models.

(9) "Hot seat." Reduce tension produced by normal mistakes. Provide a humorous "reward" and an appropriate "citation" at company meetings. Include yourself as a potential recipient.

(10) Maintenance.

(a) Have the executive officer bring vehicles to officers call. Ask him to pass out technical inspection (TI) sheets and show junior officers how to inspect.

(b) Conduct a maintenance "shoot-out." Have the maintenance sergeant "fix" vehicles so that they have some TI faults and have crewmembers compete to see who finds and corrects faults first.

(11) Soldier stakes. Establish a series of activities to be conducted competitively between platoons or crews. Activities can include SQT individual tasks, unit runs, decontamination of equipment, or anything to support teamwork and cohesion while performing mission.

EPILOGUE



EPILOGUE

.... "Despite the increasing complexity and sophistication of our weapons and equipment, our most perplexing problems are human rather than technical in nature. While our need for managerial skill is ever important, our requirement for leadership remains paramount. The United States Army bases its standards, its character, and its loyalty to constituted authority on the quality of its professional leaders. Because of this, the achievement of the highest standards of professionalism is our overriding concern.

Professionalism is the attainment of excellence through education, experience, and personal dedication. It is characterized by fidelity and selfless devotion, which presupposes self-discipline, great skill, extensive knowledge, and willingness to abide by established military ethics. It is further reflected by a desire to promote high standards, tempered by sound judgment, compassion, and understanding. Professionalism implies a special trust which is inherent in the oath executed by every member of the armed forces of the United States."

"That quality which I wish to see the officers possess, who are at the head of the troops, is a cool, discriminating judgement when in action, which will enable them to decide with promptitude how far they can go and ought to go, with propriety; and to convey their orders, and act with such vigor and decision, that the soldiers will look up to them with confidence in the moment of action, and obey them with alacrity."

Wellington:
General Order,
15 May 1811

ISRAELI MILITARY DIRECTIVES FOR LEADERS

1. WHEN YOUR ORDERS HAVE NOT GOTTEN THROUGH, ASSUME WHAT THEY MUST BE.
2. KEEP UP THE PRESSURE UNTIL YOUR TROOPS ARE WORN DOWN, WHEN THEY ARE NEAR EXHAUSTION, PULL BACK AND HAVE THEM REST.
3. SUPPLIES ARE ON THE WAY, DON'T WAIT FOR THEM, THEY WILL CATCH UP WITH YOU.
4. KEEP YOUR SENSE OF HUMOR.
5. WHEN IN DOUBT, STRIKE.
6. THE BATTLE WILL NEVER GO AS YOU PLANNED IT. IMPROVISE!
7. SURPRISE IS YOUR MOST EFFECTIVE WEAPON.
8. RISK! RISK! RISK!!

GENERAL PATTON'S SPEECH TO HIS THIRD ARMY PRIOR TO D-DAY

AUTHENTIC

Maj. Gen. Cook then introduced Lt. Gen. William H. Simpson, whose Fourth Army was still in the United States preparing for their own voyage across the sea to the front. Gen. Simpson spoke only briefly. "We are here", he said, "To listen, not to me, but to the words of a great man, a great leader, whom you will all follow. A man who will lead you into whatever is to be faced with heroism, ability and foresight. A man who has proven himself many times amid shot and shell. My fondest hope is that some day soon I will have the privilege of bringing my own army across to fight beside his."

Gen. Patton arose and stepped swiftly to the microphone, the men shot to their feet and stood silently. Patton surveyed the sea of khaki grimly. "Be seated." The words were not a request but a sharp command. Then his voice rose high and clear.

"Men - this stuff some sources sling around about America wanting to get out of the war, not wanting to fight, is a lot of bull-shit. Americans love to fight, traditionally. All real Americans love the sting and clash of battle. When you men here, every man-jack of you, were kids, you all admired the champion marble player, the fastest runner, the handiest kid with his fists, the Big League ball players, the All-American football players. Americans love a winner. Americans will not tolerate a loser, Americans play to win all the time and every time. I wouldn't give a hoot in hell for a man who lost and laughed. That's why Americans have never lost nor will ever lose a war, for the very thought of losing is hateful to an American."

The General paused and looked over the crowd.

"You are not all going to die," he said slowly, "Only two percent of you right here today would die in a major battle. Death must not be feared. Death, in time, comes to all. Yes, every man is scared in his first battle. If he says he isn't, he's a God damned liar. Some men are cowards, yes, but they fight just the same or get hell slammed out of them watching men fight who are just as scared as they are. The real hero is the man who fights even though he is scared. Some get over their fright in a minute under fire. For others it takes an hour; for some it takes days, but the real man never lets fear of death overpower his honor, his sense of duty to his country, and to his manhood. All through your Army careers, you men have bitched about what you call "chicken shit drill." That, like everything else in the Army is for a definite purpose - OBEDIENCE TO ORDERS AND TO CREATE CONSTANT ALERTNESS. This must be bred into man. I don't give a damn for a man who is not always on his toes. You men are veterans

or you wouldn't be here. You are ready for what is to come. A man, to continue breathing, must be alert at all times. If not, some day some German son-of-a-bitch will sneak up behind him and beat him to death with a sock full of shit."

The men roared. That expression was to become famous in the days to come all over England, France, and even into Germany itself among men of the Third Army, as were many things the General said on this memorable morning.

