

THE ART OF COMMAND

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LEADERSHIP AND THE ART OF COMMAND

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I HAVE DEVOTED TWO THIRDS OF MY LIFE TO THE STUDY OF LEADERSHIP AND THE ART OF COMMAND EITHER BY OBSERVATION, EXPERIENCE OR READING. I HAVE, AS A CONSEQUENCE, DEVELOPED SOME THOUGHTS, SOME PREJUDICES, A VARIETY OF INTERESTING QUOTES AND AN ABSOLUTE CONVICTION THAT LEADERSHIP DEFIES DEFINITION. ONE CAN DEFINE WHAT IS WANTED BUT EXACTLY HOW TO DO IT AND WHAT CHARACTERISTICS ARE ESSENTIAL IS THE SIXTY FOUR DOLLAR QUESTION. SOME PEOPLE ARE BORN LEADERS. OTHERS ARE DEVELOPED LEADERS AND A FEW ARE NOTHING UNTIL PRESSURES ARE IMPOSED ON THEM WHICH BRING FORTH AMAZING DEMONSTRATIONS OF LEADERSHIP. THE MOST DISAPPOINTING ARE THOSE WHO SEEM TO HAVE ALL THE ACCEPTED QUALIFICATIONS UNTIL THE PRESSURE COMES AND THEN THEY FOLD. THE LIBRARIES AND ARCHIVES ARE FILLED WITH BOOKS ON THE SUBJECT OF LEADERSHIP; E.G., B. M. BASS "LEADERSHIP, PSYCHOLOGY AND ORGANIZATION BEHAVIOR." AUTHOR DISCUSSES MANY OF THE 1,115 BOOKS AND ARTICLES ON LEADERSHIP AND COGNATE SUBJECTS LISTED IN HIS BIOGRAPHY. THERE IS A CULT OF LEADERSHIP STUDY WHICH IS THRIVING TODAY BECAUSE ITS GROWTH IS FERTILIZED BY GOVERNMENT RESEARCH DOLLARS. THESE ARE THE BEHAVIORAL SCIENTISTS WHO WOULD TABULATE TRAITS, MANNERISMS, CHARACTERISTICS, HABITS, MORALS,

PHYSICAL ATTRIBUTES AND LIFE STYLES. THEY CONVERT THESE DATA FROM THEIR WITCHES BREW TO BARS, GRAPHS, CURVES, MODELS AND MATRIXES IN THE MOST SCIENTIFIC MANNER AND THEN PEDDLE THEIR CONCLUSIONS TO THE GOVERNMENT, THE BUSINESS WORLD AND TO EACH OTHER. IT IS LIKE SO MANY OF MY GOLFING FRIENDS WHO ARE SUFFERING FROM "PARALYSIS OF ANALYSIS."

THE PITFALLS - OR POTENTIAL PITFALLS - ASSOCIATED WITH THIS "SCIENTIFIC AND ORDERED" APPROACH ARE CAPTURED WELL IN THIS EXCERPT FROM EDMUND FULLER'S REVIEW OF JAMES MACGREGOR BURNS RECENT BOOK, LEADERSHIP: *HE SAYS*

BOOK REVIEW BY EDMUND FULLER OF LEADERSHIP BY
JAMES MACGREGOR BURNS
HARPER AND ROW, 1978, 530 P.

"LEADERSHIP IS ONE OF THE MOST OBSERVED AND LEAST UNDERSTOOD PHENOMENA ON EARTH." SO SAYS PULITZER PRIZE AND NATIONAL BOOK AWARD WINNING HISTORIAN - BIOGRAPHER JAMES MACGREGOR BURNS AT THE OUTSET OF A LARGE, AMBITIOUS WORK, LEADERSHIP."

IT IS COMMONLY REMARKED THESE DAYS, AS AN EXPRESSION OF FRUSTRATION, THAT THE WORLD IS CRITICALLY SHORT OF LEADERSHIP - THE VIEWS OF ITS PRESENT LEADERS TO THE CONTRARY NOTWITHSTANDING. THUS THIS FORMIDABLE WORK SEEMED TIMELY AND I APPROACHED IT WITH GREAT EXPECTATIONS. IN THE

UPSHOT, I AM SORELY DISAPPOINTED. HAVING MULLED OVER MANY THINGS THAT PROFESSOR BURNS PUTS BEFORE US, INTERESTING AS SOME ARE, I DO NOT FEEL THAT I HAVE EMERGED WITH SUFFICIENT ILLUMINATION BUT HAVE COME OUT THROUGH THE SAME DOOR BY WHICH I ENTERED.

PROFESSOR BURNS HAS DEMONSTRATED IN SEVERAL BOOKS THAT HE CAN WRITE EXCELLENT ENGLISH. HE HAS NOT ELECTED TO DO SO HERE. A FEW OF HIS OPENING AND CLOSING PAGES AND NARRATIVE OR BIOGRAPHICAL PASSAGES ARE CLEAR AND INFORMATIVE. THE BULK OF THE WORK IS WRITTEN IN JARGON DERIVED FROM SOCIOLOGY AND PSYCHOLOGY.

AN EARLY EXAMPLE, NOT NECESSARILY THE WORST: "POWER OVER OTHER PERSONS, WE HAVE NOTED, IS EXERCISED WHEN POTENTIAL POWER WIELDERS, MOTIVATED TO ACHIEVE CERTAIN GOALS OF THEIR OWN, MARSHAL IN THEIR POWER BASE RESOURCES (ECONOMIC, MILITARY INSTITUTIONAL, OR SKILL) THAT ENABLE THEM TO INFLUENCE THE BEHAVIOR OF RESPONDENTS BY ACTIVATING MOTIVES OF RESPONDENTS RELEVANT TO THOSE RESOURCES AND TO THOSE GOALS." PAGE AFTER PAGE OF SUCH PROSE IS BRAIN DAMAGING.

PROFESSOR BURNS HAS ADDRESSED HIS BOOK TO THE PEOPLE FROM WHOM HIS CENTRAL IDEAS ARE DRAWN. IT IS NO ACCIDENT THAT THE MEN QUOTED ON THE BACK OF THE JACKET, OFFERING SUCH ACCOLADES AS "A STUNNING BOOK," "A MASTER WORK", ARE ALL ACADEMICS, SOCIOLOGISTS, PSYCHOLOGISTS, WHO TALK TO EACH OTHER IN THEIR OWN JARGONS, AS SEEN IN NUMEROUS QUOTATIONS FROM SUCH WITHIN THE BOOK."

