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Lieberman

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6 A PERSONALITY TEST FOR MILITARY LEADERSHIP

MASTER FILE

Definition of Military Leadership

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Military leadership is the combination of skills, knowledge, habits and attitudes which enable a man to lead other men in the achievement of military ends. In the achievement of military ends, major activities are: instructing men in purposes and techniques, motivating men to act, disciplining men to military rule, maintaining morale and health, receiving and executing orders, and making plans for unforeseen situations.

The development and application of man power effected by military leadership are influenced by factors peculiar to warfare. Attendant conditions are: the hazards of combat, the expendability of life, the rigidity of timetables, the scattered positions of men, the greenness of troops, the mediocre mental ability of troops, the mechanical and physical nature of duties, the monotony of training, the individualistic nature of Americans, the rational and patriotic nature of Americans, the nervous tensions of warfare, the menace of contagious diseases, the chains of command, the deficiencies in means, the rapid changes in situations, the coordination of men within a unit and of the unit with other units, the necessity for quick, executable decisions. In the light of the above activities and conditions, the significant qualities for a military leader are that he be: 1. quick in grasping facts, coming to a conclusion, and issuing commands; 2. brief, clear, and accurate in expression; 3. accurate in reading and hearing; 4. accurate and retentive in memory; 5. skillful in adapting available means to desired ends; 6. accurate and complete in making plans; 7. perceptive of changes in situations; 8. accurate in appraising evidence; 9. sensitive to moods of men; 10. skillful in determining causes of moods; 11. quick and accurate in selecting stimuli to motivate or relax men; 12. accurate in relating orders to a common end; 13. skilled in demonstrating operations and motions; 14. clear and accurate in explaining knacks; 15. quick in spotting errors; 16. knowledge of military principles, practices and terminology; 17. knowledge of certain technical concepts and phrases; 18. knowledge of the operation of certain mechanical equipment and uses of certain materials; 19. knowledge of the environment in which his unit must operate; 20. knowledge of group and individual psychology; 21. knowledge of words and sentence structure; 22. knowledge of hygiene and military hazards; 23. knowledge of rules of evidence; 24. knowledge of tactful procedures; 25. cool and thoughtful under fire; 26. tolerant of lesser mental ability; 27. concerned about making orders clear; 28. mindful of and insistent in purpose; 29. persistent in acquiring knowledge; 30. values defense of country above life; 31. disregard for personal safety and comfort; 32. belief in the intelligence and moral value of every man; 33. patient in teaching; 34. thorough in preparation for instructing soldiers; 35. alert for errors in performance of soldiers; 36. insistent on smooth performance; 37. belief in the appeal to reason and feelings of men; 38. sympathy for men; 39. earnest in performance of duties; 40. strict in adhering to orders; 41. sensitive to behavior of men; 42. respect for the personality of the individual; 43. self-possession in trying

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situations; 44. concern for the spirit of the individual; 45. belief in setting personal example; 46. convey impression of self-confidence; 47. attentive to words and ideas; 48. thorough in mastery of details; 49. mastery of moral fear; 50. unselfish in cooperation; 51. loyal to chain of command; 52. willing to employ imperfect means; 53. open-minded and creative in solving problems; 54. insistent in overcoming obstacles; 55. mindful of related factors; 56. responsive to responsibility; 57. observant of small details in physical environment; 58. concerned about health and safety of men; 59. habit of checking present data with past; 60. quick and bold in decisions; 61. impartial in judging men; 62. analytical and sceptical of events and phenomena; 63. desire to be tactful.

Psychological and Measurable Aspects of Military Leadership

Items 1-15 relate to skills. Skill is the ability to make quick, accurate response of an automatic nature as the result of training aimed at securing fixed associations. In the officer-candidate, we cannot measure skill, which is the product of training, before training has been given. We must isolate those inherent response-mechanisms or qualities in people which determine the degree to which they can acquire various specific skills. The qualities isolated are the product of logic. Experimental evidence of the relation between the qualities and the skill is obtained by measuring the qualities and correlating the magnitudes with the degrees of skill demonstrated by the trial group. Measurement of a quality or determining trait is secured by constructing a stimulus to which the effectiveness of the response is determined by the trait in question. The trait should have had equal opportunity for development in all the people measured. Then, differences in scores will be the product, we assume, of inherent differences in the possession of the trait. Our best assurance of equal opportunity is found in simple tasks which everyone has to perform and for which no training is usually given.

