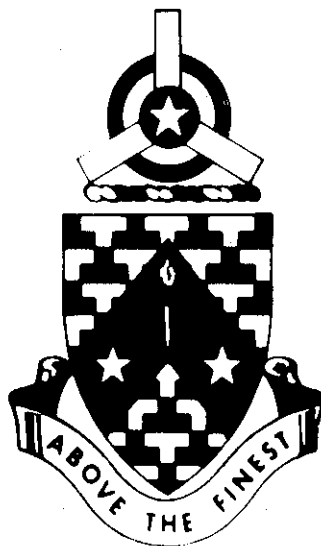


PROGRAMED TEXT

LEADERSHIP I



NOVEMBER 1967

**UNITED STATES ARMY
PRIMARY HELICOPTER SCHOOL
FORT WOLTERS, TEXAS**

PROGRAMED TEXT

PROGRAM TEXT

FILE NO:

PROGRAM TITLE

Leadership I

POI SCOPE: This program teaches the student basic traits and principles of leadership.

INSTRUCTOR REFERENCES:

FM 22-100 DA PAM 600-2 HUMRRO (Ft Benning Div) Leadership Packet (Modified)

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November 1967

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May 1968

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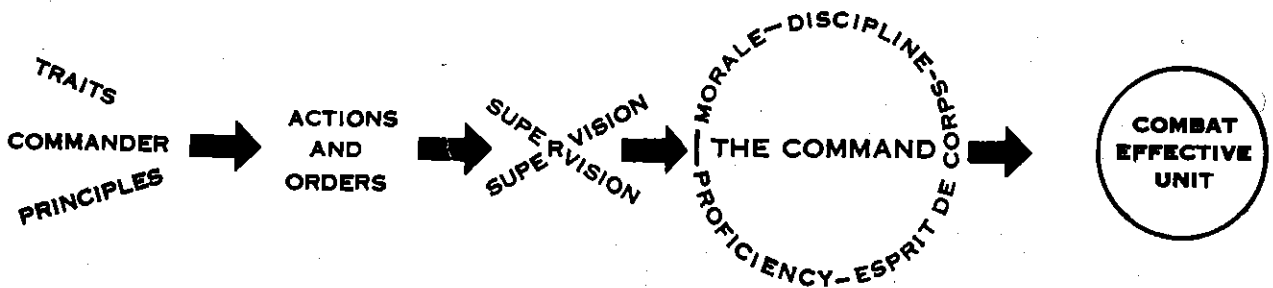
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PREFACE

Welcome to Leadership. This is the first period of a leadership course that you will find, in the succeeding hours, to be challenging and interesting. As you know, leadership is an age-old subject. The organization of human effort for the attainment of a common goal is as old as civilization. Furthermore, military leadership is a subject that receives great emphasis because the Army is highly dependent on the quality of its leaders. Leadership is the very heart of the profession of arms. Without capable, motivated and highly skilled leaders, the Army cannot hope to accomplish its assigned missions.

Our single purpose in presenting this course is to assist you in becoming a better leader. We want to give you a more thorough understanding of leadership and its application. You are soon to be placed in the role of a leader of men. To meet this challenge effectively, you must have a deep understanding of this responsibility and all its implications.

The succeeding period will be spent developing the CONCEPT OF LEADERSHIP. The diagram below envisions a leader who is aware of his responsibilities, capitalizes on his strong traits, corrects his weaknesses and is guided by the principles of leadership.



During his exercise of command, he employs certain leadership techniques in the form of selected actions and orders to influence and direct his subordinates. Without undue harrassment, he supervises his unit by checking on its progress in accomplishment of actions and orders. He evaluates his unit for indications of leadership so that he may mold its members into a combat effective unit.

Turn to page 1 and read the instructions and Performance Objectives.

PERFORMANCE OBJECTIVES

Upon completion of this programed text you will be able to:

1. Interpret the definition of military leadership.
2. Identify appropriate leadership traits in given situations.
3. Select correct leadership principles which would apply in given situations.

Start with page 2 and work each page in succession. Each page will usually ask you a question. The correct answer is printed on the top of the next page. If you were incorrect, turn back and restudy the information before continuing on to the next page. When you have finished the text, complete the self evaluation exercise.

1. To understand the concept of leadership, one of the first questions that must be answered is "What exactly is a leader?". A leader is an individual who has influence over other people. To illustrate, let's take a group of men standing on a sidewalk corner with nothing to do. Suddenly, one man speaks up and says, "Let's go over to Sam's farm and help him cut the tobacco." He didn't know it, but he emerged as a leader. What is Military Leadership?

Military Leadership is the art of influencing and directing men in such a way as to obtain their willing obedience, confidence, respect and loyal cooperation in order to accomplish the mission.