ONE OF MY SONS WILL SOON COMPLETE SUCH A GRADUATE COURSE IN PREPARATION FOR AN ASSIGNMENT TO THE LEADERSHIP DEPARTMENT AT WEST POINT. I AM CERTAIN THAT HE WILL LEARN A GREAT DEAL. I AM NOT AS SURE THAT HAVING ACQUIRED AN ADVANCE DEGREE IN BEHAVIORAL SCIENCE HE WILL IPSO FACTO BECOME A BETTER LEADER.

LATER, I WILL LIST SOME APPROACHES WHICH SEEMED TO HELP ME THE MOST AND EVEN AS I DO SO I WILL BE WELL AWARE OF PREVIOUSLY EXPRESSED RESERVATIONS ABOUT ONE'S ABILITY TO DEFINE AND DESCRIBE THIS ELUSIVE QUALITY OF LEADERSHIP.

LET ME START OUT WITH SOME INTERESTING DEFINITIONS BY OTHERS AND THUS SET UP SOME STRAW MEN THAT WE CAN LATER DIGNIFY OR DEMOLISH.

THE FIRST IS A DEFINITION OF "HE WHO WOULD COMMAND" BY CHARLES BURNAP. I HAVE CARRIED THIS DEFINITION AROUND WITH ME

FOR MANY YEARS. I HAVE READ IT OFTEN. IT HAS HELPED ME. IT MAY OR MAY NOT HELP YOU FOR A DEFINITION IS ONE THING AND HOW TO LIVE UP TO THE DEFINITION IS ANOTHER. IN ESSENCE, THAT IS THE "CATCH 22".

DECISION OF CHARACTER IS ONE OF THE MOST IMPORTANT OF HUMAN QUALITIES, PHILOSOPHICALLY CONSIDERED. SPECULATION, KNOWLEDGE, IS NOT THE CHIEF END OF MAN; IT IS ACTION. WE MAY, BY A FINE EDUCATION, LEARN TO THINK MOST CORRECTLY, AND TALK MOST BEAUTIFULLY; BUT WHEN IT COMES TO ACTION, IF WE ARE WEAK AND UNDECIDED, WE ARE OF ALL BEINGS THE MOST WRETCHED. ALL MANKIND FEEL THEMSELVES WEAK, BESET WITH INFIRMITIES, AND SURROUNDED WITH DANGERS; THE ACUTEST MINDS ARE THE MOST CONSCIOUS OF DIFFICULTIES AND DANGERS. THEY WANT, ABOVE ALL THINGS, A LEADER WITH THAT BOLDNESS, DECISION, AND ENERGY, WHICH WITH SHAME THEY DO NOT FIND IN THEMSELVES. "GIVE US THE MAN," SHOUT THE MULTITUDE, "WHO WILL STEP FORWARD AND TAKE THE RESPONSIBILITY." HE IS INSTANTLY THE IDOL, THE LORD, AND THE KING AMONG MEN, HE, THEN, WHO WOULD COMMAND AMONG HIS FELLOWS, MUST EXCEL THEM MORE IN ENERGY OF WILL THAN IN POWER OF INTELLECT.

HE WHO WOULD COMMAND
BY CHARLES BURNAP

○ HERE IS ANOTHER ONE BY S. L. A. MARSHALL IN HIS BOOK "THE OFFICER AS A LEADER".

○ ANY MAN, WHATEVER BE HIS RANK, CAN COMMAND WHO HAS THE COURAGE TO TRY AND THE BRAIN TO SEE CLEARLY WHAT OTHER MEN MISS. I AM QUITE SURE THAT I HAVE KNOWN PERSONALLY A GREATER NUMBER OF EMERGENT COMBAT LEADERS THAN ANY MAN LIVING. NONE WAS A GENIUS OR POSSESSED OF A BETTER THAN AVERAGE IQ. AS A TYPE, THEY ARE STOLID RATHER THAN IMAGINATIVE, AND IT IS USUALLY THE LACK OF FLARE, RATHER THAN A FAILURE TO CONFORM TO WHAT IS ASKED OF THEM, THAT DENIES THEM PROMOTION OR SPECIAL RECOGNITION UNTIL THEIR PRE-EMINENT QUALITIES ARE PROVED UNDER FIRE. THEIR SPIRITS ARE FANNED BY DANGER. OTHER MEN RALLY TO THEM IN EMERGENCY BECAUSE THEY TAKE POSITIVE ACTION. THERE IS THE KEY WORD. THESE CLUTCH HITTERS ARE ABLE TO FILL THE VOID CAUSED BY THE FAILURE OF APPOINTED LEADERSHIP BECAUSE THEY DO NOT MISTAKE THE APPEARANCE OF THAT POSITION FOR THE REALITY.

○ EXCEPT FOR PUTTING US DOWN AS STOLID AND RATHER UNIMAGINATIVE AND OF AVERAGE I. Q. HE SAYS THE SAME THING AS DOES CHARLES BURNAP. HE SAYS THE KEY WORD IS "POSITIVE ACTION." AS WITH

BURNAP'S DEFINITION, IT IS EASY TO UNDERSTAND WHAT IS WANTED. THE REAL PROBLEM IS IN DETERMINING HOW ONE GETS TO BE THAT WAY, "ANOTHER CATCH 22"?

MAYBE COMMAND SERGEANT MAJOR WALTER KRUEGER HAS THE ANSWER. IN A LETTER TO "ARMY MAGAZINE" HE WROTE THE FOLLOWING:

SOME BASICS FOR YOUNG LEADERS

THERE MUST HAVE BEEN MILLIONS OF WORDS WRITTEN ON LEADERSHIP, ANOTHER THOUSAND PAGES ON MOTIVATION AND EVEN MORE ON COUNSELING. ALL THE WHILE BEHAVIORAL SCIENTISTS ATTEMPT TO PENETRATE THE HUMAN PSYCHE TO FIND EVEN MORE WAYS OF DOING WHAT? GETTING THE JOB DONE.

MODERN TERMINOLOGY BOGGLES THE MIND: DIRECTIVE, NONDIRECTIVE, ^{ELECTRIC} ELECTRIC, ORGANIZATIONAL DEVELOPMENT, ORGANIZATIONAL EFFECTIVENESS, SYNERGISTIC COMMUNICATIONS, AND SO ON. ADD PRIORITY PRESSURES SUCH AS WHAT TO DO FIRST, SHORT-FUSE MISSIONS, CAREER APPREHENSION, A FAMILY WITH THE MEASLES AND AN ALCOHOLIC SQUAD LEADER - IT GETS TO BE A RATHER FULL DAY AFTER DAY AFTER DAY.

