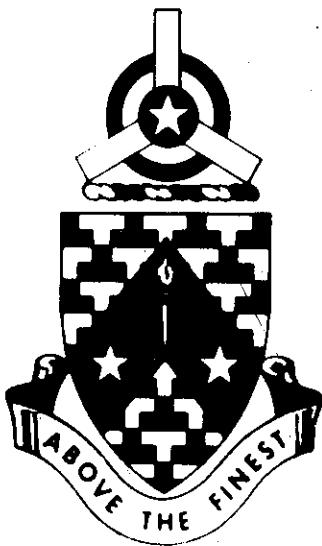


PROGRAMMED TEXT

LEADERSHIP
PART IIB



DECEMBER 1967

UNITED STATES ARMY
PRIMARY HELICOPTER SCHOOL
FORT WOLTERS, TEXAS

PROGRAMMED TEXT

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

Leadership IIB

POI SCOPE: This program will teach the student the four indications of leadership.

INSTRUCTOR REFERENCES:

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

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PREFACE

This program text will present the four basic indications of leadership. By using these four indicators, you will be able to evaluate your leadership potential.

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. Identify the four indications of leadership by which you can determine the effectiveness of leader and the unit.
2. Identify factors by which you can evaluate each of the four indications of leadership.
3. Identify specific steps that will develop each of the four indications of leadership.
4. Identify the value of each of the four indications of leadership.

FRAME 1

The four indications of leadership are...

MORALE
DISCIPLINE
ESPRIT DE CORPS
PROFICIENCY

These indications provide you, the leader, with a method of measuring the success or failure in the exercise of military leadership. Your evaluation should be continuous and it will assist you in determining whether your unit is effective and able to accomplish its assigned missions.

All four indications of leadership contribute to the effectiveness of a unit and are, to some extent, interdependent. For example, a low delinquency rate might well indicate not only good discipline but high morale and esprit de corps. Certain factors may have an effect on more than one indication. All indications are of equal importance and the absence or lessening of one could adversely affect or destroy the others.

TURN TO FRAME 2 PAGE 4.

Answer: c. Discipline

FRAME 9

There are many values of discipline. Some of them are:

1. Immediate positive response to orders
2. Helps overcome the shock of battle
3. Face difficult situations without faltering

When achieved in a unit it is an attitude that keeps individuals doing what they are supposed to do and as they are supposed to do it through strong interconvictions.

FRAME 2

The first indication of leadership is MORALE. Morale is defined as the individual's state of mind.

Morale depends upon an individual's attitude toward everything that affects him: his fellow soldiers, his leaders, army life in general and other things which seem important to him. Morale is closely related to the satisfying of man's basic human needs. High morale is a positive state of mind which gives the soldier a feeling of confidence and well being that enables him to face hardship with courage, endurance and determination.

The following statement is (circle the correct word) True - False

If the training, administering and employment of a unit is conducted to assist in satisfying the man's basic needs, high morale will be developed.

The third indication of leadership is ESPRIT DE CORPS. Esprit de corps is the loyalty to, pride in, and enthusiasm for the unit shown by its members. It implies devotion to the unit, acceptance of responsibility by individuals and ~~Zealous~~ regard for the honor of the unit.

It is the common spirit reflected by all members of a unit and provides group solidarity. It implies loyalty and a close identification with the unit and all for which it stands and a deep regard for the unit's history, traditions and honor.

Esprit de corps depends on the satisfaction the members get from belonging to a unit, their attitudes toward other members of the unit and confidence in their leaders.

Pride in your unit, a high regard for its honor and a close identification with its members are examples of:

- a. Discipline
- b. Unit proficiency
- c. Esprit de corps
- d. Morale

The value of Esprit de Corps is that it gives the individual the added will to fight and win in spite of the odds.

Answer: True

FRAME 3

The status of morale does not remain the same; rather, it is constantly changing. You can measure morale by close observation of your men in their daily activities; by inspections, by formal and informal interviews and by evaluation of operational reports. Some of the factors to be considered in evaluating the status of MORALE in a unit are:

1. Appearance and personal conduct
2. Standards of military courtesy
3. Personal hygiene
4. Use of recreational facilities
5. Excessive quarreling
6. Harmful or irresponsible rumors
7. Conditions of mess and quarters
8. Care of equipment
9. Response to orders and directions
10. Motivation during training

Administrative reports concerning the status of personnel, when properly evaluated, aid in measuring morale. Particularly valuable are reports which concern:

1. Arrests, military or civil
2. Damage to, or loss of equipment through carelessness
3. Family problems
4. Indebtedness
5. Malingering
6. Men absent without leave and deserters
7. Requests for transfer
8. Self-inflicted wounds
9. Sick call rate
10. Stragglers
11. Reenlistment rates

You as a leader, can evaluate your unit's morale by:

- a. Observation of the men
- b. Inspections
- c. Appearance and personal conduct
- d. All of the above

Answer: c. Esprit de corps

FRAME 11

Some of the factors to be considered in evaluating esprit de corps in a unit are...