Patton's grim expression remained unchanged.

"There are 400 neatly marked graves somewhere in Sicily," he roared, "all because one man went to sleep on the job." He paused and the men grew silent. "But they are German graves," he continued softly, "for we caught the bastard asleep before his officers did." The General grasped the microphone tightly, his jaw out-thrust. "An Army is a team, lives, sleeps, eats, and fights as a team. This individual heroic stuff is a lot of shit. The bilious bastards who write that kind of stuff for the Saturday Evening Post don't know any more about real fighting under fire than they do about fucking." The men slapped their legs and rolled in glee. The shrill howls of a negro outfit carried above all. This was Patton as the men had imagined him. He was in rare form. He didn't let them down. He was all he was cracked up to be. He had it.

"We have the best food, the equipment, the best spirit and the best fighting men in the world." Patton bellowed. The men roared. Then the General lowered his head and shook it pensively. Suddenly he snapped erect, faced the men belligerently "Why by God!" he thundered, "I actually pity those sons-of-bitches we're going up against. By God, I do." The men clapped and howled. There would be many a barracks this tale would be told in, about the Old Man's choice phrases. They would become part and parcel of the Third Army history and become the bible of their slang.

"My men don't surrender," Patton went on, "I don't want to hear of any soldier under my command being captured unless he's been hit. Even if you are hit, you can still fight. That's not just bull-shit, either. The kind of men I want under me is the Lieutenant, who in Libya, with a slug in his chest, jerked off his helmet, swept the gun aside with one hand and busted hell out of the boche before he knew what the hell was coming off. All that time the man had a bullet through his lungs. There was a man. All the real heroes are not story-book combat fighters. Every single man in the Army plays a vital part. Don't ever let down, thinking your role unimportant. Every man has a job to do. Every man is a link in a great chain. What if every truck driver decided that he didn't like the whine of those shells overhead, turned yellow and jumped headlong into the ditch? This bird could say to himself, "Hell - they won't miss me - just one guy in millions." What if every man thought that? Where in the hell would we be now? What

would our country, our loved ones, our homes, even the world be? No, thank God, Americans don't think like that. Every man does his job. Every man serves the whole. Every department, every unit, is important in the vast scheme of this war. The ordnance men are needed to supply the guns and machinery of war to keep us rolling. The Quartermaster to bring up the food and clothes, for where we're going there isn't a hell of a lot to steal. Every damn last man in the Mess hall, even the one who heats the water to keep us from getting the G.I. shits, has a job to do.

Patton paused and half turned to the officers behind him, "Even the Chaplain," he said whimsically, "is important, for if we get killed and he wasn't there to bury us, we'd all go to hell. Each man must not think only of himself, but of his buddy fighting beside him. We don't want yellow cowards in the Army. They should be killed off like rats. If not, they will go back home after the war and breed more cowards. The brave men will breed more brave men. Kill the God Damned cowards and we'll have a nation of brave men!

The vast hillside stirred and thought of these words, Patton's personal banner, a great scarlet devil's head in a white field, waved triumphantly in the morning breeze - the banner that was to become the Scourge of Central France and Germany to thousands of the retreating Boche.

"One of the bravest men I ever knew was in the African campaign, one fellow I saw on top of a telegraph pole in the midst of furious fire while we were plowing toward Tunis. I stopped and asked what the hell he was doing up there at that time. He answered, "Fixing the wire, Sir." Isn't it a little bit unhealthy right now? I asked. "Yes, Sir, but this God damned wire's got to be fixed." There was a real soldier. There was a man who devoted all he had to his duty, no matter how great the odds, no matter how seemingly insignificant his duty might appear at the time. You should have seen those trucks on the road to GABES. The drivers were magnificent. All day and all night they rolled over those sons-of-a-bitching roads, never stopping, never falling from their course, with shell bursting around them all the time. We got through on good old American guts. Many of these men drove over forty consecutive hours. These men weren't combat men, but they were soldiers with a job to do. They did it and in a whale of a way, they did it. They were part of a team. Without them the fight would have been lost. All the links in the chain pulled together and that chain became unbreakable."

The General paused staring challengingly out over the sea of men. One could have heard a pin drop anywhere on that vast hillside. The only sound was the stirring of the breeze in the leaves of bordering trees and the busy chirping of birds in the branches at the General's left.

"Don't forget," Patton barked, "you don't know I'm here, no word of this, the fact is to be forgotten, and not mentioned in any letter. The world is not supposed to know what the hell became of me. I'm not supposed to be commanding this Army. I'm not even supposed to be in England. LET THE FIRST BASTARDS TO FIND OUT BE THE GOD DAMNED GERMANS. Some day I want them to raise up on their hind legs and say, "Jesus Christ. It's the God damned Third Army and that son-of-a-bitch Patton again."

The men now led their approval and muttered delightedly to themselves. Even they did not realize the deep prophecy of the words and that they were to become famous throughout the rest of Europe, when the Third Army moved like a searing flame down the Normandy Peninsula, through Central France and on into Germany under a veil of secrecy imposed by FTOUSA because even the Germans themselves never knew just how far Patton had penetrated by day in one of the greatest offensive campaigns in the history of warfare.