I WOULD PROPOSE A FEW BASICS. THEY DON'T SUBVERT THE NEW TITLES NOR ARE THEY A PANACEA FOR THE NE'ER-DO-WELL. THEY'RE NOT "BROWN, SHOE" ARMY EITHER, ALTHOUGH THEY HAVE BEEN AROUND A LONG, LONG TIME. THEY'RE JUST STATEMENTS THAT DO NOT NEED ANY EXPLANATION:

- o LISTEN TO YOUR SOLDIERS.
- o INSTILL PRIDE, NEVER DEGRADE.
- o SET REASONABLE STANDARDS.
- o NEVER LIE TO SOLDIERS.
- o BE HARD, BUT BE FAIR.
- o BE AS GOOD AS YOUR WORD.
- o TRAIN HARD, YOUR LIFE REALLY DEPENDS ON IT.
- o KEEP YOUR SOLDIERS INFORMED.
- o BE HONEST IN ALL THINGS.
- o RESPECT ALL SOLDIERS.

THAT ABOUT COVERS LEADERSHIP, INCLUDING ALL THE FANCY WORDS. I'M NOT AGAINST ANY METHOD, BUT SOMETIMES I (MAYBE YOU DO, TOO) GET CONFUSED WITH ALL THE REINVENTING AND NEW TOOLS WE HAVE. IF THEY DO NOTHING ELSE, THEY GET US THINKING ABOUT LEADERSHIP AND THAT'S JUST GREAT.

CSM WALTER KRUEGER

THE DEFINITION WHICH I FIND MOST AMUSING AND YET FILLED WITH PUCKISH WISDOM IS THAT EXPRESSED BY GENERAL MOSHE DAYAN AFTER THE SINAI CAMPAIGN.

"A LEADER SHOULD BE MORAL. HE SHOULD NOT DRINK HEAVILY, PLAY AROUND WITH WOMEN, BE CARELESS IN HIS PRIVATE AFFAIRS, EVER PUT PLEASURE BEFORE BUSINESS, OR FAIL TO KNOW HIS PEOPLE INTIMATELY AS INDIVIDUALS. SO YOU HAVE A PARAGON WHO OBSERVES ALL OF THESE RULES AND HE IS STILL NO LEADER. IN FACT, IF HE IS THAT PERFECT, LEADING IS THE THING AT WHICH HE IS MOST LIKELY TO FAIL."

GENERAL MOSHE DAYAN
AFTER SINAI CAMPAIGN

THE MORAL HERE IS DON'T BE PERFECT. ANOTHER "CATCH 22"?

FINALLY, I FIND THE FOLLOWING A MOST SIMPLISTIC QUOTE DESIGNED TO TRANQUALIZE THOSE WHO ARE TIRED OF TRYING TO IMPROVE THEMSELVES.

"A MAN MAY ACQUIRE KNOWLEDGE BUT LEADERSHIP LIKE WISDOM IS A GIFT FROM GOD."

WHEN I REFLECT ON THE LEADERS WHOM I HAVE KNOWN, I FIND TALL AND SHORT, NOISY AND QUIET, EXTROVERT AND INTROVERT, INTELLECTUAL AND BORE. WHICH REMINDS ME OF AN EFFICIENCY REPORT WHICH I READ WHEN I WAS SERVING ON A PROMOTION BOARD. THE RATER SAID, "THIS OFFICER IS EQUALLY AT EASE WITH INTELLECTUALS AND THOSE IN AUTHORITY." ANOTHER SAID "SMITH IS NOT A BORN LEADER YET."

THERE SEEMS TO BE SOME UNKNOWN CHEMISTRY WHICH MAKES A MAN AN EXCEPTIONAL LEADER. THIS APPLIES IN OTHER FIELDS OF ENDEAVOR ALSO. FOR EXAMPLE, RECENTLY I WAS LISTENING AS RICHARD BURTON, THE FAMOUS ACTOR WAS BEING INTERVIEWED BY BARBARA HOWAR ON "WHO'S WHO." HE OFFERED THE VIEW THAT MANY ACTORS ARE AS ABLE AS HE IS BUT BY SOME STRANGE TRICK OF PERSONALITY HE HAS BEEN MORE SUCCESSFUL. IF ONE WANTS TO LEARN TO BE SUCCESSFUL THIS IS A STRANGE "WILL O'THE WISP" OF ADVICE AND LEAVES LITTLE TO EMULATE EXCEPT A CERTAIN DEGREE OF MODESTY OR SELF EFFACEMENT, NEITHER OF WHICH ARE HIS LONG SUITS. JOHN RUSKIND SAID "I FEAR UNIFORMITY. YOU CANNOT MANUFACTURE GREAT MEN ANY MORE THAN YOU CAN MANUFACTURE GOLD."

DESPITE ALL THE CONFLICTING EVIDENCE WHICH I HAVE INFLICTED ON YOU I DO HAVE SOME ADVICE TO OFFER AND CERTAIN POINTS TO MAKE. IF YOU HEED THEM, YOU MAY, AND I AM CAUTIOUS TO USE THE QUALIFYING PHRASE MAY ADVANCE MORE RAPIDLY AND TO A HIGHER GRADE THAN YOUR FELLOW OFFICERS AND YOU MAY IMPROVE YOUR LEADERSHIP QUALITIES AND YOUR ABILITY TO COMMAND BECAUSE LEADERSHIP POTENTIAL CAN BE DEVELOPED. THESE PEARLS OF WISDOM COME UNDER THE HEADING OF PIPE SMOKING, POT-BELLIED, PONTIFICATING PROFUNDITIES AND EVEN IF YOU AGREE WITH THEM YOU MAY NOT BE ABLE TO OR CARE TO PLACE THEM IN EFFECT OR PRACTICE THEM.