The skills involved in leadership are of a complex, social, mental, educational, and verbal character. Situations affording the best tests of the inherent determining traits are found in military life itself. In the absence of a tryout period containing all the desired situations, it is necessary to review the individual's past behavior in the light of the significant situations in order to determine the quality and quantity of his response mechanisms. We have to accept as dependable evidence his memory of his habits and reactions to special events.

The extent to which he possesses the trait is defined in terms of his estimated possession by the general population.

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PERSONALITY TEST 101

This questionnaire is designed to reveal your usual attitudes and feelings. Please be honest in your answers. Your opinion of yourself will be given full credit.

Directions

First you will read a description of a situation or event; then you will read three possible courses of action. Decide which course of action you believe you would be most likely to follow. Make an X in the box beside its number.

a. You are alone in the high-ceilinged smoking room of a crowded theatre. The walls are made of brick. A sudden, fierce fire breaks out on the floor near the only door which is fireproofed and open. You have a few seconds to get out before your exit will be cut off. Would you

1. Run outdoors to safety shouting "Fire!"
2. Try to beat the fire out with your coat?
3. Shut the door and get an usher to look for the manager?

b. A big, cocky boy is about to start a fight with another boy whose smaller size and weight make the match very uneven. A crowd is egging them on. Would you

1. Figure it was none of your business?
2. Want to stop the fight, but find yourself unable to speak?
3. Say, "Pick on someone your size," and stop the fight?

c. You have been requested by your boss to get a floor with a certain pattern laid within 8 hours. The boss says he can spare only two men if you want them, but they do not understand the work as well and are not as quick-minded as you. Any delay will hold up 16 men. Would you prefer to

1. Show the two men how to do the work and get it done on time?
2. Do the work alone and be one hour late?
3. Ask the boss for more capable helpers.

d. You have to give instructions to a group of men who do not know as many big words as you do. Would you

1. Use whatever words came to your mind in the belief that it was up to the men to discover your meaning?
2. Try to find words that would be clear to the men?
3. Try to impress the men with your knowledge of big words?

e. You have given orders to a group of men who are willing to obey them. Through failure to understand your instructions, the men make a mistake in executing them. Would you

1. Try to make it clear to the men that they are stupid and that the fault was theirs?
2. Repeat your orders and check with the men to make sure they understand them?
3. Overlook the mistake and be thankful that you are not as dumb as they are?

APTITUDE TEST 101

This questionnaire is designed to reveal your habits and reactions to special events. Your estimate of yourself will be given full credit.

Make an X in the first box if you believe you can do better than only a few or 10% of all the people you have met. Make an X in the second box if you believe you can do better than 50% or one half of all the people you have met. Make an X in the third box if you believe you can do better than 75% of most of the people you have met. Omit doubtful questions.

Do you	Better than		
	few	half	most
1. Grasp the facts of a situation quickly? (i.e. automobile accident, house afire, football play, etc.)	_____	_____	_____
2. Grasp the facts of a situation accurately?	_____	_____	_____
3. Make decisions quickly?	_____	_____	_____
4. Make decisions accurately?	_____	_____	_____
5. Give directions quickly?	_____	_____	_____
6. Give directions so that listeners understand clearly?	_____	_____	_____
7. Write directions that are easy to understand?	_____	_____	_____
8. Read rapidly?	_____	_____	_____
9. Read without making errors?	_____	_____	_____
10. Remember the main idea in written words?	_____	_____	_____
11. Remember the details in written words?	_____	_____	_____
12. Follow spoken directions?	_____	_____	_____
13. Remember the main idea of a talk?	_____	_____	_____
14. Remember the details of a talk?	_____	_____	_____
15. Remember the main idea in a diagram or picture?	_____	_____	_____
16. Remember the details in a diagram or picture?	_____	_____	_____
17. Find ways to overcome unexpected obstacles?	_____	_____	_____
18. Make plans that are thorough?	_____	_____	_____
19. Notice changes in small objects (color, condition, etc.)	_____	_____	_____
20. Notice changes in the physical positions of people?	_____	_____	_____
21. Check the accuracy of your impressions?	_____	_____	_____
22. Notice changes in peoples' expressions?	_____	_____	_____
23. Analyze the cause of a person's mood?	_____	_____	_____
24. Find different ways to get different people to do what you want them to do willingly?	_____	_____	_____
25. Find different ways to get different people to relax?	_____	_____	_____
26. Remember the main purpose when engaged in a particular activity?	_____	_____	_____
27. Find ways to carry out other peoples' orders or instructions?	_____	_____	_____
28. Demonstrate the way to operate a machine or tool?	_____	_____	_____
29. Explain the steps in operating a machine or tool clearly?	_____	_____	_____
30. Spot errors in a person's operation of a machine, tool or other equipment?	_____	_____	_____