Instinctively the men sensed the possibility of this and appreciated the rich drama behind the words back on the calm English country-side. They would never forget them and many times in some battlefield they would be remembered.

"We want to go to Hell over there," Patton continued, "we want to go home. We want this thing over with. But you can't win a war lying down. The quicker we clean up this God damned mess, the quicker we can take a jaunt against the purple pissing Japs and clean their nest out too, before the Marines get all the God damned credit.

The men roared. Patton went on more quietly. "Sure we all want to be home. We want this thing over with. The quickest way to get it over is to get the bastards. The quicker they are whipped, the quicker we go home. The shortest way home is through Berlin! When a man is lying in a shell hole, if he just stays there all day, a Boche will get him eventually and the hell with the idea. The hell with taking it! My men don't dig foxholes! I don't want them to. Foxholes only slow up the offensive. Keep moving! And don't give the enemy time to dig in. We'll win this war but we'll win it only by fighting and by showing the Germans we've got more guts than they have!"

His eagle-like eye swept over the hillside, "There's one great thing you men will all be able to say when you go home," he said tensely, "You may all thank God for it. Thank God that at least thirty years from now when you are sitting around the fireside with your grandson on your knee and he asks what you did in the great war, you won't have to cough and say, "I shoveled shit in Louisiana."

QUOTES OF GENERAL GEORGE S. PATTON

DISCIPLINE

NO SANE MAN IS UNAFRAID IN BATTLE, BUT DISCIPLINE PRODUCES IN HIM A FORM OF VICARIOUS COURAGE.

DISCIPLINE MUST BE A HABIT SO INGRAINED THAT IT IS STRONGER THAN THE EXCITEMENT OF BATTLE OR THE FEAR OF DEATH.

BRAVE, UNDISCIPLINED MEN HAVE NO CHANCE AGAINST THE DISCIPLINED VALOR OF OTHER MEN.

DISCIPLINE, WHICH IS BUT MUTUAL TRUST AND CONFIDENCE, IS THE KEY TO ALL SUCCESS IN PEACE OR WAR.

DISCIPLINE... THAT IS ALL FOR ONE REASON, INSTANT OBEDIENCE TO ORDER AND IT CREATES INSTANT ALERTNESS.

LEADERSHIP

INSPIRATION DOES NOT COME VIA MESSAGES, BUT BY VISIBLE PERSONALITY.

NEVER TELL PEOPLE HOW TO DO THINGS. TELL THEM WHAT TO DO AND THEY WILL SURPRISE YOU WITH THEIR INTEGRITY.

THE LEADER MUST BE AN ACTOR. HE IS UNCONVINCING UNLESS HE LIVES THE PART...

LEADERSHIP IS THE THING THAT WINS BATTLE... IT PROBABLY CONSISTS OF KNOWING WHAT YOU WANT TO DO, AND THEN DOING IT.

WARS MAY BE FOUGHT WITH WEAPONS, BUT THEY ARE WON BY MEN. IT IS THE SPIRIT OF THE MEN WHO FOLLOW AND THE MAN WHO LEADS THAT GAINS THE VICTORY.

INITIATIVE AND AGGRESSIVENESS

A GOOD SOLUTION APPLIED WITH VIGOR NOW IS BETTER THAN A PERFECT SOLUTION APPLIED TEN MINUTES LATER.

NEVER STOP BEING AMBITIOUS. YOU HAVE BUT ONE LIFE, LIVE IT TO THE FULLEST OF GLORY AND BE WILLING TO PAY ANY PRICE.

ALWAYS DO MORE THAN IS REQUIRED OF YOU.

DO YOUR DUTY AS YOU SEE IT, AND DAMN THE CONSEQUENCES.

LACK OF ORDERS IS NO EXCUSE FOR INACTION. ANYTHING DONE VIGOROUSLY IS BETTER THAN NOTHING DONE TARDILY.

PERSEVERANCE

BY PERSEVERANCE, AND STUDY, AND ETERNAL DESIRE, ANY MAN CAN BECOME GREAT.

NEVER STOP UNTIL YOU HAVE GAINED THE TOP OR THE GRAVE.

GO UNTIL THE LAST SHOT IS FIRED AND THE LAST DROP OF GASOLINE IS GONE. THEN GO FORWARD ON FOOT.

YOU ARE NOT BEATEN UNTIL YOU ADMIT IT.

FATIGUE MAKES COWARDS OF US ALL. MEN IN CONDITION DO NOT TIRE.

DUTY, HONOR, COUNTRY

[Address at the U.S. Military Academy, West Point, on the presentation of the Thayer Award by the Association of Graduates to General MacArthur, May 12, 1962. Annually, the Association of Graduates of the U.S. Military Academy presents the Thayer Award, its highest honor, to a distinguished U.S. citizen whose service in the national interest exemplifies the motto of the Academy: Duty, honor, country. In May, 1962, General MacArthur was named the recipient of the Thayer Award. During a day full of nostalgia, he was honored at a cadet parade on the Plain he so often mentioned. After a luncheon in the cadet dining hall, the Thayer Award was presented to General MacArthur before a large audience, including the entire Corps of Cadets. He then began to speak to the future officers on the meaning of the Academy's code: Duty, honor, country. This speech was delivered extemporaneously and, as far as can be determined by the editor, had not been written out by General MacArthur prior to its delivery at West Point. The speech--one of America's truly great pieces of oratory--summarized the General's philosophy of life and the guidelines he believed to be the heritage of the American soldier.]