2. Leadership is an art, and as such it can be learned. Arts are learned through experience. It involves understanding, predicting, influencing and being able to meet his basic responsibilities to his men. One of the most important factors in determining whether or not the leader will be able to meet these responsibilities depends on the personal qualities that he possesses. We call these qualities Leadership Traits. They are the desirable traits or characteristics we would like to see in our own leaders.

The following list does not include all the characteristics desirable in a leader, but does include all those most frequently associated with successful leaders in the past.

2a. BEARING is the outward expression of inward worth. It is basically a leader's appearance and conduct.

A leader should be doubly careful about his dress, appearance, and conduct. He is looked upon by his men as an example of what is right and correct. The conduct and appearance demanded of the soldier should be surpassed by the example set by the leader.

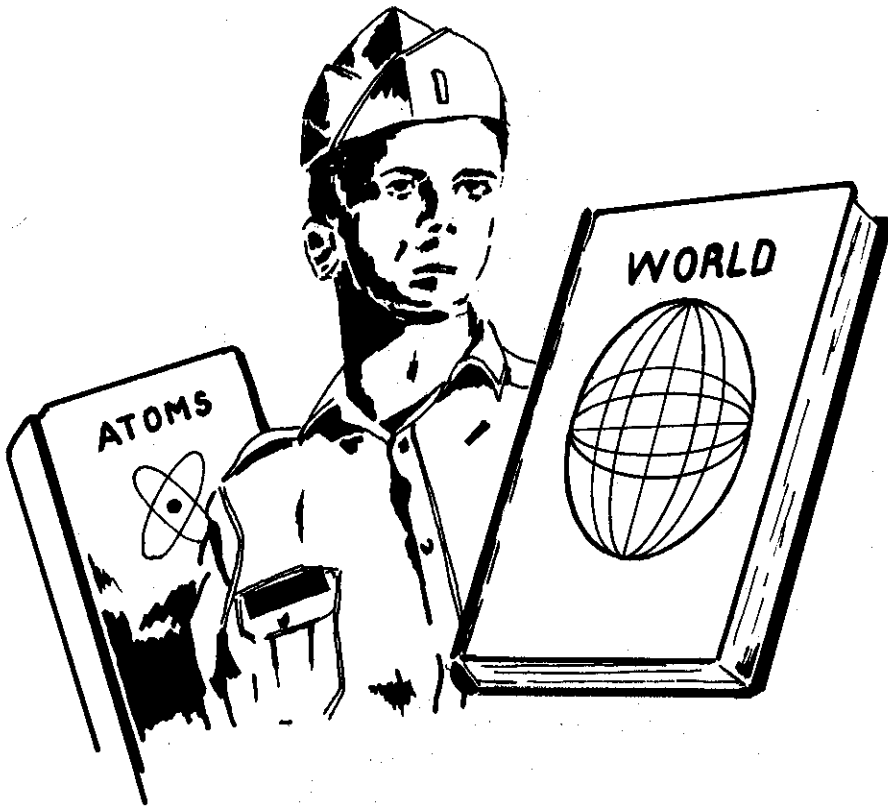


2b. COURAGE (Physical and Moral) is a mental quality that recognizes fear of danger or criticism, but enables a man to proceed in the face of it with calmness and firmness. It is also that quality of mind that gives a man control over himself, enabling him to accept responsibility and to act in a dangerous situation.



2c. DECISIVENESS is the ability to make decisions promptly and announce them authoritatively, concisely and clearly.

When given a situation or problem, a leader must get the facts, check possible solutions, draw the final conclusion and then announce his decision.



2d. DEPENDABILITY is the certainty of proper performance of duty.

The leader who can be relied upon to carry out actively, intelligently, and with willing effort, the order of his commander, is well looked upon as being dependable. He is one who the commander will most rely upon to assure that his orders are carried out.