1. Expressions from the men showing enthusiasm for and pride in their unit
2. A good reputation among other units
3. A strong competitive spirit
4. Willing participation by the members in unit activities
5. Pride in the traditions and history of the unit
6. Readiness on the part of the men to help one another
7. The belief that their unit is better than any other unit in the Army
8. High reenlistment rate in the unit

To evaluate the esprit de corps in your unit you would determine if you have:

- a. Strong competitive spirit and a good reputation among other units
- b. Enables the individual to face hardships
- c. Cross training and realistic training exercises
- d. Make the men feel that they are an essential part of the unit

Answer: d. All of the above

FRAME 4

After you have determined the status of the morale within your unit, you must know how to develop it to a high degree. The following are some specific steps that will develop morale:

1. Teach belief in the cause and mission.
2. Instill in your men confidence in themselves, their leaders, their training and their equipment.
3. Insure job satisfaction by carefully considering job assignments.
4. Keep your men aware of your concern and the Army's interest in their welfare.
5. Establish an effective rewards program.
6. Make the men feel they are essential parts of the unit.

Teaching belief in the cause and instilling confidence in themselves make the men feel that they are an essential part of the unit.

a. True
b. False

Answer: a. Strong competitive spirit and a good reputation among other units.

FRAME 12

After you have determined how the esprit de corps is within your unit, you must now develop it to a high degree. The following are some specific steps that will develop esprit de corps:

1. Start newly assigned men off right by a reception program including an explanation of the unit's history, traditions and present role.
2. Develop the feeling that the unit must excel.
3. Recognize achievements of the unit and its members and insure that they are properly publicized.
4. Make use of ceremonies, symbols, slogans and military music.
5. Use competition to develop teamwork.
6. Make proper use of decorations and awards.

The value of esprit de corps is:

- a. Devotion to duty
- b. Discipline
- c. The will to fight and win
- d. Face hardships with courage

Answer: a. True

FRAME 5

The development of morale to a high degree gives the individual an added advantage. This is called the value of high morale. It enables a man to face hardships with:

1. Courage to sustain battle
2. Endurance to continue through adverse conditions
3. Determination not to quit

Courage, endurance and determination are the values of an indication. Which one of the appropriate indications of leadership does this denote?

- a. Discipline
- b. Morale
- c. Esprit de Corps
- d. Proficiency

Answer: c. The will to fight and win

FRAME 13

The fourth indication of leadership is PROFICIENCY. Proficiency is the technical, tactical and physical ability of the individual and the unit to perform the job or mission.

Unit proficiency is the sum of the skills of all the individuals in the unit, welded together by the leader into a smooth functioning team. Your unit will attain proficiency when you demand high standards of individual and group performance. Proficiency results largely from training; therefore, as a leader, supervision of training should take much of your time. This is one of the most reliable methods of judging the proficiency of individuals and of the unit.

In which of the following situations would you necessarily use proficiency?

- a. Flying an observation helicopter
- b. Planning an air escort mission with gunships
- c. Making a decision on mission GO or NO-GO
- d. Both a and b

Answer: b. Morale

FRAME 6

The second indication of leadership is DISCIPLINE. Discipline is the individual or group attitude that insures prompt obedience to orders and the initiation of appropriate action in the absence of orders.

Since success in combat frequently depends upon the units' or individuals' immediate, positive response to orders, discipline demanded in a military organization is of necessity more exacting than discipline in other walks of life. Before a soldier can respond willingly and intelligently, he must have the ability to carry out orders, plus confidence in his superiors. Discipline is a state of mind that produces a readiness for willing obedience and appropriate conduct and is the result of effective training and intelligent leadership.

Good discipline in a unit is shown when the individuals

- a. do their job only when their section sergeant is around.
- b. take action, when required, without orders.
- c. wait to be told what to do.
- d. do only what commissioned officers tell them.