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Elements in Part Activities

(Underline those essential to a buck private)

Part Activities:

Courtesy & Discipline	Saluting; reporting; willing cooperation in group effort.
Articles of War	Drinking; Stealing; sex; fighting; vandalism; obedience; desertion; neglect
Facings	Right; left; about; half; right
Marching	Forward; right/left flank/ column right/left rear; right/left oblique; backward; sidestep; double time; quick time; route step; half step; mark time; covering; dressing; count off
Manual of Arms	Attention; order; right/left shoulder; present; port; inspection; salute; parade rest; fix bayonet
Interior Guard	General and special orders; manual; facings and marchings; challenging; fire; repeating calls
Physical Drill	Facings; marching; exercises--finger, arm, neck, trunk, legs; games; count off
Obstacle Course	High jump; vault; hop; scale; crawl; zigzag; broad jump; climb; catwalk; swing
Rifle Marksmanship	Adjusting sling; standing, kneeling, sitting, prone positions; sighting; rapid fire; nomenclature trigger squeeze; moving target; sight adjustments; landscape target; inserting clips; scoring
Machine Gun	Nomenclature functioning sighting positions assembly
Browning	" " " " " " team-work
Garand	" " " " " "
Mortar	" " " " " leveling; fire order
Grenade	" " " " " "
Bayonet	Guards; thrusts; bull strokes; slashes; parries
Tent Pitching	Facing; dress; lineup bayonets; line up poles; button halves; peg and smooth sides; teamwork
Pack Making	Fold half; fold blanket; insert pegs; roll; assemble haversack; fasten roll; roll toilet articles; fold raincoat; fasten coat; adjust straps

Care of Equipment	Saddle soap leather; polish shoes; wash clothes; clean rifle; hang up equipment; make bed; clean mess kit; wash and dry web equipment; polish brass
Extended Order Drill	Squad column; wedge; skirmish line; hand signals; target teamwork; designation; infiltration; flank attack; connecting files; guards; scouts; fire order
Target Designation	Range estimation; determination of direction; description of target and reference point; gunsights; tracer bullets; hit of bullet
Map Reading	Orientation; self-location on map; locating object on map; reading scale; estimating marching time; reading contour lines; reading conventional signs
Scouting	
First Aid	Artificial respiration; tourniquet; first aid pack; splints; snakebite; blisters; teamwork; athlete's foot; sunburn; poison ivy; sunstroke; heat; exhaustion; shock
Orientation	Lectures on world political, economic, social, and military events
Personal Hygiene	Bathing, shaving, teeth, hair, prophylaxis, clothing, food, hands
Sanitation	Use of various latrines; bathing in stream; washing clothes and messkit; teamwork; garbage; flies; sleeping coughing; sneezing; spitting
Nomenclature of Weapons	Rifle, machine gun; Browning; Garand; mortar
Functioning "	" " " " " "
Disassembly and Assembly of Weapons	" " " " " "
Formations	Reveille; police; fatigue; drill; bivouac; mess; shortarm; payroll; teamwork
Compass	Orientation; reading degrees and miles; following directions; triangulation; azimuth reading