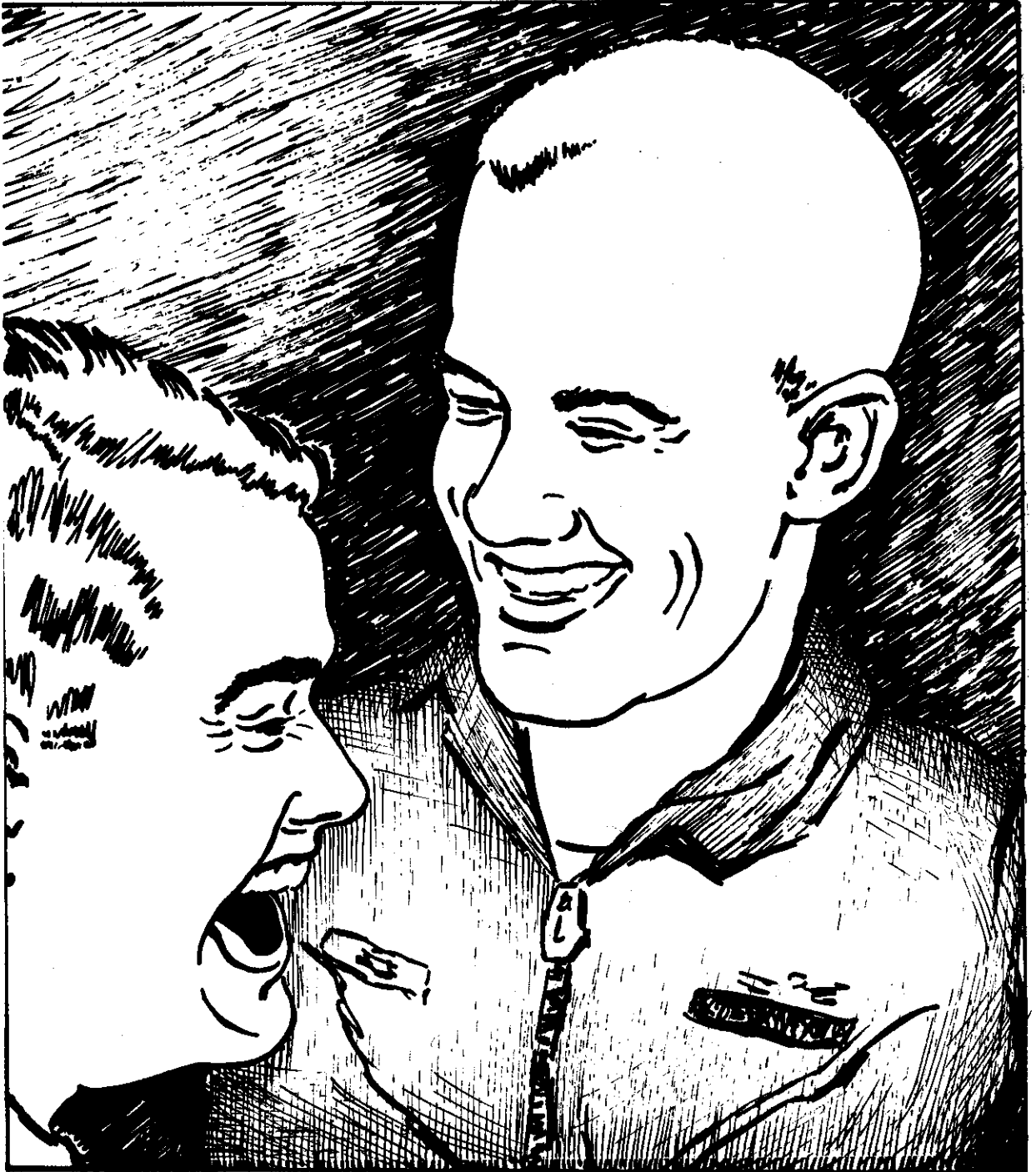
2e. ENDURANCE is mental and physical stamina.

It is the ability to complete a task in spite of pain, distress, disappointment and hardship, without breaking or giving in.



2f. ENTHUSIASM is the positive zeal or intense interest in the task at hand.

There is such a thing as communicating acts or feelings to another person. A leader who goes about accomplishing his tasks with cheerfulness, optimism and willingness could very well transmit these feelings to his subordinates.



2g. INITIATIVE is nothing more than seeing what needs to be done and doing it.

Example: The platoon leader has just issued an order to five NCOs to take a 106mm recoilless rifle off its mount and install it on another. Upon his return, the platoon leader was amazed to see that the 106 had not been removed. He questioned the NCOs for the reason and found that none of them were sure how to accomplish this task and were afraid that they would make a mistake if they had removed it.

This is a definite case of lack of initiative for fear that they would make an error.

The best question at this time would be to ask if you, as a leader would rather have a subordinate that has a lot of initiative and makes some errors or would you rather have a man who has no initiative and makes no errors. Place an "X" in the block you would choose.

☒ Lots of initiative - few errors

☐ No initiative - no errors

Discussion of initiative.

You'll find in today's modern Army that initiative plays a most important role in getting the job done. Without initiative, there would be no important improvements on our weapons. There would be no NCOs that you would entrust with a task to be done. In general, there would be no improvements in man or material. You are probably asking yourself, "What about the errors?" In answer to that question, I will simply state that every undertaking since the stone age has been on a trial and error basis. True, there are errors, but take a look at the man-in-space project. Many faults have arisen, but with each fault has come an improvement and without initiative those improvements would have never come about.



2h. Complete the match test below by placing the correct letter beside the appropriate number.

- F 1. BEARING
- B 2. DEPENDABILITY
- C 3. ENDURANCE
- A 4. COURAGE
- D 5. DECISIVENESS

- C A. A leader who can proceed in the face of danger with calmness and firmness.
- 2 B. A leader who can be continuously relied upon to complete a given task.
- 2 C. A leader who has the ability to withstand hardships, pain, fatigue and disappointments without breaking or giving in.
- 4 D. A leader who has the ability to tackle any problem, draw his conclusions and announce his decision quickly and authoritatively.
- 1 E. A leader who stands out among all the men in appearance and the way he conducts himself.