No human being could fail to be deeply moved by such a tribute as this. Coming from a profession I have served so long and a people I have loved so well, it fills me with an emotion I cannot express. But this award is not intended primarily to honor a personality, but to symbolize a great moral code--a code of conduct and chivalry of those who guard this beloved land of culture and ancient descent. For all hours and for all time, it is an expression of the ethics of the American soldier. That I should be integrated in this way with so noble an ideal arouses a sense of pride, and yet of humility, which will be with me always.

Duty-Honor-Country. Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying points to build courage when courage seems to fail, to regain faith when there seems to be little cause for faith, to create hope when hope becomes forlorn.

Unhappily, I possess neither that eloquence of diction, that poetry of imagination, nor that brilliance of metaphor to tell you all that they mean.

The unbelievers will say they are but words, but a slogan, but a flamboyant phrase. Every pedant, every demagogue, every cynic, every hypocrite, every troublemaker, and, I am sorry to say, some others of an entirely different character, will try to downgrade them even to the extent of mockery and ridicule.

But these are some of the things they do. They build your basic character. They mold you for your future roles as the custodians of the nation's defense. They make you strong enough to know when you are weak, and brave enough to face yourself when you are afraid.

They teach you to be proud and unbending in honest failure, but humble and gentle in success; not to substitute words for actions, not to seek the path of comfort, but to face the stress and spur of difficulty and challenge; to learn to stand up in the storm, but to have compassion on those who fall; to master yourself before you seek to master others; to have a heart that is clean, a goal that is high; to learn to laugh, yet never forget how to weep; to reach into the future, yet never neglect the past; to be serious, yet never to take yourself too seriously; to be modest so that you will remember the simplicity of true greatness, the open mind of true wisdom, the meekness of true strength.

They give you a temperate will, a quality of the imagination, a vigor of the emotions, a freshness of the deep springs of life, a temperamental predominance of courage over timidity, of an appetite for adventure over love of ease.

They create in your heart the sense of wonder, the unfailing hope of what next, and the joy and inspiration of life. They teach you in this way to be an officer and a gentleman.

And what sort of soldiers are those you are to lead? Are they reliable? Are they brave? Are they capable of victory?

Their story is known to all of you. It is the story of the American man-at-arms. My estimate of him was formed on the battlefield many, many years ago, and has never changed. I regarded him then, as I regard him now, as one of the world's noblest figures; not only as one of the finest military characters, but also as one of the most stainless.

His name and fame are the birthright of every American citizen. In his youth and strength, his love and loyalty, he gave all that mortality can give. He needs no eulogy from me, or from any other man. He has written his own history and written it in red on his enemy's breast.

But when I think of his patience in adversity, of his courage under fire, and of his modesty in victory, I am filled with an emotion of admiration I cannot put into words. He belongs to history as furnishing one of the greatest examples of successful patriotism. He belongs to posterity as the instructor of future generations in the principles of liberty and freedom. He belongs to the present, to us, by his virtues and by his achievements.

In twenty campaigns, on a hundred battlefields, around a thousand campfires, I have witnessed that enduring fortitude, that patriotic self-abnegation, and that invincible determination which have carved his statue in the hearts of his people.

From one end of the world to the other, he has drained deep the chalice of courage. As I listened to those songs [of the Cadet Glee Club], in memory's eye I could see those staggering columns of the First World War, bending under soggy packs on many a weary march, from dripping dusk to drizzling dawn, slogging ankle-deep through the mire of shell-pocked roads; to form grimly for the attack, blue-lipped, covered with sludge and mud, chilled by the wind and rain, driving home to their objective, and, for many, to the judgment seat of God.

I do not know the dignity of their birth, but I do know the glory of their death. They died, unquestioning, uncomplaining, with faith in their hearts, and on their lips the hope that we would go on to victory.

Always for them: Duty-Honor-Country. Always their blood, and sweat, and tears, as we sought the way and the light and the truth. And 20 years after, on the other side of the globe, again the filth of murky foxholes, the stench of ghostly trenches, the slime of dripping dugouts, those boiling suns of relentless heat, those torrential rains of devastating storms, the loneliness and utter desolation of jungle trails, the bitterness of long separation from those they loved and cherished, the deadly pestilence of tropical disease, the horror of stricken areas of war.

Their resolute and determined defense, their swift and sure attack, their indomitable purpose, their complete and decisive victory--always victory, always through the bloody haze of their last reverberating shot, the vision of gaunt, ghastly men, reverently following your passwords of "Duty-Honor-Country."

The code which those words perpetuate embraces the highest moral law and will stand the test of any ethics or philosophies ever promulgated for the uplift of mankind. Its requirements are for the things that are right and its restraints are from the things that are wrong. The soldier, above all other men, is required to practice the greatest act of religious training--sacrifice. In battle, and in the face of danger and death, he discloses those divine attributes which his Maker gave when He created man in His own image. No physical courage and no greater strength can take the place of the divine help which alone can sustain him. However hard the incidents of war may be, the soldier who is called upon to offer and to give his life for his country is the noblest development of mankind.