OBSERVABLE ABILITIES IN THE ESSENTIAL ACTIVITIES
OF A BUCK PRIVATE IN BASIC TRAINING

<u>Activity</u>	<u>Skill</u>	<u>Knowledge</u>	<u>Attitude</u>
Saluting	Hand and rifle salutes (quickly and accurately)	Appropriate salute reporting, passing, indoors, outdoors	Respect for officers, flag and anthem
Social Conduct	Hear and understand words in articles of war	Articles of war, consequence of misbehavior	Law abiding, mindful of consequence, teamwork
Facings	Hearing and responding to verbal orders (quickly and accurately) manipulating foot and leg muscles, rhythm	Differentiate right, left, front and rear directions, facing techniques	Willing, obedience, alertness, vigorous
Manual	Manipulating rifle to different (quickly and accurately) positions, hearing and responding to verbal orders, rhythm	Right and left techniques for fingers, hands, arms, elbows in different positions; appropriate positions	Alertness, snap, vigor, willingness, careful
Marching	Hear and respond to verbal orders, pivoting, covering (quickly and accurately), dressing, changing step, pacing, rhythm	Column, flank, turn rear, side techniques, intervals, commands	Alertness, vigor, willingness, careful, team spirit
Interior Guard	Memorizing and written verbal orders, manual facings, challenging (quickly and accurately) and loud, repeating words (quickly and accurately), loud	General, special orders, actions in case of fire or suspicious person	Alert, military, pride, strict, obedient
Physical Drill	Moving fingers, wrists, arms, neck, legs, trunk, (physically and accurately), hear and respond to verbal orders (quickly and accurately), facing and marching	Intervals, positions, movements, differentiate left and right, forward and back	Alert, vigorous, willing
Obstacle Course	Running, jumping, vaulting, scaling, crawling quickly and accurately, balancing, timing	Techniques for run, jump, vault, scale, crawl	Vigorous

<u>Activity</u>	<u>Skill</u>	<u>Knowledge</u>	<u>Attitude</u>
Rifle Marksmanship	Adjust sling (quickly and accurately), taking positions (quickly and accurately) and steadily, lining up sight picture, trigger squeeze, adjusting elevation and windage, reading numbers and linear scale and tables, quickly and accurately, bolt operation (quickly and accurately), loading quickly and accurately	Different sling adjustments, techniques for positions, correct sight picture, rule for elevation and windage, multiplication, trigger technique, numbers and linear scale	Watchful, careful, precise, calm, vigorous
Grenade Throwing	Gripping grenade, pulling pin, throwing far and accurately, from stand, kneel and prove timing throw	Radius of burst, time of explosion	Vigorous, willing, obedient
Bayonet	Thrusting, guard, parry, smash quickly and accurately, foot work, quickly and accurately	Techniques for thrust, guard, parry, smash	Vigorous, obedient willing, vicious
Pack Making	Folding tent half and blanket tight, assembling haversack quickly, pulling straps tight, folding raincoat quickly and accurately	Equipment in full pack techniques for folding and rolling	Vigorous, careful, precise
Tent Pitching	Button halves (quickly and accurately), line up poles 1, peg sides and smooth facings, dress	Perpendicular and parallel lines, isosceles	Vigorous, precise, team spirit
Care of Equipment	Wash clothing and web equipment, clean rifle with brushes, sticks, patches, oil, rod, cloth, quickly and thoroughly, polish shoes, hanging pack, clean messkit, bed	Technique for cleaning rifle, making bed	Careful attention to words and demonstration
First Aid	Respirating, accurately and physically, tightening quickly and accurately, bandaging quickly and accurately, splinting, cutting snake bite, quickly and accurately, bathing gently, moving gently and carrying	Techniques for respiration, bandaging, splinting, bathing, moving, carrying, venous and external flow and physical	Careful, clean, studious, differentiate shock, heat, sun baths, exhaustion, bites

<u>Activity</u>	<u>Skill</u>	<u>Knowledge</u>	<u>Attitude</u>
Personal Hygiene	Bathe, shave, brush teeth and hair, use silverware, wash hands and kit quickly and thoroughly, and sleep	Need for sleep, cleanliness, air, sun, food, exercise, techniques and materials for personal hygiene	Concerned about appearance and health, vigorous, willing
Sanitation	Covering and removing excretions quickly and thoroughly	Carriers of disease, air and water, hands, toilets, flies, effects of diseases, lavering and removal techniques	Careful, values cleanliness and precautions, team spirit
Disassembly and Assembly of Small Weapons	Removing and turning pins, screws, springs, rods, nuts, bolts, with screw driver, shell, fingers easily and quickly	Nomenclature, rifle, inch gun mortar, B.A.K., functioning of above, techniques for removing and assembling	Quick, careful, observant
Formations	Locating positions, covering, dressing quickly and accurately, hear and respond to orders quickly and accurately	Procedures for covering, dressing intervals	Alert, snappy, watchful, team spirit
Extended Order	Doing and responding to hand signals quickly and accurately, taking intervals quickly and accurately for squad column wedge, skirmish	Hand signals for open positions and movements, intervals, firing technique	Alert, snappy, obedient, team spirit
Cover and Concealment	Digging holes quickly and accurately, picking cover or concealment quickly and crawling quickly, noiselessly	Techniques for digging, falling, crawling, varieties of cover and concealment	Vigorous, observant, careful
Fire Order	Hear and respond to verbal hand signals, quickly and accurately, repeat orders (quickly and accurately), set elevation quickly and accurately, estimate range, scanning terrain, quickly and thoroughly, using sight quickly and accurately	Hand and verbal orders, mental, 100 yards military directions, use of gun sight	Alert, watchful, cool, team spirit