21. "The art of influencing their willing obedience, confidence, respect and loyal cooperation in order to accomplish the missions" best describes which of the following terms?

- a. Concept of Leadership
- ① b. Military Leadership
- c. Leadership principle
- d. Leadership Traits

Answers to 2h are as follows: 1. E 2. B 3. C 4. A 5. D
Answer to 2i is: b. Military Leadership

3a. INTEGRITY is the quality of truthfulness and honesty.

With integrity, the leader obtains the confidence and trust of subordinates, contemporaries, and superiors; and with integrity in others, he will receive accurate and reliable information upon which to base plans and actions.

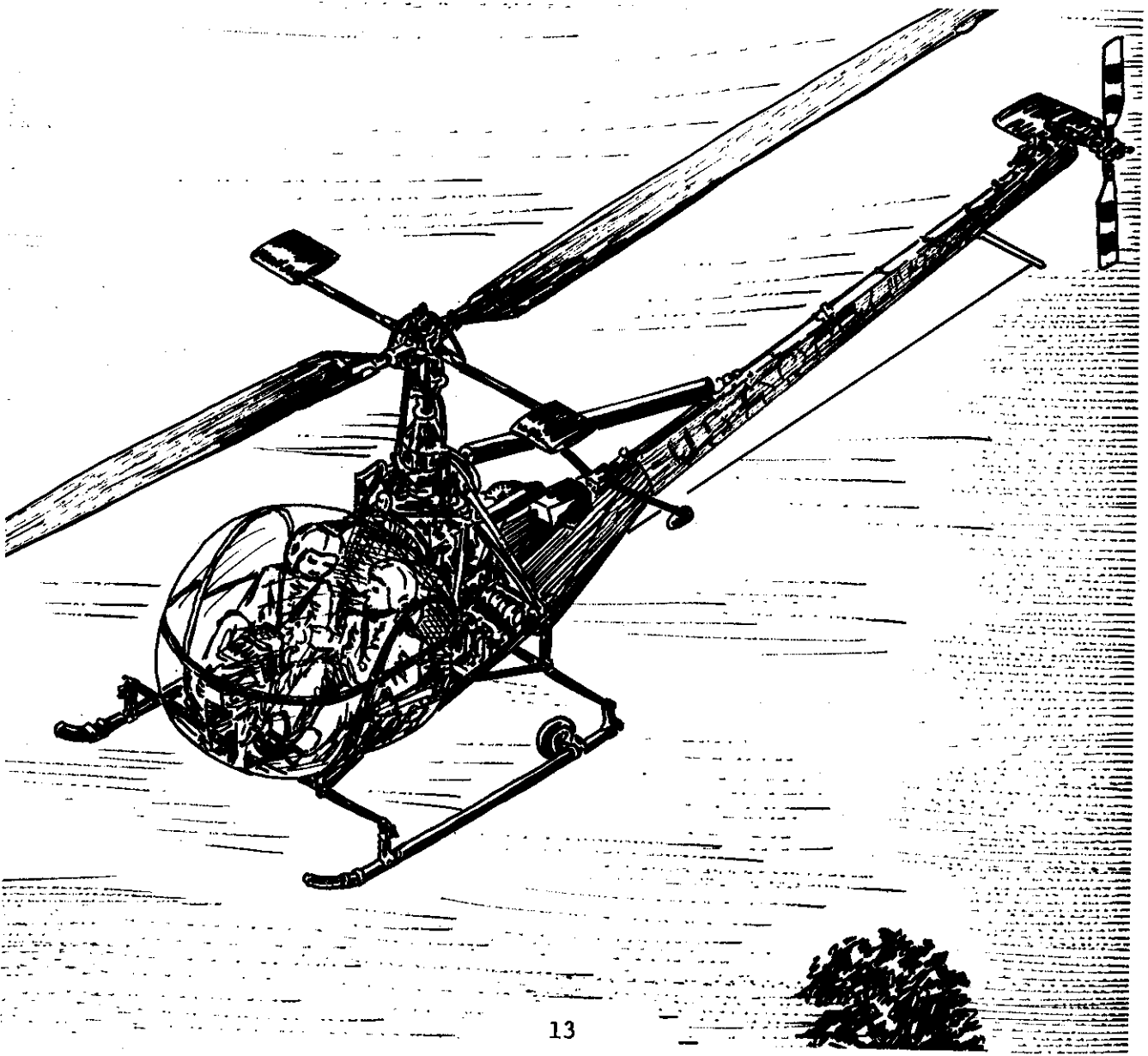


3b. JUDGEMENT is the quality of weighing fact and possible solutions on which to base sound decisions.