A. LEADERSHIP IS THE ABILITY TO GET OTHER PEOPLE TO DO WHAT YOU WANT THEM TO DO. HOW ONE DEVELOPS THIS CAPABILITY

IS CLOSER TO AN ART THAN IT IS TO A SCIENCE. THE ABILITY TO GET OTHERS TO RESPOND IS A PRIMARY PREREQUISITE HOWEVER AND THE LACK OF THIS ABILITY EXPLAINS WHY SOME VERY ABLE, BRIGHT, CONSCIENTIOUS YOUNG MEN FLOURISH IN THEIR YOUTH AND THEN BEGIN A GRADUAL FADE OUT IN THEIR MIDDLE YEARS. THESE ARE THE MEN WHO DO EVERYTHING WELL AS LONG AS THE RESULTS ARE DEPENDENT ON THEIR OWN EFFORTS. WHILE THEY ARE YOUNG AND THEIR TASKS ARE MINOR THEY ARE JUDGED SOLELY ON THEIR OWN PERFORMANCE BUT AS THEY MOVE UP IN THE HIERARCHY THEY ARE INCREASINGLY REQUIRED TO DELEGATE RESPONSIBILITY AND TO CREATE IN THEIR SUBORDINATES A STRONG DESIRE TO DO THAT WHICH HAS BEEN DIRECTED BY THEM. THESE MEN ARE SUBJECT TO TERRIBLE DISAPPOINTMENT AND OFTEN BITTERNESS BECAUSE THEY WATCH AS THEY ARE PASSED BY CONTEMPORARIES WHO IN EARLIER YEARS DID NOT PERFORM AS WELL AS THEY DID. IT ALSO EXPLAINS WHY SOME SLOW STARTERS WHO SUFFER FROM IMPATIENCE WITH DETAIL AND UNWILLINGNESS TO SEEK PERFECTION IN SMALL MATTERS BUT WHO HAVE THE ABILITY TO INFLUENCE OTHERS TO PERFORM FINALLY COME INTO THEIR OWN AND ADVANCE RAPIDLY. THIS EXPLAINS WHY THE CLASS LEADERS AT SERVICE ACADEMIES, COLLEGES AND EVEN ADVANCE SERVICE SCHOOLS OFTEN ARE NOT THE LEADERS IN THE FIELD. ONE SHOULD THEREFORE NOT BE SURPRISED TO DISCOVER THAT MANY OF OUR GREAT LEADERS STOOD LOW IN THEIR CLASS. THE LESSON HERE IS OBVIOUS. THE LEAST YOU CAN LEARN TO DO IS DELEGATE. THE ABILITY TO INSPIRE OTHERS TO PERFORM IS MORE DIFFICULT.

B. A YOUNG OFFICER CAN AND SHOULD LEARN BY OBSERVATION AND IMITATION OF HIS ADMIRER SUPERIORS AND BY REJECTION OF THE

MODUS OPERANDI OF THOSE HE DOES NOT RESPOND TO. OFTEN, MORE IS TO BE LEARNED FROM THE LATTER. HOWEVER HUMAN NATURE IS SUCH THAT WE TEND TO TREAT OTHERS AS WE HAVE BEEN TREATED EVEN WHEN WE DID NOT LIKE THE TREATMENT AND THEN WE JUSTIFY THE ACTION WITH THE RATIONALE OF, "THAT IS HOW IT WAS FOR ME!" THAT EXPLAINS SOME OF THE VERY HARSH TREATMENT METED OUT IN RECRUIT TRAINING AND BOOT CAMP. IT ALSO HAS GENERAL APPLICATION. FOR EXAMPLE, MOST PEOPLE WHO BRUTALIZE THEIR CHILDREN WERE THEMSELVES BEATEN BY THEIR PARENTS. IN MY CAREER, I WAS FORTUNATE TO SERVE UNDER ONLY TWO MEN WHOM I CONSIDERED SADISTIC OR TERRIBLY EGOTISTICAL. I LEARNED A GREAT DEAL FROM THEM. MOSTLY I HAD THE GOOD FORTUNE TO SERVE UNDER AND CLOSELY OBSERVE THE CONDUCT OF SUCH MEN AS MATTHEW B. RIDGWAY, MAXWELL D. TAYLOR, JAMES M. GAVIN, CREIGHTON W. ABRAMS AND MANY OTHERS. I WATCHED THESE MEN VERY CLOSELY. MY WIFE IS CONTINUALLY ASTONISHED AT HOW MUCH I REMEMBER ABOUT MY FORMER COMMANDERS AND COLLEAGUES. I WATCH THEM AND I TRY TO LEARN. WHICH BRINGS ME TO MY NEXT POINT.

C. YOU MUST ADAPT TO YOUR COMMANDER. HE DOES NOT ADAPT TO YOU. THIS IS AN ISSUE ON WHICH MORE OFFICERS FOUNDER THAN ANY OTHER I KNOW. IT IS ALSO THE MOST DIFFICULT ADVICE TO LIVE UP TO WHEN FACED WITH A COMMANDER WHO VIOLATES YOUR OWN SENSE OF JUSTICE OR CODE OF ETHICS. I WILL BE HAPPY TO DISCUSS THIS FURTHER IN THE QUESTION AND ANSWER PERIOD.

D. MY NEXT ADVICE IS DON'T FIGHT HIGHER HEADQUARTERS. I KNOW THAT MANY OF YOU CONSIDER THE NEXT HIGHER HEADQUARTERS

AS YOUR NATURAL ENEMY. IT REQUIRES STRONG WILLPOWER AND A LEVEL HEAD TO KEEP YOUR COOL BUT YOU WILL FIND IT COUNTER PRODUCTIVE TO ENGAGE IN A RUNNING BATTLE WITH YOUR BOSS AND HIS STAFF. SAVE YOUR COMPLAINTS FOR THE VERY IMPORTANT ISSUES. THERE IS NOTHING AS TIRESOME AS A QUIBBLING, GRIPING, UNCOOPERATIVE SUBORDINATE UNIT COMMANDER. HOLD YOUR TONGUE AND SWEAT YOUR MAN. WHEN YOU RARELY COMPLAIN, PEOPLE LISTEN.

E. NEXT, DON'T ASK FOR GUIDANCE OR YOU WILL GET MORE THAN YOU WANT. IF YOU ARE OPERATING WITHIN GENERAL POLICY, MOVE OUT AND DISPLAY INITIATIVE. IF YOUR BOSS DOESN'T LIKE IT, HE WILL INFORM YOU. HIS OPINION OF YOU DROPS OFF WITH EACH SUCCEEDING C.Y.A. REQUEST FOR APPROVAL.

F. MOST SUCCESSFUL LEADERS DO MORE THAN IS EXPECTED OF THEM. YOU MUST PAY THE PRICE. IT IS A CONSCIOUS CHOICE AND I MUST ADMIT THAT I HAVE OFTEN ENVIED MANY OF MY CONTEMPORARIES WHO BECAME MUCH BETTER GOLFERS, BRIDGEPLAYERS, GRASS CUTTERS AND COMMISSARY SHOPPERS THAN I. EVEN SO, YOU NEED NOT BECOME A DRUDGE OR A WORKAHOLIC. I PLAYED GOLF, POKER, FISHED, HUNTED, DRANK, DANCED AND GENERALLY HAD A GOOD TIME.

G. YOU MUST BE ABLE TO ESTABLISH PRIORITIES AND MEET DEADLINES. THIS AGAIN IS WHERE THE PERFECTIONIST OFTEN COMES A CROPPER. I REPLACED A VERY ABLE MAN AS G-3 OF THE 82ND AIRBORNE DIVISION BECAUSE HE TENDED TO WORK ON THE TOP PAPER IN HIS IN-BASKET RATHER THAN THE MOST IMPORTANT OR TIME SENSITIVE.

