

PROGRAMED TEXT

LEADERSHIP
PART IIA



DECEMBER 1967

UNITED STATES ARMY
PRIMARY HELICOPTER SCHOOL
FORT WOLTERS, TEXAS

PROGRAMED TEXT

PROGRAM TEXT**FILE NO:****PROGRAM TITLE**

Leadership IIA

POI SCOPE: This program teaches the student the responsibilities of a leader.

INSTRUCTOR REFERENCES:

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

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PREFACE

This is the second period of leadership. This period will be devoted to showing you some of the responsibilities of a leader. These responsibilities result from the basic human needs found in all people.

We are now entering the heart of leadership and rather than committing any lists or phrases to memory you should begin to understand how the different traits and methods of an effective leader are employed in various situations.

This phase will deal with situations and require you to recognize what techniques the leader is using.

Start with frame 1 and work each frame in succession. Each frame will usually ask you a question. The correct answer is printed on the top of the next frame. If you were incorrect, turn back and restudy the information before continuing on to the next frame. When you have finished the text, complete the self evaluation exercise. Now begin by studying the performance objectives on page 1.

PERFORMANCE OBJECTIVES

Upon completion of this program you will be able to:

1. Name the two basic responsibilities of a leader.
2. Identify the basic human needs of the individual.

FRAME 1

In studying the art of leadership, attention must be given to human behavior. The roots of human behavior lie in meeting basic human needs. These needs are broken down into two categories; physical (medically referred as physiological needs) and learned (medically referred as psychological needs). Physical needs are the same for everyone, and consists of food, drink, clothing and shelter. This could be referred to as animal instinct or ingredients necessary for survival.

A new unit commander visits the airfield where he will bring his unit. His first priorities are establishing living quarters for his unit, setting up and operating a mess hall and providing adequate latrine and shower facilities. He knows these things are necessary before he can start the unit in performing its mission.

The basic human needs that are the same for all people and cover such items as food, clothing and shelter are considered physiological needs.

physical

TURN TO FRAME 2 PAGE 4

Answer: Learned needs

FRAME 3

A good leader starts off by insuring that the men under his command are provided with the physical needs required such as a place to live, proper meals and clothing and the equipment necessary for good personal hygiene. As soon as this is accomplished he next looks to their learned needs such as insuring their security and providing a method of recognition for those who are performing well. This leader in acting in this manner is fulfilling what area of leadership?

- a. Looking after the welfare of the men.
- b. Keeping the men informed.
- c. Meeting the basic human needs.
- d. Training the men as a team.

TURN TO FRAME 4 PAGE 5

Answer: Physical

FRAME 2

The second type of basic human need is a learned need and concerns a man's relationship with other men. Examples of the learned needs are security, social approval and recognition. The importance of these needs vary from individual to individual.

A unit leader in an airmobile company tries to meet these learned needs in several different ways. He insures that his unit receives and issues all available survival equipment; does everything possible to increase the physical security of his unit area. He monitors the awards and decorations program to see that the men of the unit receive just recognition for outstanding performance.

Needs that deal with the interrelationship of people and may vary from person to person are called:

- a. Basic needs
- b. Human needs
- c. Learned needs
- d. Physical needs

STOP FRAME 3 PAGE 3

Answer: Meeting the basic human needs.

FRAME 4

A leader has two major responsibilities, the first of which is accomplishing the mission. The second responsibility is looking out for the welfare of the men. These two responsibilities bear equal importance in most situations. When there is a conflict between the two, the mission must take precedence.

As a maintenance warrant officer in an assault helicopter company in Vietnam WO KEYS is informed that three days hence the company must provide all the aircraft possible for a big operation. This will require the maintenance people working day and night for the next three days to get all your ships flyable. Mr. KEYS is faced with a conflict between accomplishing the mission and the welfare of the men in that he will be requiring many extra hours of work from them during a short period of time. He handled the problem in the following manner: The maintenance people were called together and told about the upcoming mission and what would be required of them to accomplish it. Prior to briefing his men he had talked with the company commander about the heavy work load and was able to secure some extra men from the support maintenance company to lend a hand, plus he planned to give his men some extra time off as soon as they had accomplished their mission of getting the downed aircraft flyable.

In a case where accomplishing the assigned mission is going to conflict with the men's welfare, the leader must place the welfare of the troops first.

True or False

CONTINUE TO THE SELF EVALUATION EXERCISE

LEADERSHIP PART IIA

SELF EVALUATION EXERCISE

Considering the two basic responsibilities of a leader, what priority would you assign the following as the leader of a unit when a conflict occurs between the four responsibilities because of battle conditions?

Priority 1, 2, 3, 4

1. 3 Obtaining beer and mail for the troops. 3
2. 1 Brief pilots and crews on mission. 1
3. 2 Setting up tents and cots. 2
4. 4 Issuing passes for Rest and Recuperation. 4

Match the following examples with the proper need.

5. b The troops have not eaten for 24 hours. b
 6. a Man relationship with other men. a
 7. b The CO provides a place to live, meals, clothing, equipment and facilities for personal hygiene. b
- a. Learned needs
b. Physical needs

8. WO _____ is told that he will be flight leader for a seven day resupply mission. The mission will require living at a small ARVN outpost 50 miles away from the home airfield and calls for two aircraft per day each day. In preparing for this operation the flight leader decides to take three aircraft and crews. In the third aircraft, which is a spare ship, he will take some spare parts, hydraulic fluid, extra ammo, a mechanic, general purpose tents and cots. The flight leader further arranges for an aircraft from his unit to stop by every other day and drop the mail and some beer and soda. From reading the above situation it is obvious that this warrant officer has given prime consideration to which of the leader's responsibilities?

- ~~a. Preparation and supervision~~
- ~~b. Morale and discipline~~
- ~~c. Mission and welfare of the men~~
- d. Basic human needs

Answer to Frame 4: False

9. In moving into a new airfield built in Vietnam, the unit commander first is concerned with getting his troops under cover, be it tents or quonset huts, arranging for meals, and providing shower and latrine facilities. Once the unit is settled and operating, then attention can be turned to such areas as improving the physical security of the unit area, setting up some recreational facilities and starting a program for awards and decorations. The commander has, by his actions, taken into consideration:

- a. Making timely decisions
- b. The physical and moral courage of the men
- c. The goals and standards he set
- d. The basic human needs

INTENTIONALLY LEFT BLANK