Example: You are an instructor pilot (IP) on an OH-23G helicopter. You have been demonstrating emergency procedures and have decided that it is time to see if the student had learned anything. He has the controls and is in a descending glide to the ground. You see that the helicopter will land short of the strip unless the student executes immediate corrective action. Seeing that the student is hesitant and the probability of the helicopter crashing is eminent, you make your decision to take the controls and apply corrective action.

A question comes into the IP's mind. Did I use good judgement in taking the controls away from the student?

Put yourself in this situation when you get into the airmanship phase and see if you use good judgement when situations like the above arise.



3c. JUSTICE is being impartial and consistent in exercising command.

As a leader, you will be involved in rendering rewards and meting out punishments. Anger and prejudice must not enter into a situation. Nothing will disrupt the morale of an organization more quickly than unfairness or partiality of a leader toward a certain man or group of men.

Which of the following statements best describes justice?

- a. Give the most outstanding man in your unit extra privileges.
- ☒ b. Be firm and fair without favoritism.
- c. Be firm and fair but show some favoritism to a small group.
- d. None of the above.

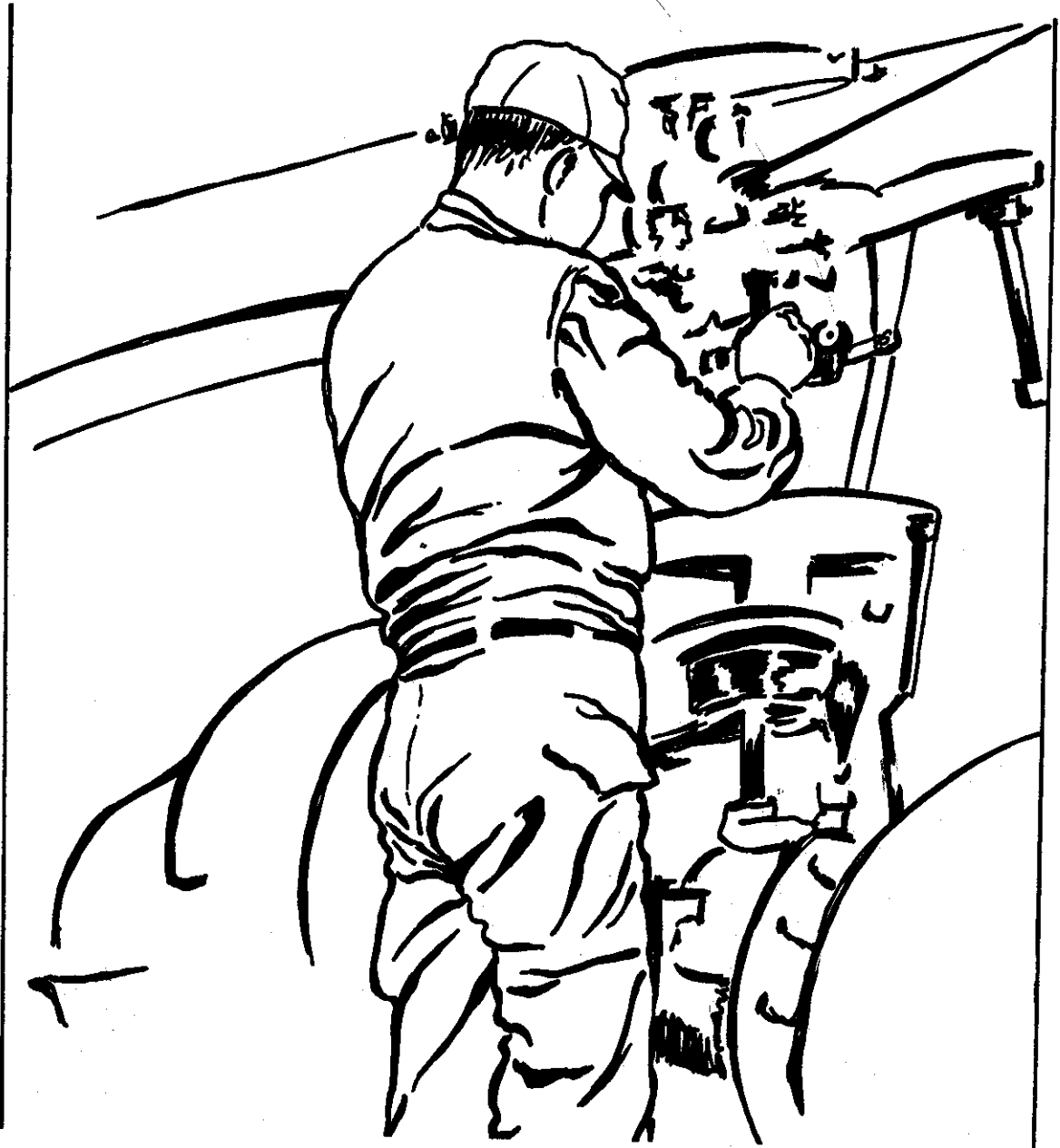


Answer to 3c is b.