<u>Activity</u>	<u>Skill</u>	<u>Knowledge</u>	<u>Attitude</u>
Map Reading	Orienting map quickly and accurately, locating self and objects on map, reading scale, contours, conventional signs, estimating marching time	Compass triangulation, precise arithmetic cross-sectioning conventional signs	
Use of Compass	Orienting compass quickly and accurately, reading degrees and mills, maintaining line of march, figuring new directions	Symbols on compass, azimuth reading, supplementary angles	Precise

Psychological Traits Underlying Abilities in Basic Training

Large muscle control (cover and conceal, hasty part, obstacle course, bayonet, rifle positions, exercises)

Oral comprehension (fire order, facing, march, drill, all orders)

Reading comprehension of material in Soldiers Manual (map, compass)

Social comprehension or judgment (saluting officers, sharing household duties, sharing possessions)

Auditory (motor coordination)

Rhythm (quick time for facings, manual, marching)

Sense of direction (extended order drill, fire order)

Sense of and 45° angle (Marching, manual, bayonet, physical drill, formations, extended order drill)

Photographic memory for angles, relative points, and distances (manual, bayonet, rifle positions, extended order, hasty fortifications)

Kinesthetic memory for motions of hand and arms (bayonet, first aid, dressing)

Kinesthetic idea of position of body

Sense of alignment front and sides while moving (cover and dress)

Sense of distance or interval (40" front 4" sides, bayonet strokes, close drill, extended order, fire order)

Kinesthetic sense of distance (30 in. step)

Comprehension of a situation (suspicious person to challenge, first aid, formation)

Sense of timing (obstacle course bayonet, artificial respiration)

Sense of balance

Spatial relations, Mental Manipulation (slings, manual, facings, bayonet drill, pack making, bandaging, hasty part, reading contours)

Finger Dexterity (adjusting sling, sights, manual, grenade, trigger, belt operations, loading, bandaging)

Visual balance (sight picture, manual, facings, orienting compass map)

Quantitative ability (sight adjustments, range estimation, scale conversion)

Visual-motor coordination (bayonet, hand signals)

Memory for objects (pack, repairing operating weapons)

Ambition (all learning activities, personal hygiene, promotions)

Threshold of response to cleanliness (hygiene and sanitation)

Perception of relation between cause and effect (all learning activities, hygiene, sanitation, conduct)

Manual dexterity (manual, tourniquet)

Mechanical ability (pressure, taper, screws, gears, pins, nuts, bolts, wheels, belts, levers, pistons, shafts, axles, bearings, washers)

Team spirit (coach and pupil, marching, tent pitching guard duty)

Memory for signs and symbols (extended order, map reading, fire order, memory for words)

RATING SCALE FOR ESTIMATED LEVEL
OF PERFORMANCE AS A MEDICAL SOLDIER AFTER
COMPLETING BASIC TRAINING

GRADE LEVEL	CLASSIFICATION	SPECIFICATIONS	RANK EQUIVALENT
I & II	Instructor	Able alone to train men in military and medical-soldier subjects. Quick learner.	Officer or high grade non-com.
III	General Service	Able alone to perform duties requiring technical knowledge and skill e.g. first aid, find his way alone. Can understand and follow orders. Has initiative. Average learner, can grasp ideas.	Non-coms, high grade private, average private.
IV	Possible General Service	Able under supervision to perform duties requiring technical skill. Can follow a leader. Understand and follow orders. Some initiative. Average learner can grasp some ideas.	Average private.
H-V	Non-specialized basic	Able under supervision to perform simple duties of a soldier requiring limited knowledge of simple facts and procedures. e.g. Hospital basics: room orderly, hospital attendant. K. F. Little initiative. Understand and follow simple orders. Slow learner, must be shown what to do.	Poor quality private
L-V	Unskilled labor only	Able under supervision to perform routine, manual labor. Barrack orderly, pick and shovel. No initiative. Difficulty in understanding simple orders. Very slow learner. Must be shown how to do a thing.	Laborer.
VIII	Section VIII	Unable to be trained for useful work within the authorized training periods. Holds up training schedules and spoils the efficiency of a unit.	Discharged

NOTE whether a low rating is due to over-age, physical defect, bad habits, poor attitude, or other causes.