You now face a new world, a world of change. The thrust into outerspace of the satellite spheres and missiles marks a beginning of another epoch in the long story of mankind. In the 5 or more billions of years the scientists tell us it has taken to form the earth, in the 3 or more billion years of development of the human race, there has never been a more abrupt or staggering evolution.

We deal now, not with things of this world alone, but with the illimitable distances and as yet unfathomed mysteries of the universe. We are reaching out for a new and boundless frontier. We speak in strange terms of harnessing the cosmic energy; of making winds and tides work for us; of creating unheard of synthetic materials to supplement or even replace our old standard basics, to purify sea water for our drink; of mining ocean floors for new fields of wealth and food; of disease preventives to expand life into the hundreds of years; of controlling the weather for a more equitable distribution of heat and cold, or rain and shine; of spaceships to the moon; of the primary target in war no longer limited to the armed forces of an enemy, but instead to include his civil populations; of ultimate conflict between a united human race and the sinister forces of some other planetary galaxy; of such dreams and fantasies as to make life the most exciting of all times.

And through all this welter of change and development your mission remains fixed, determined, inviolable. It is to win our wars. Everything else in your professional career is but corollary to this vital dedication. All other public purposes, all other public projects, all other public needs, great or small, will find others for their accomplishment; but you are the ones who are trained to fight.

Yours is the profession of arms, the will to win, the sure knowledge that in war there is no substitute for victory, that if you lose, the nation will be destroyed, that the very obsession of your public service must be Duty-Honor-Country.

Others will debate the controversial issues, national and international, which divide men's minds. But serene, calm, aloof, you stand as the nation's war guardian, as its lifeguard from the raging tides of international conflict, as its gladiator in the arena of battle. For a century and a half you have defended, guarded, and protected its hallowed traditions of liberty and freedom, of right and justice.

Let civilian voices argue the merits or demerits of our processes of government: Whether our strength is being sapped by deficit financing indulged in too long, by Federal paternalism grown too mighty, by power groups grown too arrogant, by politics grown too corrupt, by crime grown too rampant, by morals grown too low, by taxes grown too high, by extremists grown too violent; whether our personal liberties are as thorough and complete as they should be.

These great national problems are not for your professional participation or military solution. Your guidepost stands out like a tenfold beacon in the night: Duty-Honor-Country.

You are the leaven which binds together the entire fabric of our national system of defense. From your ranks come the great captains who hold the nation's destiny in their hands the moment the war tocsin sounds.

The long grey line has never failed us. Were you to do so, a million ghosts in olive drab, in brown khaki, in blue and grey, would rise from their white crosses, thundering those magic words: Duty-Honor-Country.

This does not mean that you are warmongers. On the contrary, the soldier above all other people prays for peace, for he must suffer and bear the deepest wounds and scars of war. But always in our ears ring the ominous words of Plato, that wisest of all philosophers: "Only the dead have seen the end of war."

The shadows are lengthening for me. The twilight is here. My days of old have vanished--tone and tint. They have gone glimmering through the dreams of things that were. Their memory is one of wondrous beauty, watered by tears and coaxed and caressed by the smiles of yesterday. I listen vainly, but with thirsty ear, for the witching melody of faint bugles blowing reveille, of far drums beating the long roll.

In my dreams I hear again the crash of guns, the rattle of musketry, the strange, mournful mutter of the battlefield. But in the evening of my memory always I come back to West Point. Always there echoes and re-echoes: Duty-Honor-Country.

Today marks my final rollcall with you. But I want you to know that, when I cross the river, my last conscious thoughts will be of the corps, and the corps, and the corps.

I bid you farewell.

DEFINITION OF A SOLDIER

COLONEL MIKE MALONE, INFANTRY, US ARMY

I suppose only a fool would try to sit down and actually write out a definition of "soldier," so, I'm going to have at it--in one, sometimes-dated, often-maudlin, sentimental sentence. Here we go. A soldier is...

leaders shouting and cursing in the fog and half-light of dawn...the acrid, gagging smoke of smoke grenades, the crack of M-80s...and the whistle and boom of artillery simulators...strange "enemy" with crests on their helmets and green uniforms with no buttons on the shirtsleeves, running from the hill...and "victory," and critiques, and camouflages, and range cards and marches, and rain, and wet holes...

...more of the same, and the passage of time, and more schools, and more promotions...and the sweetheart now a wife, and kids, and a puppy, and furniture from "Sears and Roebuck," on time...more orders, more posts, and long moves across the land in middle-aged, middle-priced Fords and Chevys with loaded roof racks, wrapped in torn plastic, whipped by the wind...economy motels, and hamburgers, and sticky, face-down, grape-red jelly bread, and wet, smelly diapers and awful fusses, and smacked kids, and threats of divorce neither meant nor believed...rents too high, and quarters too small, and sofa legs broken, and treasures lost, and movers anxious to leave and full of assurances ("Just sign right here").

...orders to a combat zone, a move to "home," and a leave filled with sadness, and seriousness, and love...goodbye at the airport, the sweetheart-wife trying to smile...the dad, now gray, with eyes cast down, and breaking voice, and a little tremble in his chin...the Delta bird, winging west in the late afternoon...the sadness, the loneliness, the thoughts of little children...and a certain thing they once said, and a certain way they once looked...final processing at the POE, and shot records, and dog tags, and equipment checks, and the awful agony of the last stateside phone call, collect, to the kids and the sweetheart wife ("I love you, darlin'")...