Be firm and fair without favoritism.

3d. KNOWLEDGE is acquired information including professional knowledge and understanding of subordinates.

A leader who knows his job will build confidence in himself, as well as others. Lack of knowledge cannot be concealed; a leader cannot bluff his men. If you don't know the answer to a particular question or situation, admit it and then take steps to get the information.



3e. LOYALTY is faithfulness to country, the Army, unit, and to seniors and subordinates.

This quality alone can do much to earn the confidence and respect of his senior and subordinate associates for the leader. A leader's every action must reflect loyalty to his command.



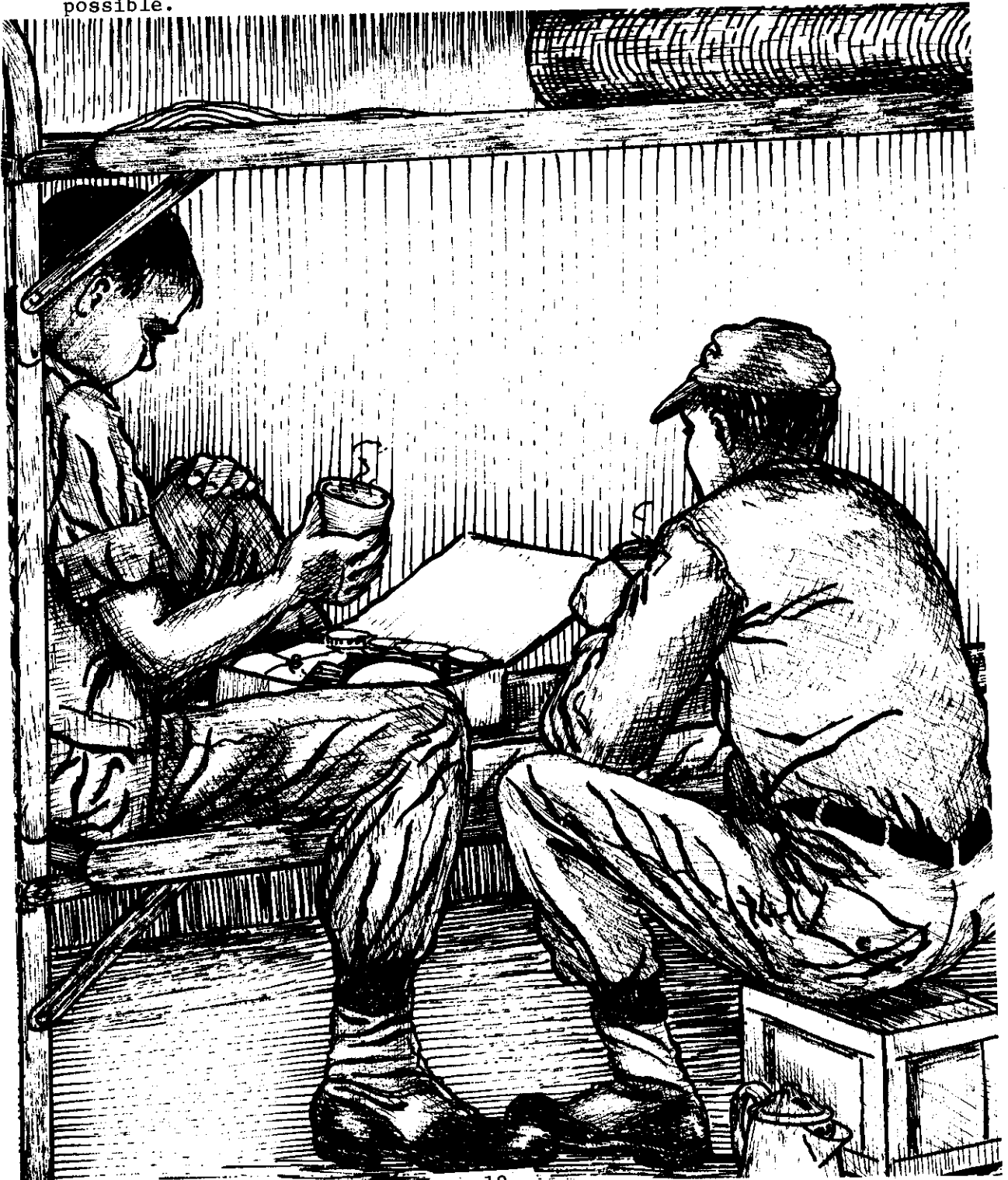
3f. TACT is the ability to deal with subordinates and superiors in an appropriate manner without giving offense.