WHICHEVER PAPER HE WORKED ON, YOU COULD BE SURE, WAS A MASTER-PIECE OF ATTENTION TO DETAIL AND THOROUGHNESS. HOWEVER, HE WAS OFTEN LATE WITH HIS EFFORT AND WHILE HE WAS LABORING WITH PERIODS AND COMMAS THE WORLD WAS PASSING HIM BY. YOU MUST ALSO BE ABLE TO WHIP OUT AN EFFORT IN THE TIME ALLOTTED EVEN THOUGH YOU KNOW THAT YOU COULD DO A BETTER JOB GIVEN MORE TIME. YOUR BOSS WILL SOON LEARN WHICH OF HIS SUBORDINATES CAN GET WITH THE PROBLEM IN A HURRY AND COME UP WITH SOMETHING WHEN HE NEEDS IT.

H. AS YOU MOVE UP - YOU MUST BROADEN YOUR PERSPECTIVE. I RECALL THAT SIR WILLIAM SLIM, CHIEF OF THE BRITISH IMPERIAL GENERAL STAFF WAS THE KERMIT ROOSEVELT LECTURER WHEN I WAS AT THE COMMAND AND GENERAL STAFF COLLEGE IN 1947. HE TALKED ABOUT THE ART OF HIGH COMMAND. HE HAD COMMANDED THE 14TH ARMY IN BURMA AND HE REDUCED HIS HOUR LECTURE TO THREE POINTS DEALING WITH THE ART OF HIGH COMMAND - IT WAS, "NO PAPERS, NO DETAILS, AND NO REGRETS."

I. READ ABOUT OUR GREAT LEADERS. I EQUATE THIS APPROACH TO THE CASE HISTORY METHOD OF TEACHING AT THE HARVARD BUSINESS SCHOOL. WHEN YOU READ THE LIVES OF MACARTHUR, MARSHALL, ARNOLD, NIMITZ, KING, BRADLEY, RIDGEWAY AND MANY OTHERS, YOU WILL LEARN A GREAT DEAL. WHETHER YOU CAN OR WILL APPLY IT IS ANOTHER MATTER, BUT FIRST MUST COME LEARNING AND UNDERSTANDING.

J. BE FOR, NOT AGAINST. MOST GREAT LEADERS ARE POSITIVE. THEY ESTABLISH GOALS AND ACHIEVE THEM OR THEY HAVE AN IDEA AND TEST IT OR THEY HAVE A DREAM AND TRY TO FULFILL IT. PEOPLE WHO ARE FOR THINGS ARE VIBRANT, FILLED WITH ELECTRICITY, RADIATING ENERGY AND ENTHUSIASM. PEOPLE WHO ARE AGAINST THINGS TEND TO BE DULL, NEGATIVE, UNINSPIRING AND BORING. THEY CAST A PALL ON EVERY GATHERING AND THEY ARE A WET BLANKET. WE TRY TO AVOID THEM. THEY ARE NOT DOERS. BE A "FORER" -- NOT AN "AGINER"! HAPPINESS IN THE FINAL ANALYSIS IS SOMETHING TO BE ENTHUSIASTIC ABOUT. CHARLES M. SCHWAB SAID "A MAN CAN SUCCEED AT ALMOST ANYTHING FOR WHICH HE HAS UNLIMITED ENTHUSIASM."

K. YOU MUST GO WHERE THE ACTION IS. FOR SOME IT IS TO THE SOUND OF THE GUNS. FOR OTHERS IT IS IN SUPPORT OF THOSE WHO GO TO THE SOUND OF THE GUNS. WHEN I WAS PRIVILEGED TO DELIVER THE KERMIT ROOSEVELT LECTURE SERIES IN ENGLAND THE TITLE OF MY TALK WAS "YOUR MISSION IS TO FIGHT AND DON'T FORGET IT." I REPEAT IT TO YOU WITHOUT ELABORATION. ONE THING WHICH I KNOW FOR SURE IS THE FACT THAT MOST OF MY SUCCESS CAN BE ATTRIBUTED TO THE FACT THAT I WENT TO THE SOUND OF THE GUNS AND I WAS LUCKY ENOUGH TO SURVIVE.

L. OBVIOUSLY I COULD GO ON IN THE SAME VEIN BUT I WILL STOP PROVIDING YOU WITH PEARLS OF WISDOM AND I WILL ELABORATE AT SOME LENGTH ON THE ONE PIECE OF ADVICE WHICH I BELIEVE WILL CONTRIBUTE MORE TO MAKING YOU A BETTER LEADER AND COMMANDER --

WILL PROVIDE YOU GREATER HAPPINESS AND SELF ESTEEM AND AT THE SAME TIME ADVANCE YOUR CAREER MORE -- THAN ANY OTHER ADVICE WHICH I CAN PROVIDE YOU. AND IT DOESN'T CALL FOR A SPECIAL PERSONALITY, AND IT DOESN'T CALL FOR ANY CERTAIN CHEMISTRY. ANY ONE OF YOU CAN DO IT AND THAT ADVICE IS - YOU MUST CARE. THE CHIEF OF STAFF OF THE ARMY IN A RECENT SPEECH SAID IT ANOTHER WAY -- "YOU MUST GIVE A DAMN."

LET'S TALK A LITTLE MORE ABOUT THAT CARING. YOU'LL FIND THAT AT THIS SCHOOL AND ANY OTHER SERVICE SCHOOL THAT YOU MIGHT ATTEND, BEGINNING AT YOUR BASIC COURSE AND WINDING UP AT WAR COLLEGE LEVEL THAT YOU SPEND ABOUT 80% OF YOUR TIME ON TACTICS, STRATEGY, WEAPONS, PLANNING, WRITING. I'M BEING VERY GENEROUS HERE. AND YOU SPEND ABOUT 20% OF YOUR TIME ON PEOPLE MATTERS. AND I NOTE THAT HERE AT THE ARMED FORCES STAFF COLLEGE WITH THIS DELOS C. EMMONS LECTURE SERIES, THAT THE WORM IS TURNING A LITTLE BIT FROM WHEN I MADE THIS FIRST OBSERVATION AFTER MANY YEARS IN THE SERVICE SCHOOL SYSTEM. IT'S AN INTERESTING PHENOMENA AND A PARADOX THAT WE GO TO SCHOOL AFTER SCHOOL AFTER SCHOOL AND SPEND ABOUT 80% OF OUR TIME ON TACTICS, WEAPONS, LOGISTICS AND PLANNING AND ABOUT 20% ON PEOPLE MATTERS AND THEN WE GO TO OUR UNITS AND WHAT DO WE DO? WE SPEND ABOUT 80% OF OUR TIME ON PEOPLE MATTERS AND ABOUT 20% OF OUR TIME ON TACTICS, WEAPONS, LOGISTICS, ETC. JUST THINK ABOUT IT. YOU'RE YOUNG OFFICERS MOSTLY HERE, MAJORS AND LIEUTENANT COLONELS BUT YOU HAVE ALL COMMANDED COMPANIES; SOME HOPE TO COMMAND BATTALIONS; MANY HAVE BEEN S-3'S AND EXECS;