...the mighty surge of the Starlifter, nose-up and tail-down from California and west toward the sun...a familiar face in a nearby seat, and the old, often-played games of "where in the hell did we serve together?" and "did you ever know 'ole whatsisname?"...box lunches with boiled eggs and apples and Milky Ways, the steady drone of the big jet engines...watch hands changed forward (or backward?)...callous, calloused stewardesses...and the gift shop and snack bar and men's room at Midway...

...a bright green land with great V-shaped fish nets in the river-mouths, the blazing white of salt pans, and the curving contours of tiny rice paddies stepping down the sides of the hills...shell craters, and bomb craters, and tracks of tracked vehicles, and grasshuts, and villages, and dirt roads and ears popping, and paved roads, and jeeps, and a helicopter, and an airfield, and the shronk! of wheels down on the Pleiku strip...

...the heat and the dazzle and the newness of an alien land as the door opens...the long line of home-bound troops waiting to fill the still-warm and still-littered seats of the still-whining Starlifter...a waiting truck, and another replacement center, and more of those phone calls ("...but General So-and-so told me I would be assigned to..."), and cold, impersonal briefings, and insignificance...a long, long letter home, telling of the newness of this land, and of the loneliness, and of the love of a husband and father...a morning formation, a list of names, a check on a roster, and a dusty bus down a dusty road to an infantry division's base...

...orientations ("Don't ever pat one on the head!"), and classes, and confusion, and bewilderment, and war stories ("...and the damned NVA cut off the lieutenant's head!"), and anticipation, and clothing and equipment issued and stored, and moves by truck, jeep, and helicopter to the forward bases of the combat units...the battalion fire base, and the battalion commander, and company commanders tanned, tough and thin...apple-cheeked lieutenants with little blond moustaches, and grizzly NCOs, and scruffy troopers laughing, joking, competent...barbed wire, and sand bags, and artillery pieces, and radio antenna, and holes, and trenches, and bunkers...and great, gaunt mahogany trees torn and blasted and chain-sawed...rucksacks, and rifles, and steel helmets and troopers reading pocket books, poorly printed...the awe, and bewilderment, and confusion and frustrating inability to rapidly assimilate and adapt...

...the chopper with no doors and no seats, on the battalion pad...door gunners and black machine guns...frightening speed across the roof of the jungle canopy, with tree tops blurring by...tight, canted circles, and the whop! whop! whop! of rotor blades as the bird eases down an open shaft in the jungle...troops on the ground, looking up, serious, busy, with longer hair, and beard stubble, and fatigue trousers split open at the rear, and no drawers...a company commander with old-man eyes, and maturity, and authority, and strength...a radio operator with the quick, alert look of a "college kid"...

...Claymore mines, and machetes chopping brush, and troopers digging, and fresh holes in the ground, covered over with saplings and sandbags...C-ration beans, with C-ration cheese and "Loosiana" hot sauce, warmed with heat tabs...a coffee cup made from a partially opened can, lid bent back for a handle...nighttime, and animal sounds, and whispers, and distant artillery, and the cold of the Central

Highlands pouring down unseen into the bunkers...fitful sleep, and soft-grey light, and dawn and sore muscles and cleared throats, and broken wind, with wry commentary ("Salute!! Awake! Arise! And behold the birthing of a bright new day, you scroungy rat-bastards!")...and cigarettes, and malaria pills, and hot black coffee, and yawning and scratching and bitching...short briefings, and Claymores packed, and sandbags emptied, and weapons checked, and a dirty column of dirty men moving out through the jungle along a mountain ridge, bent over under heavy rucksacks, eyes peering forward under the rim of steel helmets, green towel around the neck to wipe the sweat and ease the bite of shoulder straps...fingernails black and split, sleeves rolled up, and old, nasty, dirty bandages put on by "Doc," and patches of swollen, red-brown jungle rot...and around the trooper's neck, things hanging and swinging: dog tags and rosaries, beads and can openers, crosses and bandoliers...and on his head, the steel, with its camouflage cover the billboard whereon he proclaims his individuality, with names and words of wisdom and wit, and fear, and hope, and love...JESUS... JANET...MOM AND POP...FTA...HO CHI MIN IS A ROTTEN BASTARD...SHORTIMER...COLOR ME GONE...GOD MUST LOVE ENLISTED MEN 'CAUSE HE MADE SO MANY OF 'EM...

...the column moving forward along the ridge...near the rear, a shortimer, afraid to be up where contacts are made, afraid to be back where folks get left, and lost...near the center, the C.O. and his shadow and bunkermate, the radio operator, both mindful of the stories of snipers in trees, and C.O.s shot square between the eyes, falling, staring, without a word...and up front and out alone, all by himself, the pointman, moving down the ridge with raw courage, and the sure knowledge that sooner or later some pointman would be in the sights of an NVA weapon...and the young, lanky, flat-nosed, white-eyed black whose skill and courage as point was legendary ("Man, 'dey calls 'dat cat 'de "Cat"!"), and who time and again volunteered to walk in other men's boots...