A leader is basically a psychologist. He must have knowledge and understanding of human nature and a consideration for the feelings of others. The dignity of an individual must not be violated if you expect to get obedience, confidence and loyal cooperation. Basically, tact is the common sense approach of when and how to make comments.



3g. UNSELFISHNESS is the avoidance of caring for or providing for ones own comfort and advantages at the expense of others.

The unselfish leader is one who does not take advantage of a situation for personal pleasure, personal gain, or personal safety at the expense of the unit. If the unit is commended for some outstanding work, credit for the achievement should be passed along to the subordinates who made it possible.



3h. Fill in the blanks below with the appropriate trait.

1. A leader who is always fair and impartial in exercising his command best describes the trait justice.
2. A leader who acts in the absence of orders in seeing that something needs to be done and doing it best describes the trait initiative.
3. A leader who demonstrates truthfulness, honesty, and sound moral principle is one who exhibits the trait integrity.
4. A leader who places the welfare of the men before himself, commends those for outstanding work, and takes responsibility for his failures is one who exhibits the trait unselfishness.
5. A leader who can take a problem, analyze it, draw a conclusion and announce it with authority in a way that no person misunderstands its contents is one who best exhibits the trait quasiness.
6. The leader who has the ability to deal with men in such a way so as to not offend their human dignity is one who exhibits the trait tact.
7. The leader who is a shining example of appearance and deportment and is a guide to what is right or wrong is one who demonstrates the trait Bearing.

Bearing
Courage
Decisiveness
Dependability
Endurance
Enthusiasm
Initiative
Integrity
Judgement
Justice
Knowledge
Loyalty
Tact
Unselfishness



Answers to 3h are as follows: 1. Justice, 2. Initiative, 3. Integrity, 4. Unselfishness, 5. Decisiveness, 6. Tact, 7. Bearing

4. Rules set up as guidelines for the selection of appropriate actions and orders are called Leadership Principles. These principles are closely related to the traits that were discussed. For example, without the trait, knowledge, we could not apply the principle of "Be Technically and Tactically Proficient". These principles or rules have stood the test of time and a leader who disregards them is risking failure.

4a. BE TECHNICALLY AND TACTICALLY PROFICIENT.

A leader who knows his job thoroughly and possesses a wide field of knowledge is considered to be technically and tactically proficient.

He should be tactically qualified in the field of combat operations and understand the technical aspects of the operation of his command. Nothing will gain respect more from both senior and subordinates than an individual who knows his job.



4b. KNOW YOURSELF AND SEEK SELF-IMPROVEMENT

It is the duty of every leader to evaluate himself and to recognize his strengths and weaknesses. An individual must know his capabilities and limitations if he expects to become a good leader. A good leader will capitalize on his strong traits and at the same time improve on his weak points. Do not hesitate to solicit the advice of capable leaders.

4c. KNOW YOUR MEN AND LOOK OUT FOR THEIR WELFARE

Make it your duty to know the men in your command. Become personally acquainted with them and recognize their individual differences. By doing so, the leader will have a better understanding of how his subordinates react and function under various conditions. He will be able to employ them more effectively. By looking out for the welfare of his men, the leader wins their confidence, respect and cooperation. If a leader neglects the welfare of his men, he forfeits trust and confidence. Looking out for their welfare does not mean USO shows, three-day passes, etc. It means while rendering the best training possible that you ensure that the men's basic physical, social and even spiritual needs are attended to fairly and with noticeable interest.





4d. KEEP YOUR MEN INFORMED

Let your men know what is going on at all times. The more informed the soldier is, the better he can go about his mission making full use of his initiative. Lack of information is one of the greatest causes of panic in a combat zone. Tell your men everything that security permits.

4e. SET THE EXAMPLE

A leader must always set the example. The attitude men have toward a task is gained from the leader's attitude toward that task. Men look toward their leader for patterns of conduct. The leader sets the standards for command. He cannot ask men to do something he cannot or will not do.





4f. ENSURE THAT THE TASK IS UNDERSTOOD, SUPERVISED AND ACCOMPLISHED

The leader must give clear, concise orders that cannot be misunderstood. By proper supervision, he must ensure that those orders are properly executed.



4g. TRAIN YOUR MEN AS A TEAM

Teamwork is the key to successful operations. It starts with the lowest element and carries through to the largest organization. Each part of the team must understand where it fits in the common effort.



4h. MAKE SOUND AND TIMELY DECISIONS

The ability to make a quick estimate of the situation and arrive at a sound decision is essential to a leader. He must be able to reason logically, act promptly, and not hesitate in his decision under the most trying conditions.



41. DEVELOP A SENSE OF RESPONSIBILITY AMONG SUBORDINATES

A leader develops responsibility among his subordinates by delegating authority and adhering to the chain of command. When a leader delegates authority, he is encouraging the subordinates to use initiative and should rarely interfere except for correcting a mistake. Operating through the chain of command by both the leader and subordinate develops trust and mutual cooperation in accomplishing the mission.