SOME HAVE COMMANDED SMALLER SHIPS, SOME HAVE COMMANDED AIR SQUADRONS. WHERE DOES YOUR TIME GO? JUST REFLECT ON IT. YOU'RE DEALING WITH GRIEVANCES, YOU'RE INSPECTING BARRACKS, YOU'RE INSPECTING LATRINES, YOU'RE CHECKING MESS HALLS, SUPPLY ROOMS, DAY ROOMS. YOU'RE WORRYING ABOUT LAUNDRY, YOU'RE WORRYING ABOUT PAY, YOU'RE GREETING NEW OFFICERS AND NEW NON-COMMISSIONED OFFICERS AND NEW SOLDIERS, YOU'RE SAYING GOODBYE TO OFFICERS AND NON-COMMISSIONED OFFICERS. YOU'RE OFFICIATING AT THE PROMOTIONS OF YOUR OFFICERS AND YOUR NON-COMMISSIONED OFFICERS, YOU'RE OFFICIATING AT THE DEMOTIONS OF CERTAIN NON-COMMISSIONED OFFICERS, YOU'RE DEALING WITH THE PASS POLICY AND COMPLAINTS, YOU'RE DEALING WITH AWARDS, YOU'RE ENGAGING IN A GREAT DEAL OF CORRESPONDENCE, YOU'RE VISITING THE GUARD HOUSE, YOU'RE GOING TO THE MESS HALL ON CHRISTMAS AND THANKSGIVING, YOU'RE GOING TO CHAPEL ON SUNDAY. EVEN IF YOU'RE NOT RELIGIOUS, YOU'RE GOING THERE BECAUSE YOU THINK YOU SHOULD AS A GOOD LEADER BECAUSE YOU SHOULD DO IT AS AN EXAMPLE TO YOUR MEN. THOSE ARE THE THINGS THAT YOU'RE DEALING WITH IN COMMAND AND YOU MUST CARE ABOUT YOUR SOLDIERS AND YOUR SAILORS AND YOUR AIRMEN. NOW THINK TO YOURSELF. ALL OF YOU ARE SAYING TO YOURSELF RIGHT NOW, "WELL, I CARE. WHAT'S THIS GUY TALKING ABOUT"? WELL, THERE ARE DEGREES OF CARING. THERE ARE DEGREES OF PERSONAL SACRIFICE TO REFLECT THE AMOUNT OF CARING THAT YOU DO. AND THERE'S AN ATTITUDE THAT YOU HAVE TO DEVELOP IN YOURSELF. HOW DO YOU KNOW IF YOU CARE? YOU'RE SITTING OUT THERE WONDERING "DO I CARE? DO I REALLY CARE?" HOW DO YOU KNOW IF YOU CARE?

WELL, FOR ONE THING, IF YOU CARE, YOU LISTEN TO YOUR JUNIOR OFFICERS AND SOLDIERS. WHEN I SAY LISTEN, I DON'T MEAN THAT STILTED BALONEY THAT SO MANY OFFICERS ENGAGE IN AND STAND UP TO AN ENLISTED MAN AND SAY "HOW OLD ARE YOU SON? WHERE ARE YOU FROM? HOW LONG HAVE YOU BEEN HERE? THANK YOU VERY MUCH. NEXT MAN." THAT'S BALONEY! THAT'S FORM. THAT'S POSED. I CAN REMEMBER WHEN I ASKED MY SON WHEN HE WAS A CADET AT WEST POINT HOW HE LIKED HIS REGIMENTAL COMMANDER AND HE PAUSED A WHILE AND, WITH THAT CLEAN-CUT INCISIVENESS WITH WHICH MOST MIDSHIPMEN AND CADETS EVALUATE PEOPLE, HE SAID TO ME "HE PLAYS THE ROLE." WOW, THAT WAS DAMNING! HE PLAYS THE ROLE! I NOTICED THIS OFFICER IN LATER LIFE AND HE POSTURED A GREAT DEAL AND HE ALWAYS STOOD WITH HIS KNEES BENT BACK AND HE ALWAYS TURNED ONE TOE OUT AND HE ALWAYS WORE SPECIAL LITTLE THINGS AROUND HIS COLLAR AND HE ALWAYS TURNED SIDEWAYS. I KNEW WHAT HE MEANT WHEN HE SAID "HE PLAYS THE ROLE."

WELL, I'M NOT TALKING ABOUT THAT KIND OF STUFF. I'M TALKING ABOUT LISTENING. BECAUSE A YOUNG SOLDIER WON'T COME OUT AND TELL YOU THAT EVERYTHING IS ALL WRONG. HE'LL BE A LITTLE HESITANT. IF YOU ASK HIM IF HE IS GETTING ALONG ALL RIGHT, IF HE JUST SHRUGS, HE'S GETTING ALONG LOUSY. IF HE'S NOT ENTHUSIASTIC IN HIS RESPONSE, THERE'S SOMETHING WRONG AND YOU BETTER DIG A LITTLE DEEPER. YOU CARE IF YOU LISTEN TO HIM. REALLY LISTEN. YOU CARE IF YOU REALLY WONDER WHAT HE'S DOING ON HIS OFF DUTY ACTIVITIES. WHEN YOU'RE ABOUT TO TEE OFF ON SATURDAY AFTERNOON,

WHEN YOU'RE AT THE CLUB AT HAPPY HOUR, WHEN YOU'RE GOING OR COMING HOME FROM CHURCH ON SUNDAY, IF YOU'RE WONDERING, IF THERE IS A LITTLE CREEPING NAGGING IN THE BACK OF YOUR HEAD ABOUT, "I WONDER, I WONDER WHAT THE SOLDIERS ARE DOING. I WONDER." DO YOU DO THAT? WHAT ARE YOUR AIRMEN DOING? WHAT ARE THE SAILORS DOING? WHERE DO THEY GO? YOU CARE IF YOU GO IN THE MESS HALL AND I DON'T MEAN GO IN WITH WHITE GLOVES AND RUB DISHES AND POTS AND PANS AND FIND DUST. YOU CARE IF YOU GO INTO THE MESS HALL AND YOU NOTICED THAT THE SCRAMBLED EGGS ARE IN A BIG PUDDLE OF WATER AND THAT 20 LBS. OF TOAST HAVE BEEN DONE IN ADVANCE AND IT HAS BEEN LAYING THERE HARD AND COLD. AND THE BACON IS LAYING THERE DRIPPING IN THE GREASE AND THE COOKS HAVE ALL THEIR WORK DONE WAY AHEAD OF TIME. THE COLD POTS OF COFFEE ARE SITTING ON THE TABLES GETTING EVEN COLDER. IF THAT REALLY BOTHERS YOU, IF IT REALLY GRIPEs YOU, IF YOU WANT TO TEAR UP THOSE COOKS, YOU CARE. IT'S LITTLE THINGS.