...and later afternoon with a final halt, and bunkers dug, and trip flares out, and trees blown down to let choppers in...the distant throb of a gas-turbined Huey, the vulnerable belly now overhead, and the whop! whop! whop! and the whap! whap! whap! of careful descent as the bird settles and squats among the holes and splintered stumps...dirt, and paper, and maps and leaves and ponchos and green t-shirts whirling everywhere, and the angry, nervous voice of the pilot ("6, this is Ghost rider...will you clean that goddam crap off the pad?")...a trooper with all his gear jumping from the skids and running to the edge of the pad, bent low with one hand on his steel...boxes of banded C's with half-moons on the side and demolitions, and chain saws and rope, and a case of beer, and a box of grenades, and great, big, orange, bags of...mail!...and letters, and longing, and a little boy in an Easter suit...

...and another night, and another day, and many more just the same—curious blends of monotony and tension and physical exertion and a special sort of discipline marked not by shined shoes and short hair and salutes, but by proficiency and dependability and automatic habits of combat never learned in school...

...the moving column, and the noonday break, the cold C's lunch, and the C.O. with his boots off and his feet in the sun...the powerful, pungent, scrungy, skanky smell of feet and socks too long together...and rucks up once again on bent, young backs, and jungle boots and jungle fatigues down a jungle trail...and 'way up front, the sounds of contact...at first, tentative, like firecrackers on the 4th...and then the staccato bursts, and the thumps of grenades, and the building crescendo...excited voices on the radio ("John, get the hell up here!")...men dropping to their knees, rolling out of rucksacks, and moving forward behind NCOs...a helicopter overhead, suddenly on the scene, whopping and circling...the gradual fade of the fire to the front, and troops squatted down, looking around, alert and afraid and big-eyed and ready...the C.O. on the radio ("Ranger, this is 826...3 NVA in a bunker...killed 2...we got one KIA...request Dust-off to take him out.")...

...dead little men in khaki clothes, and entrenching tools with whittled handles, and short black hair, and too-big helmets and too-long belts...troopers searching for pistols, and papers, and insignia, and souvenirs...splotches of fresh red blood on the ground, and on the bushes, leading down the hill...a Dust-off bird hovering up above the jungle canopy, with its winch cable hanging down to the ground...the lifeless body of the young black pointman, lifting and turning slowly up into the bird, web straps under arms, head hanging down, feet together...

...a spooky night, and deeper holes, and more flares, and more alertness, and the deafening, splitting crack of protective artillery registering nearby...and briefings, and patrols, and excited reports of fresh tracks, and new commo wire, and recently-emptied enemy holes, and seven NVA seen running down a trail...another company comin' in, and more trip flares, and Claymores and concertina, and artillery pieces slung under big, fat, bug-eyed Hookbirds, and helicopters and colonels and conferences on stumps and ammo boxes...and all night long, the rumbling thunder of the great Arclights out across the valley, ripping life and limbs and sap from trees and men...

...a huge, jolting explosion close by, then more, then the firecracker sounds, and flashes everywhere in the pre-dawn dark...all around, the snap! snap! snapsnap! and the whir and whack of frag...men running, and yelling, and some already groaning, and flares popping up above...the blue fireballs of NVA tracers, moving slowly at first, then zipping by...small dark figures coming forward, in ones

and twos, up the hill, outside the wire...and into the wire, and through the wire, and into the bunkers...and fire, and explosions, and the trembling earth and dust and great geysers of dirt, and boards, and boxes, and bodies, flying through the air...

...and on the radios, the fear and the fire and the fury ("Ranger! Ranger! My eyes...I'm hit...I can't see!...please... somebody help...I can't see!)...("This is 6...the little sonofabitches are up on the artillery bunkers...beehive the bastards!")... ("Grenadier, we got an awful fight going...I need all available air strikes...right now...get me nape and CBU")...("816, get that damn company moving and get up here...we got 'em in our bunkers!")... ("Jesus Christ! They're coming up behind us!...they're goin' to cut us off!)...("John, the C.O.'s hit bad...send a medic and ammo...over by my bunker")...("Where in the hell is that rocket fire coming from?")...("Ranger...we got to pull back from our bunkers...I've still got some wounded there, but the little bastards are all over us...I can't hold on here")...("816, goddammit, where are you?")... ("Ranger... whop! whop! whop!...this is Big Daddy...whop! whop! whop!...what is your present situation?")...("3, I know we've got wounded in there--now put the goddam Redleg right on the goddam bunkerline! VT...Now, goddammit!")...("This is Tonto...I can't see your firebase...it's all fire and smoke and dust...Jesus!")...("826! 826!")...("Hummingbird, can you run that air right across the end of the gun-target line?...that's where the little bastards are")... ("This is Grenadier...we've got two companies airborne and proceeding to your location...where can we put them in?")...("26 Alpha, we got to have ammo! ASAP!")...("Pete, see if you can move those wounded up behind the CP")...("Jesus Christ! They got a flame thrower!")... ("816, I moved the Redleg, now work your way down the bunker line...lot of 'em in there...be careful!")...("6! 6! They're right in the next bunker!...They killed Jackson!")...("3, Alpha's hit in the belly, but he's still sitting there running air strikes...")... ("Ghostrider, goddam you got guts...if you can't see the pad, can you see our flag?...Drop the ammo right on it!...")...("Well, kill the little bastard if he's in there!")...("Ranger, they're pullin; back!")...