4j. EMPLOY YOUR COMMAND IN ACCORDANCE WITH ITS CAPABILITIES

To employ his command properly, the leader must have a thorough knowledge of the tactical and administrative capabilities and limitations of his command. The leader must assign objectives to his unit that are within its capabilities. If he does not do this, repeated failures will cause loss of confidence which in turn destroys efficiency and brings about a collapse of morale and esprit de corps. However, when the situation demands, men must be pushed beyond their considered capabilities in order to achieve a quick victory or avoid a costly defeat.





4k. SEEK RESPONSIBILITY AND TAKE RESPONSIBILITY FOR YOUR ACTIONS

A leader is responsible for all his unit does or fails to do. A good leader recognizes and acknowledges this responsibility at all time. Any effort to evade this responsibility destroys the loyalty and respect that must exist between the leader and his subordinates.

4L. Complete the following by filling in the blank with the correct principle.

1. A leader can best prevent panic in a combat zone by C.
 2. A leader who knows his job thoroughly and possesses a wide field of knowledge is one who is A.
 3. Repeated failures by his unit can be prevented by the leader if he G.
 4. A leader who delegates authority and adheres to the chain of command is one who uses the principle F.
 5. The leader who will not ask his men to do something that he cannot and will not do is one who is guided by the principle D.
- A. Technically and tactically proficient.
 - B. Train your men as a team.
 - C. Keep your men informed.
 - D. Set the example.
 - E. Know your men and look out for their welfare.
 - F. Develop a sense of responsibility among your subordinates.
 - G. Employ your command within its capability.
 - H. Seek responsibility and take responsibility for your actions.

CONTINUE TO THE SELF EVALUATION EXERCISE

LEADERSHIP PART I
SELF EVALUATION EXERCISE

1. "The art of influencing and directing men in such a way as to obtain their willing obedience, confidence, respect and loyal cooperation in order to accomplish the missions" best describes which of the following terms?
 - ☒ a. Military Leadership
 - b. Leadership Principle
 - c. Leadership Traits

2. While making a routine inspection of his motor pool, the warrant officer sees a mechanic is having trouble repairing a flat tire. "Private, what the devil is the matter with you. Are you so stupid that you can't even repair a flat? You must be the dumbest private in the Army. You get your rear up to my office and wait for me. I'll have a few choice words to say to you."

From this situation, which one of the following traits did this officer fail to use?

- a. Knowledge
 - ☒ b. Tact
 - c. Judgement
 - d. Justice

3. As a section leader of an armed helicopter platoon, you have been checking the armament system on your helicopter when you notice that the ammo feed chute is rusty. You know that the ammo will not feed properly and that the chute should be replaced. After obtaining a new chute and with the aid of your aircraft gunner, the rusty chute was replaced with the new one. The section leader seeing that the chute needed replacement and replacing it with a new one reflects which one of the following traits?
 - a. Tact
 - b. Courage
 - ☒ c. Initiative
 - d. Loyalty

Answers to 4L are as follows:

1. c
2. a
3. g
4. f
5. d

4. During a troop information class on vehicle safety and post driving regulations, WO _____ emphasized the importance of obeying speed limits and coming to full stop at stop signs. Three days following the class, WO _____ received a DR (Delinquent Report) for running a stop sign.

Which of the following leadership principles did he violate?

- a. Technically and Tactically Proficient
 - b. Keeping the men informed
 - ☒ c. Setting the example
 - d. Know yourself and seek improvement
5. In the following situation, WO _____ has been assigned the task of leading a flight of five helicopters on a resupply mission. While enroute with the supplies, the copilot asks the pilot, "Do you know where the landing zone is and did they give you a briefing on the situation?" "I have the coordinates and I thought the briefing wasn't necessary," replied the WO. "I can't plot the coordinates. This map is just a mass of lines and colors to me. You find the location and direct me there." After locating the landing zone, the copilot says, "I think we should have the ground commander throw smoke so we can see which way the wind is from." "No sweat," says the WO. "These babies can land up or down wind." "But the ships are all heavily loaded," insisted the copilot. "Look, just watch me and you'll learn something about flying," as the WO smiled. As the flight was approaching the landing zone, the copilot yelled, "You better slow up; I think the wind is on our tail. You're still too fast; take her around." CRASH!

All lives were lost in this situation. Which principle and combination of traits did this individual fail to exhibit which could have prevented this accident?

- ☒ a. Technically and tactically proficient; knowledge and judgement
- b. Know yourself and seek self-improvement; bearing and courage
- c. Technically and tactically proficient; endurance and decisiveness
- d. Know yourself and seek self-improvement; judgement and enthusiasm

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ANSWERS TO SELF EVALUATION EXERCISE

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