WHEN I WAS IN VIETNAM A QUARTERMASTER CAPTAIN WAS BRAGGING TO ME ABOUT THE ICE CREAM THAT THEY MADE AT CAMP EVANS AND WERE TAKING OUT TO THE SOLDIERS ON THE FIRE BASES. I SAID, "THAT'S GREAT." HE SAID "SIR, WOULD YOU LIKE TO SEE WHAT WE'RE MAKING?" I SAID, "I'D LIKE TO VERY MUCH." AND I WENT THERE AND THEY HAD THESE MACHINES AND THEY WERE POURING ICE CREAM INTO THESE GALLON CONTAINERS. HE WAS VERY PROUD. HE SAYS, "WE GET IT OUT THERE EVERYDAY." I SAID, "THAT'S GREAT. WHAT DO YOU CARRY IT OUT THERE IN"? HE SAID, "OH, THESE CONTAINERS." I SAID, "YEAH, BUT

HOW DO THE SOLDIERS EAT IT? YOU KNOW, THEY'RE ALL IN LITTLE DUGOUTS. THEY'RE NOT ALL LINED UP IN A MESS HALL. THEY DON'T HAVE MESS KITS OUT THERE AND THINGS LIKE THAT." HE SAID, "I DON'T KNOW, SIR." I SAID, "I KNOW HOW THEY EAT IT. THEY PASS THAT THING AROUND AND THEY STICK THEIR FINGERS IN IT AND EACH ONE GRABS SOME." I SAID, "GET SOME DIXIE CUPS AND SEND THEM." HE SAID "DIXIE CUPS"? I SAID, "YEAH, DIXIE CUPS."

I USE THESE LITTLE ELEMENTARY THINGS BECAUSE I'M TRYING TO ILLUSTRATE A POINT. WHEN YOU'RE GETTING READY FOR THE ANNUAL IG INSPECTION AND YOU KNOW THESE GUYS ARE "GI-ING" THE BARRACKS AND YOU KNOW THEY'RE WORKING LIKE HELL AND IT'S SUNDAY NIGHT, *FLIGHT LINE* IF YOU'LL GET OUT OF YOUR WARM HOUSE AND GO DOWN TO THE BARRACKS, AND WANDER IN TO SEE THEM WORK. AND JUST SIT ON THE FOOT LOCKER. YOU DON'T HAVE TO TELL THEM THEY'RE DOING A GREAT JOB. JUST SIT ON THE FOOT LOCKER AND TALK TO ONE OR TWO SOLDIERS AND LEAVE. THEY'LL KNOW THAT YOU KNOW THAT THEY'RE WORKING LIKE HELL TO MAKE YOU LOOK GOOD. IF, AS I MENTIONED EARLIER, ON SUNDAYS AND HOLIDAYS YOU'RE CONCERNED. IF YOU TAKE YOUR KIDS AND WIFE AND YOU GO TO THE MESS HALL. IF EVEN BEFORE THAT, YOU WANDER AROUND AND SEE IF THEY'RE MAKING THAT PLACE LOOK DECENT, YOU CARE. IF YOU HAVE A FINE, UNCOMMONLY GOOD LOOKING NON-COMMISSIONED OFFICER WITH MUSCLES RIPPLING DOWN HIS CHEEKS AND A STRONG NECK AND CLEAN AS A WHISTLE, TRIM AS HE CAN BE, SHOULDERS BACK, THE LOOK OF TIGERS IN HIS EYES AND HE SAYS TO YOU "CAPTAIN, DON'T

HIM 504
HIM
WORRY ABOUT ~~IT~~. I GUARANTEE I'M GOING TO TAKE CARE OF ~~IT~~."
IF YOU DON'T CHECK TO SEE WHETHER HE IS MAKING THESE GUYS DO
PUSHUPS UNTIL THEY'RE DIZZY AND SWEATING AND ABOUT TO PASS
OUT, IF YOU DON'T WONDER -- IS THIS GUY GETTING SADISTIC
PLEASURE FROM PUSHING THESE GUYS AROUND, IF YOU DON'T MAKE IT
YOUR BUSINESS TO MAKE IT KNOWN THROUGHOUT YOUR OUTFIT THAT
YOU WON'T PUT UP WITH THAT ^{STUFF} GRAP, THEN YOU DON'T CARE. BUT IF
THAT WORRIES YOU WHEN YOU WONDER, THEN YOU GO AND CHECK AND
YOU ASK QUESTIONS AND YOU MAKE SURE. YOU CARE.

IF YOU LOOK OUT YOUR WINDOW BEFORE A PARADE AND YOU SEE
THAT THE TROOPS ARE LINED UP THERE, 15, 20 OR 30 MINUTES BEFORE,
WINDY, RAINY, HOT, WHATEVER IT MAY BE, IF IT DOESN'T REALLY BOIL
YOU TO SEE THAT, YOU DON'T CARE. BUT IF IT DOES, YOU CARE
BECAUSE THE ONLY REASON, THE ONLY REASON THE SOLDIERS STAND
AROUND AND WAIT IS BECAUSE SOME DUMB JERK OFFICER DIDN'T PLAN
IT RIGHT OR HE PLANNED IT SUCH A WAY THAT THE TROOPS HAVE TO
PAY FOR HIM NOT MISSING A DEADLINE. YOU CARE IF JUST BEFORE
A JUMP OR JUST BEFORE ASSAULT ON A HOT LANDING OR JUST BEFORE
TAKEOFF FROM AN AIRCRAFT CARRIER OR JUST BEFORE A CLOSE SUPPORT
RAID, YOU CARE IF YOU WANDER DOWN TO WHERE THESE GUYS ARE AND
YOU NOTICE THAT THEIR ADAMS APPLES ARE BOBBING A LITTLE, YOU
NOTICE THAT THEY ARE A LITTLE PALE, AND YOU NOTICE THAT THEY ARE
YAWNING A LOT. PEOPLE YAWN WHEN THEY ARE SCARED. AND IT REALLY
HELPS SCARED SOLDIERS AND SCARED LIEUTENANTS AND SCARED CAPTAINS
AND MAJORS AND COMMANDERS AND LIEUTENANT COMMANDERS AND IT
HELPS ANYBODY WHEN YOU'RE SCARED AND GETTING READY TO DO SOMETHING

