

and, finally and mostly, it depends on how well and how much the muscles and nerves have practiced together.

In the least complex and most humble of all the kinds of fighting companies in our Army today, there are 169 men. For each of these men, there are 66 items of clothing and equipment that belong to him. There are 20 more items of clothing and equipment that the company gives to each man. And the company itself has 866 more major items of equipment and weapons that the 169 men use when the whole thing fights. That's a hell of a lot of items. And most of these items that belong to the company serve one purpose — delivering steel.

Now, if the thing is to do what it's

supposed to do on the battlefield — fight and win — then it needs to know how to use all of those weapons and items of equipment efficiently and effectively. How well it does this depends greatly on how much skill the unit has. If the unit is fully trained and ready to fight, it knows about 1,500 different kinds of individual skills. And it can combine these individual skills into 500 more packages of skill that are used by the company's squads and platoons, and by the company itself. That's 2,000 different skills. Soldiers and teams use all these skills to put all those weapons and equipment to work, to fight, to win.

All these numbers tell you how complicated that thing is on the in-

side, and why it is so deadly. And it is you, the leaders of the unit, who organize and coordinate the whole, complex, deadly thing that we soldiers call *The Company*.

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Lessons in Leadership



CAPTAIN HAROLD E. RAUGH, JR.

The greatest challenge that faces today's company grade Infantry officers is that of molding their platoons and companies into cohesive, combat-ready organizations. The leadership training they receive in their pre-commissioning programs, as well as in their basic and advanced courses, does offer them a significant amount of guidance, but when they get out of the classroom they are solely responsible for putting that training into practice and improving on it.

One of the best ways an infantryman can develop his own leadership abilities and attributes is to read about and study the experiences other junior officers had in past wars.

Toward that end, I wrote to several retired senior Army officers who had served as junior officers during World War I and asked them about their leadership experiences. I believe their answers are worthy of serious consideration. Even though the techniques and weapons of warfare have changed greatly since 1918, the points these men make demonstrate clearly that the basic military element of our Army — the individual soldier — remains the same. He will be successful, but only if he is well led.

For example, Major General William O. Reeder, United States Military Academy, 1917, served in France during World War I, but by

the time his regiment was equipped for battle, the Armistice had been signed. He writes:

I venture to say that the key to success is to have the men you lead confident of you. Of course, you must know your stuff but there is something else that wiser men than I have attempted to describe and have failed. One thing I'm certain of is that you mustn't look over your shoulder to see how you are doing.

Also a 1917 graduate of West Point, Colonel Clyde H. Morgan was promoted to first lieutenant soon after graduation and within a year

was acting commander of an artillery battalion. Colonel Morgan believes that the fundamentals of good leadership are best spelled out in the West Point motto of DUTY, HONOR, COUNTRY:

Supplementing that is the doctrine we received upon graduation to devote first care for your animals, followed by attention to your men and finally your personal comfort. Now that equitation is removed from the Army I would suggest replacing the animals with care of the weapons . . . As you climb the ladder of promotion and success you will encounter many problems, and as they occur never sell yourself short. Have confidence in your own ability knowing the solid groundwork from which you started.

Colonel Morgan also says:

Upon landing (in France, in May 1918) we had to march four miles to the so-called rest camp. With a classmate captaining another battery, we commandeered a truck and with our mess sergeant and a cook each we hastened to the camp, secured rations, and had a warm meal awaiting our men when they arrived.

This simple example, Colonel Morgan believes, earned him the confidence and support of his men.

Colonel Thomas H. Monroe, who served as a major in the 6th Infantry Division in World War I, offers these basic tenets of leadership:

- *Know your subject better than those you are teaching or commanding.*
- *Remember, you can learn from those you command.*
- *Don't play favorites; be consistent in dealing with troops.*
- *Never vacillate: that is, strict one day, easy the next. (Be tough but fair).*
- *Be loyal, both up and down. Remember, the men look to you for support and protection.*

- *Don't ask someone to do something you are not willing to do yourself.*

- *Don't use a court-martial as an instrument of command. A good commander rarely need resort to a court-martial.*

- *Keep a sense of humor.*

Colonel A. M. Weyand, as a captain, commanded the 2d Battalion, 34th Infantry Regiment, 7th Infantry in combat in World War I. He was one of many young officers who were promoted rapidly to meet the Army's wartime needs. Of those advanced promotions, he says:

Considering my class, 1916, we were second lieutenants only two weeks and were permanent captains in under a year. As I recall, we were all majors, except a few who were temporary lieutenant colonels, in under two and a half years.

