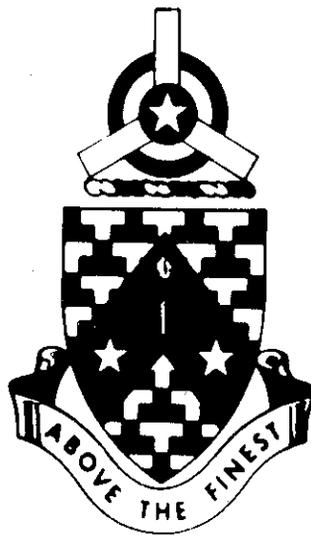


PROGRAMED TEXT

LEADERSHIP PART VII



JANUARY 1968

UNITED STATES ARMY
PRIMARY HELICOPTER SCHOOL
FORT WOLTERS, TEXAS

PROGRAMED TEXT

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

Leadership VII

POI SCOPE: This program teaches the student a proper officer, NCO relationship.

INSTRUCTOR REFERENCES:

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

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PREFACE

In approximately nine months most of you are going to make a great transition - from enlisted man to warrant officer. This is no small change and yet, one that must be made smoothly, quickly, and decisively.

You will have crossed a line - an intangible line which separates the Officer Corps from those of enlisted status. This "line" is not easily defined. It certainly does not imply that an officer or warrant officer is any better than an enlisted man - indeed there are certain privileges conferred to an officer, but there are also many more responsibilities that he must assume concerning the welfare of his subordinates.

Some of you have been NCOs. You may ask, "Do I have to leave my old NCO friends when I become a warrant officer?" "What do I do if I meet old SGT Jones, my former squad leader, downtown someday?"

The context of this material will discuss these and other situations that may arise and cause you difficulty as a new warrant officer.

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. List three (3) possible problem areas with officer and NCO relationships.
2. Identify the results of these problem areas if not handled correctly.
3. List two possible problem areas with warrant officer - commissioned officer relationships and determine the correct solution to both areas.

FRAME 1

There are three possible problem areas with officer and NCO relationships. These problem areas are:

- a. Addressing subordinates on a first name basis.
- b. Enforcing a social commitment between officers and NCOs.
- c. Sports and hobbies

Addressing your subordinates and NCOs on a first name basis is unwise because "familiarity tends to breed contempt".

Familiarity is friendly closeness and contempt is the feeling of one who views something with scorn. A close relationship including first names with your subordinates can develop a feeling of contempt, an air of total informality and a lack of discipline within your unit. Address your NCOs and subordinates by their proper titles, such as Sergeant Brown, and this problem will never arise.

The crew chief on a UH-1D helicopter is a staff sergeant (E-6) and the pilot, who has been flying the same helicopter every day for three months, is a warrant officer.

Should the:

- a. Warrant officer address the NCO by his last name only?
- b. NCO address the warrant by last name only?
- c. Both of them address each other by their proper rank and last name?
- d. Both address each other by first names only?

TURN TO PAGE 4 FOR FRAME 2.

Answer: d. A feeling of resentment may result.

FRAME 3

Frequent participation in common hobbies or sports with one of your NCOs can cause trouble. The following problems could result:

- a. Other NCOs will believe favoritism is being shown.
- b. May cause resentment when necessary to give orders to "fishing pal".

There are many cases when officers may have common interests in sports or hobbies with NCOs. Problems will definitely arise out of situations in which an officer is a constant companion of an NCO. Other NCOs within your section or platoon will believe that favoritism is being shown. The best way to eliminate these problems is to participate in organized athletics. This way, the spread of attention is directed to all and not just one individual.

List the two possible problems that may arise when you participate in a sport or hobby with one of your NCOs.

1. *favoritism is shown*
2. *resentments result*

TURN TO PAGE 5 FOR FRAME 4.

Answer: c Both of them address each other by their proper rank and last name.

FRAME 2

There is no social commitment between officers and NCOs. If this is forced, a feeling of resentment may result.

A good general rule to follow is to attend an NCO party, if invited, and only stay as long as you think necessary. This is normally thirty minutes to an hour. If you arbitrarily go to NCO clubs and drink with certain NCOs there will be a definite feeling of resentment among the others.

The reason why officers do not patronize NCO clubs and visa-versa is:

- a. Officer wives wear better clothes than NCO wives.
- b. NCO wives are prettier than officer wives.
- c. Their social activities differ.
- d. A feeling of resentment may result.

TURN TO PAGE 3 FOR FRAME 3.

- Answer: 1. May think favoritism is being shown
2. May cause resentment
-

FRAME 4

The relationship between the warrant officer and commissioned officers is broken down into two areas of consideration. These are:

1. Duty
 - a. Many times duty will be side-by-side, especially in aviation.
 - b. All commissioned officers rank all warrant officers.
 - c. Common sense prevents trouble.
 - d. In many instances, warrant officers find themselves with all of the responsibilities of a commissioned officer.

2. Social

Warrant officers have the same social obligations as do commissioned officers. Commissioned officers rank all warrant officers. You should pay proper respect to your superiors at all times. This is the common sense approach which will prevent any trouble from arising. True, you will be working and flying side-by-side in many instances and share hardships, but this does not justify a close buddy relationship on a first name basis. Pay proper respect at all times and the need for a reprimand or public counseling will never occur.

True or False (Circle correct letter)

- T F Warrant officers do not have the same social obligations as do commissioned officers because they are inferior in rank.

CONTINUE TO THE SELF EVALUATION EXERCISE.

LEADERSHIP PART VII

SELF EVALUATION EXERCISE

1. In a close working relationship officers should not address NCOs and subordinates by their first names because:
 - a. he has too many to remember.
 - b. it creates an informal atmosphere.
 - c. familiarity tends to breed contempt.
 - d. of difference in cultural interests.

2. It is unwise to participate in common hobbies or sports with one of your NCOs. What is the recommended method to eliminate the ill-feeling that may result?
 - a. Spread the wealth. Go fishing with a different NCO every week.
 - b. Through organized athletics.
 - c. Don't participate in any sports, hobbies or organized athletics.
 - d. None of the above

3. What are the two possible problem areas with warrant officer-commissioned officer relationships and the solution to these problems?
 - a. Duty and Social. Do not socialize with your superiors.
 - b. Social and Working. Use your personality to sway your superiors.
 - c. Social and Duty. Pay proper respect to your superiors only at work.
 - d. Duty and Social. Pay proper respect to your superiors at all times.

THE EVALUATION EXERCISE

ANSWERS TO SELF EVALUATION EXERCISE

- 1. c
- 2. b
- 3. d

It is unwise to participate in events which are held in your spare time. What is the recommended period of absence from work?

It is unwise to participate in events which are held in your spare time. What is the recommended period of absence from work?

Don't participate in any sports, hobbies or organized activities. Through organized activities. Spread the wealth. Do nothing with a different 500 every week. All-seeing that way results.

What are the two possible problem areas in the way you relate to your superior officer relationships and the solution to these problems?

- a. Duty and Social. Do not establish with your superiors.
- b. Social and Military. Do not establish with your superiors.
- c. Social and Duty. Do not establish with your superiors only at work.
- d. Duty and Social. Do not establish with your superiors at all times.