MORE DIFFICULT FOR SOMEBODY TO COME AROUND WHO IS SENIOR TO YOU, WHOM YOU RESPECT AND ADMIRE TO LET YOU KNOW THAT HE KNOWS THAT HE CARES. YOU HAVE GOT TO SEEK OUT THESE SITUATIONS WHEREVER IT IS TOUGH FOR YOUR MEN. BE THERE AND UNDERSTAND AND BE SYMPATHETIC AND GIVE A PAT AND IT HAS GOT TO BOTHER YOU IN YOUR BELLY WHEN YOU WALK DOWN THE LINE AND YOU SEE ALL THESE LADS WAITING, THEY'RE SITTING UNDER THE WING OF THE PLANE OR THEY'RE SITTING NEAR A CHOPPER AND THEY'RE LOADED AND THE SWEAT IS COMING DOWN THEIR FACE AND THEY'RE REALLY SCARED AND YOU CAN SMELL IT IN THEIR BREATH. I CAN TELL YOU, YOU CAN SMELL FEAR IN A MAN'S BREATH BUT YOU'LL NEVER KNOW IT UNLESS YOU GET CLOSE ENOUGH TO THEM TO SMELL IT. AND IF THAT BOTHERS YOU AND IF YOU TRY TO HELP HIM THAT WAY, YOU CARE. I CAN'T MAKE YOU DO THIS. BUT YOU REALLY, YOU REALLY NEED TO LIKE SOLDIERS. YOU NEED TO BE AMUSED AT THEIR HUMOR, YOU NEED TO BE TOLERANT OF THEIR BAWDINESS, YOU HAVE TO UNDERSTAND THAT THEY'RE AS LOUSY AS YOU LET THEM BE AND AS GOOD AS YOU MAKE THEM BE. YOU JUST HAVE TO REALLY LIKE THEM AND FEEL GOOD ABOUT BEING WITH THEM. WHEN I WAS COMMANDING THE 101ST AIRBORNE DIVISION, I USED TO WRITE A COLUMN EVERY WEEK. IT WAS IN A PAPER CALLED THE SCREAMING EAGLE. THE NAME OF THE COLUMN WAS ~~CALLED~~ "LUCKY EAGLE SAYS." I TRIED TO GET SOME MESSAGE TO MY SOLDIERS. I TRIED TO GET SOME DIRECT COMMUNICATION TO THEM. MY CODE NAME WAS "LUCKY EAGLE." THE CODE NAME FOR THE FELLOW BEFORE ME WAS "BOLD EAGLE." I

FIGURED IF I WAS BOLD, MY SOLDIERS WOULD KNOW IT. I DIDN'T HAVE TO PUT IT IN MY CODE NAME SO I NAMED MYSELF LUCKY EAGLE ON ACCOUNT OF SOLDIERS ARE SUPERSTITIOUS AND SOLDIERS ARE ALWAYS SCARED ABOUT SOMETHING AND IF THEY WANTED TO BE ASSOCIATED WITH ANYTHING, THEY LIKE TO BE ASSOCIATED WITH LUCK. THIS IS WHAT I WROTE IN THIS COLUMN AND I SAVED IT. I SAID:

"YOU CANNOT EXPECT A SOLDIER TO BE A PROUD SOLDIER IF YOU HUMILIATE HIM.

YOU CANNOT EXPECT HIM TO BE BRAVE IF YOU ABUSE AND COWER HIM.

YOU CANNOT EXPECT HIM TO BE STRONG IF YOU BREAK HIM.

YOU CANNOT ASK FOR RESPECT AND OBEDIENCE AND WILLINGNESS TO ASSAULT HOT LANDING ZONES, HUMP BACK BREAKING RIDGES, DESTROY DUG IN EMPLACEMENTS IF YOUR SOLDIER HAS NOT BEEN TREATED WITH THE RESPECT AND DIGNITY WHICH FOSTERS UNIT ESPRIT AND PERSONAL PRIDE.

THE LINE BETWEEN FIRMNESS AND HARSHNESS - BETWEEN STRONG LEADERSHIP AND BULLYING, BETWEEN DISCIPLINE AND CHICKEN, IS A FINE LINE. IT IS DIFFICULT TO DEFINE BUT THOSE OF US WHO ARE PROFESSIONALS AND WHO HAVE ALSO ACCEPTED A CAREER AS LEADERS OF MEN MUST FIND THAT LINE.

IT IS BECAUSE JUDGMENT AND CONCERN FOR PEOPLE AND HUMAN RELATIONS ARE INVOLVED IN LEADERSHIP THAT ONLY MEN CAN LEAD MEN AND NOT COMPUTERS.

I ENJOIN YOU TO BE EVER ALERT TO THE PITFALLS OF TOO MUCH AUTHORITY. BEWARE THAT YOU DO NOT FALL IN THE CATEGORY OF THE LITTLE MAN WITH A LITTLE JOB WITH A BIG HEAD. IN ESSENCE, BE CONSIDERATE, TREAT YOUR SUB-ORDINATES RIGHT AND THEY WILL LITERALLY DIE FOR YOU."

I WANTED ALL MY OFFICERS AND NON-COMMISSIONED OFFICERS TO KNOW I FELT THAT WAY.

NOW I WANT TO CLOSE BY STATING THAT IF YOU CARE, I GUARANTEE YOU A SUCCESSFUL CAREER. I WON'T GUARANTEE THAT YOU WILL BE A GENERAL OR ADMIRAL BUT I GUARANTEE THAT YOU WILL IMPROVE YOUR CHANCES TEN FOLD. SO IT IS IN YOUR SELF-INTEREST. EVEN IF YOU DO NOT BECOME A FLAG OFFICER YOU WILL STILL BE HAPPY IN THE DEVOTION, LOVE AND AFFECTION OF YOUR MEN AND YOU WILL LIKE YOURSELF BETTER.

I SINCERELY BELIEVE THAT TO BE A SUCCESSFUL LEADER IN THE IDEALISTIC SENSE - YOU MUST CARE.