Answers: d. - Both a and b

FRAME 14

Some of the factors to be considered in evaluating proficiency in a unit are:

1. Personal appearance and physical condition of the men
2. Appearance and condition of weapons, equipment and unit dress
3. Reaction time of the unit under various situations and conditions
4. Professional attitude demonstrated by the unit and its members
5. Troop leading ability of junior leaders
6. Promptness and accuracy in disseminating orders, instructions and information
7. Degree of skill demonstrated when accomplishing tasks
8. Technical and tactical skill

Answer: b. take action, when required, without orders.

FRAME 7

Some of the factors to be considered in evaluating the status of discipline in a unit are:

1. Attention to details
2. Harmonious relations between units and individuals
3. Devotion to duty
4. Proper senior-subordinate relationships
5. Proper conduct of individuals on and off duty
6. Standards of cleanliness, dress and military courtesy
7. Promptness in responding to commands and directives
8. Adherence to the chain of command

The company commander walks into a briefing room and the command, "Attention", is given. Immediately everyone in the room comes to the position of attention. What factor is this an example of?

- a. Attention to details
- b. Devotion to duty
- c. Proper conduct of individuals on and off duty
- d. Proper senior-subordinate relationships

After you have determined the level of proficiency is within your unit, you must now develop it to a high degree. The following are some specific steps that will develop proficiency:

1. Thoroughly train your men in their individual duties.
2. Emphasize teamwork through the chain of command.
3. Establish a sound physical conditioning program.
4. Provide for cross-training.
5. Participate in realistic training exercises.
6. Provide as many individuals as possible with frequent opportunities to perform duties of the next higher echelon.
7. Insure by inspections and training tests that your command is being developed in accordance with training programs and doctrine prescribed by higher authority.
8. Set high standards of performance and insist they be met.

The development of proficiency to a high degree gives the individual an added benefit. The value of proficiency is that it enables the individual to give a superior performance.

Answer: d. Proper senior-subordinate relationships

FRAME 8

After you have determined the state of discipline within your unit, you must know how to develop it. The following are some specific steps that will develop discipline:

1. Demonstrate discipline by your own conduct and example.
2. Institute a fair and impartial system for punishment and an equitable distribution of privileges.
3. Strive for mutual confidence and respect through training.

By setting the example, you as a leader strive for mutual confidence and respect through training, these steps will develop:

- a. Respect
- b. Good manners
- c. Discipline
- d. Morale

STOP. TURN TO FRAME 9 PAGE 3.

LEADERSHIP Part IIB
SELF EVALUATION EXERCISE

1. As a leader, it is your continuing responsibility to check on the effectiveness of your unit. You have available to you some indicators with which you can measure a unit's performance. What are the four indications of leadership?

- (a) Tact, knowledge, justice and integrity
- (b)** Morale, discipline, esprit de corps and proficiency
- c. Discipline, esprit de corps, proficiency and loyalty
- d. Morale, discipline, proficiency and knowledge

Complete the following by matching the correct evaluating factors to the appropriate indication of leadership.

- 2. Morale **c**
- 3. Discipline **d**
- 4. Esprit de corps **a**
- 5. Proficiency **b**

- 4a. Strong, competitive spirit and a good reputation among other units
- 5b. Degree of skill demonstrated when accomplishing tasks
- 2c. Appearance and personal conduct
- 3d. Promptness in responding to commands and directives

Complete the following by matching the developmental steps to the appropriate indication of leadership.

- 6. Morale **b**
- X** 7. Discipline **k c**
- 8. Esprit de corps **d**
- X** 9. Proficiency **k a**

- 9a. Cross-training and realistic training exercises
- 6b. Make the men feel that they are an essential part of the unit
- 7c. Strive for mutual confidence and respect through training
- 8d. Develop the feeling that the unit must excel; use competition to develop teamwork

Complete the following by matching the value of the indication to the appropriate indications of leadership.

- 10. Morale **b**
- 11. Discipline **a**
- 12. Esprit de corps **d**
- 13. Proficiency **c**

- 11a. Immediate positive response to orders
- 10b. Enables the individual to face hardships with courage and determination
- 13c. Enables the men to give a superior performance
- 12d. Gives the men the will to fight and win

INTENTIONALLY LEFT BLANK

ANSWERS TO SELF EVALUATION EXERCISE

1. b
2. c
3. d
4. a
5. b
6. b
7. c
8. d
9. a
10. b
11. a
12. d
13. c