...and on and on through the grim hours, with the noise, and the snaps, and the whirs, and the whacks, and the yelling, and the thunder, and the fire, and the smoke, and the dust, and the troopers darting and crawling and throwing and shooting and cussing and dying and bleeding...and the big Phantombirds screaming down behind the hill to lay their nape...and the artillery pounding steady...and the fingers of a dead trooper slowly growing stiff as his hoping, hoping buddy holds his hand...

...and dawn at last, and exhaustion, and relief, and "victory"...and the grotesque, everywhere clusters of ragged dead enemy outside and inside the wire...and big Tiny crushed under fallen

timbers in a bunker...and 'ole Smitty, who honestly enlisted to fight a second time for his country, lying there trembling, with one eye gone and his hand reaching out...and the handsome recon platoon leader, "Steve the Stud," blown to hell by a rocket...him and his Doc, too, when the final reserve of medics and radio operators and headquarters guys had gone, without question, to help Company D...and the strange smell of belly wounds and all the bloody bandages...and all the dead troopers silent and still under ponchos, lined up—for the last time—on a ragged line of litters by the pad...

...and shot-up companies dragging their weary, wore-out asses abroad the birds...and the rear area, and rest and refit...and more of the same...jungle and rain, and mines, and ambushed convoys, and the red dust and tall bamboo of Pleiku, and Dak Pek, and Dak To...assault helicopters on short final, the artillery shifted, the firecracker sounds down below on a hot LZ, the gunships making their staccato runs, and scared, grim troopers, weapons ready, beads dangling, sitting in the open doors of another chopper flying right alongside...

...and still more, day after day with time growing short, and odds running out, and buddies dead or med-evacked...and night patrols, and fire bases, and combat assaults, and the always-dreaded shout ("Incoming!")...and captured NVA with Time magazine articles...and the splendid victory of Tet, with hundreds of NVA lying scattered in heaps and windows outside Kontum, where the deadly gunships had caught them coming, uncharacteristically, across open rice paddies in broad daylight ("...they was all doped up and goin' to a party...musta been...crazy little bastards...")...and the victory strangely, puzzlingly, lost, somehow, up in the airwaves of the ten thousand miles between Kontum and home...

...and "the Day," suddenly here, and the quick goodbye, and shucked equipment, and that 'ole steel helmet, and the beat-up, never-failing submachinegun...the relief, the peace, the sense of completion...the fire base, the base camp, the strange feel of pavement...and the hot, hot shower with gallons and gallons and gallons of water...and great, long, deep hours of untroubled, buck-naked, and spread-eagled, flat-backed, mouth-agoggled sleep...

...a dusty, mildewed, khaki uniform, unworn for a year and still starched, drawers, white ones, and a too-big belt...a handful of treasures from the PX, a black-faced Seiko, a footlocker, that damned dufflebag, and a set of orders...

...Nha Trang, and the Starlifter once more, and blue water down below, and great thunderheads up above, and a hundred quiet sleeping men, and Midway, and Stateside, and cars, and neon lights...the worry about not enough seats on the eastbound plane, the ticket, the lift-off, the shunting aside of attempted conversations,

the building anticipation and excitement, the ache in the loins, the pictures and thoughts running thru a dozing mind, trained to stay half-awake...

...Kansas City, and St. Louis, and Atlanta ("Man, if you die and go to hell, you gotta change in Atlanta!")...and the skronk, and the bags, and the cab, and the street, and the house...

...shrieking, flying, socks-down children, and screen doors banging, and khaki knees in the grass, and somehow, four little precious people held close and tight and fiercely and long...and a tired head, with a little grey, pressed into soft tummies, and filled with nothing but boundless joy...and big brown eyes, with tears...and once again, as years ago, the warmth, the wonder, the softness, the fragrance, the dizzy feeling of the first kiss...

...unintelligible, excited, simultaneously-jabbered stories of school, and scouts, and drum majorettes, and the neighbor's dog...the treasures from the distant PX...a supper of who knows who cares what, and more talk, and bedtime, and kids asleep, and an endless night of soft talk, and moonlight, and touches, and sweet tears of thankfulness, and the pent-up love of a thousand thoughts and dreams...

...a clear blue morning, and a bright yellow school bus, and an apple green housecoat, and hot black coffee...elbows up on the kitchen table, and the first, tentative plans for the next duty station and the next move...and...and if all these wondrous things, which thousands of us share in whole or part, can--by some mindless "logic" of a soulless computer programmed by a witless pissant ignorant of affect--be called "civilian equivalent," then I'm a sorry, suck-egg mule.

* * * * *

"We trained hard, but it seemed that every time we were beginning to form up into teams we would be reorganized. I was to learn later in life that we tend to meet any new situation by reorganizing. And a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization."

PETRONIOUS ARBITER, 210 BC

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“If I were to try to read, much less to answer, all the attacks made on me, this shop might as well be closed for any other business. I do the very best I know how--the very best I can; and I mean to keep on doing so until the end. If the end brings me out all right, then what is said against me won't matter. If the end brings me out wrong, then ten angels swearing I was right would make no difference.”

This quote by Abraham Lincoln was made during the Civil War, when he was criticized heavily and frequently by so many for the way the war was proceeding. It is regarded as a literary gem--a classic. General MacArthur had a copy of it hanging above his headquarters desk during the war; and Winston Churchill had a framed copy of it on the walls of his study at Chartwell.