1. JOB ANALYSIS OF LEADERSHIP (MILITARY)

Part activity	Relevant factors and conditions
Direct men to achieve common end.	Confronted by weapons of enemy. Life expendable. Time limits. Scattered positions of men. Mean I.Q.'s 100. Unseasoned troops.
Instruct men in purpose.	Above.
Train men in methods.	Mean I.Q.'s. Urgency of time. Lives at stake. Tear-play. Mechanically-minded men. Explosives, machinery, tools. Large body movements. Manual and finger movements.
Motivate men to act.	Danger under fire. Monotony of training. Individualistic nature of men.
Discipline men to military rule.	Military life strange to American men's. Individualistic nature of men. Danger under fire. Monotony of training. Rational and patriotic nature of men. Hero worship.
Maintain men's morale.	Barren military life. Danger. Monotony. Rational and patriotic nature of men. Hero worship. Soft civilian life. Nervous tension.
Read orders and instructions	Pressure of time and importance. Technical terms and references.
Receive orders by ear.	No privacy.
Carry out orders.	Not deviations from orders. Danger. Inefficiency in means. Change in situation. Coordination of men and unit. Necessity for execution.
Maintain men's health and safety.	Observe menaces. Potential menaces. Headlessness of men. Rigidity of rules.
Make plans for new situations.	Rapidity of change in situation. Relations to other units. Danger, incomplete order. Decision must be quick and executable.
Settle disputes between men.	Nervous tension of men. Necessity for maintaining discipline by quick, fair settlement.

2. BEHAVIOR-ANALYSIS OF LEADERS

Skill	Knowledge	Attitude
Quick grasp, conclusion, command clear, impelling voice. Simple, accurate language. adjusting means to end.	Varieties of military situations, principles and practices, voice production. Technical phrases, common words.	Cool, quick thought and act. Tolerant of 100 I.Q. Concerned about making orders clear. Kindful of purpose. Insistent. Life not the highest value. Painstaking in acquiring knowledge. Disregard of self. Belief in intelligence and moral values of individuals.
Clarifying purpose in own mind. Describing purpose simply and accurately.	Military goals--training, combat, common words.	Belief in intelligence and moral values of individuals.
Demonstration. Spotting difficult points. Explaining motions, knocks. Correcting errors. Spotting causes of error. Simple, accurate language.	Principles and practices of teaching motor skills. Technical knowledge about materials and mechanism--Conditions in which men must operate.	Patience in teaching, thoroughness in preparation; alertness to errors; insistence on smooth performance.
Quick grasp of situations and mood of men; spotting cause of block; selecting stimulus to move men; air of command; impelling voice and vocabulary.	Psychology; group-individuality; energizing words.	Strict adherence to orders and rules, belief in appeal to reason and feelings; alert, observant, responsive to behavior of men; self-command, confidence.
Quick grasp of situations and men's moods; forcing causes of breakdown; providing stimulating mental, social and physical activities. Relieving tension.	Psychological group and individual. Means of keeping men's spirits up; means of relieving tension.	Concern for spirit of the individual. Belief in setting example; self-confidence; impression of; enthusiastic; respect for individual.
Grasping main idea; details; memorizing; translating symbols into words.	Meaning of words. Sentence structure; technical concepts and words.	Close attention to words; thorough in mastery of details.

Planning or adapting means to end.
Directing men.

Military purposes; military administration; machinery; practices.

Mastery of physical and moral fear.
Creative mind; unselfish cooperative attitude; endless industry; loyal to change of command (chain of command); willing to employ imperfect means; insistent in overcoming obstacles; mindful of related factors; responsive to responsibility.

Observing obscure hazards; foreseeing future needs; disciplining men.

Hygiene, military hazards.

Rigid adherence to rules; observant of small physical details. Concerned for well-being of men.

Perceiving changes in a situation; memory of constant factors. Assuming missing data; quick, executable decision.

Military situations; campaign purposes. Military practices.

Careful, continuous observation; checking present data with past; quick and bold in decision; mindful of related factors.

Grasping facts from people. Weighing evidence. Selecting suitable judgment.

Men in group-life; rules of evidence appropriate judgments; knowledge of tactical procedures.

Impartial. analytical; skeptical; fair in judgment; strives for quick decision. Desire to be tactful.