An important facet of leadership, according to Colonel Weyand, is physical courage and the effect a leader's demonstrated physical courage has on his soldiers:

No commander, no matter how small the force, should forget the 'grandstand,' as no actor or professional athlete has as critical an audience as the commander has with him. When it was noised about that the Lieutenant-Colonel was on a ridge and had been fired upon at close range, the effect on the men was apparent.

Brigadier General Willis R. Slaughter, who commanded Company B, 23d Infantry in World War I, believes in the importance of morale:

From the smallest unit to the largest, it is essential to have esprit de corps, or good morale. It is emphasized in a Division or the (USMA) Corps of Cadets, but it is just as essential in the squad and platoon. For the leader, I think it boils down for him to do what he thinks is correct and hope for the best.

General Mark W. Clark served in World War I with the 11th Infantry Regiment, 5th Infantry Division, in France where he was wounded in action. He has written extensively on leadership and believes that the following characteristics are the fundamentals of leadership:

- *Confidence. If a leader does not believe in himself, no one else will.*

- *Energy. A leader must be willing to do everything he asks of his followers — and more. He must be able to work harder, concentrate longer, face the extra danger, carry the extra burden, go the extra mile.*

- *Timing. This is a combination of alertness, imagination, and foresight.*

- *Clarity. A leader must be able to reason logically, weigh alternatives, make decisions — and convey his thoughts lucidly.*

- *Tenacity. Courage, it has been said, is the capacity to hang on five minutes longer. The leader not only must have this ability himself, he must also inspire it in others.*

- *Boldness. This strong and virile characteristic is akin to courage, but more dynamic. It reveals itself in a willingness to take chances, a readiness to experiment, a soaring optimism that rejects and despises the thought of failure.*

- *Concern. Experience has taught me that men will never follow anyone unless they feel that he really cares about them and their problems.*

- *Morality. A stern code of ethics, a strong sense of personal morality, "obedience to the unenforceable" — these are qualities a leader must have at the core of his being.*

- *Faith. Above and beyond all, a leader must believe in his people as well as in the goal toward which he is leading them.*

General Clark emphasizes the need for a leader to take care of his men. He remembers telling his son, when the latter graduated from West Point in 1945, "that when he became a platoon or company commander, to take a deep interest in the personal problems of his men. Many of them have

little problems that worry them sick, having to do with families back home, etc., and the commander can usually relieve his mind."

It is apparent from these various comments that there is no set equation or magic formula that can turn a soldier into a successful leader. But an infantry officer who wants to be a leader has an obligation to learn as much as he can about the many qualities that are a part of leadership; he will be entrusted with the welfare of an invaluable and irreplaceable resource — the American soldier. And studying the leadership experiences of others, both good and bad, is one way for him to learn how to succeed at it.

In 1918, Major C. A. Bach, a member of the 7th Cavalry, addressing a group of officers at Fort Sheridan, said:

When you join your organization you will find there a willing body of men who ask from you nothing more than the qualities that will command their respect, their loyalty, and their obedience.

They are perfectly ready and eager to follow you so long as you can convince them that you have those

qualities. When the time comes that they are satisfied you do not possess them you might as well kiss yourself good-bye. Your usefulness in that organization is at an end.

That's what leadership is all about. No one has ever said it any better.



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Sustaining Battle



LIEUTENANT COLONEL BENNET S. JONES

In recent years, the United States Army has developed new tactical doctrine to meet the challenges of the 1980s, particularly in a European environment. At first, such concepts as "come as you are," "first battle," and the "ten-day war" were in vogue. Some of these new concepts arose not because they were tactically sound but because the Army did not have the forces and material to fight a major war using its past battlefield doctrine.

In fact, it has only been in the past

year or so that the Army has become comfortable with its new doctrine because many of the questions that doctrine raised have been answered by units on the ground while they were undergoing opposing forces exercises. Today, therefore, sustainability has become one of the foremost subjects for conjecture, since most U.S. military professionals now feel that they can fight and win the next battle if the necessary resources are made available in the right amount and at the right time.

Unfortunately, while the Army may have discovered the effectiveness of rapid offensive actions directed at critical locations and decision points on a battlefield, it does not seem to have done as well with such sustainment concepts as forward area maintenance, resupply, and battlefield evacuation. Sustainment on a modern battlefield simply cannot be tied to the Army's present complex administrative and logistics systems, because it takes an inordinate amount of a commander's time to purge,