

should be sprayed two or three times a day for one week and then once a day for the rest of the winter. If fissures or cracks develop, the spray should be discontinued until the feet are healed, and then should be used less frequently to control sweating.

In the winter, moisture will not only break down tissue but will also destroy the insulating properties of any boot or sock. It cannot be stressed enough that cold dry feet can be warmed but cold wet feet cannot. The feet should be massaged before and after marching to stimulate circulation and relieve the build-up of lactic acid.

Blisters should first be cleaned with betadine and allowed to dry for five minutes to kill bacteria. Then the fluid should be released from the side of the blister with a sterile needle. The fluid

should be pressed out gently leaving the surface of the skin intact to provide natural protection. Then the hole can be widened by the needle to insure that the blister fluid continues to drain. The area should be prepared with tincture of benzoin, avoiding areas of broken skin. Then a doughnut of moleskin should be applied to the intact skin around the blister. A loose covering of tape will provide extra protection.

Toe nails should be trimmed straight across and not rounded. Cutting nails too short and rounding them at the edges can result in ingrown toe nails. Long nails, on the other hand, will wear out socks. Soldiers with chronic ingrown toe nails should be measured for proper boot size.

As with any new method of doing things, there will be some resistance to the Multi-Component Boot System. The

best way to implement it is through unit-level education and experimentation down to infantry squad and team levels.

If leaders will supervise all aspects of foot care, from sizing to foot inspection, they will increase their soldiers' ability to overcome the many age-old obstacles to dismantled movement.

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Thoughts on Leadership

WILLIAM R. FREEMAN

I recently ended more than 30 years of Federal Service, and I'll miss the challenges, the good times and the bad, the locations (some great, some not so great), the people (bosses, peers, subordinates, and all the others), and most of all, I'll miss the fellowship and comradeship.

So with this in mind, I'd like to put some of my thoughts on leadership down on paper.

How many times have you been told to make a self analysis, pick out your strong points and your weak points, and then capitalize on your strong points and strive to strengthen your weak points? Probably often. But I'll wager you have rarely been told of a way to do this. Try this technique:

First, use your mind's eye to bring up a good mental picture of the person you most respect, revere, admire, or

whatever you want to call it. After you have a vivid memory of this person, take him (or her) apart, bit by bit, piece by piece, and step by step. Find out what qualities he has that puts him in this category. Whoever he is, I know him, and here are some of his qualities:

- He is selfless.
- He truly cares.
- He always seems to be there when he's most needed.
- His advice or guidance is solid, but if he, by chance, ever gives you wrong information, he will do everything possible to set you straight.
- He believes in the Golden Rule, and lives it.
- He puts himself after others.
- He gives a job his best and expects the same of everyone else.
- He trusts in human nature, even though it sometimes costs him.

• He gives of himself, although it sometimes hurts him.

• He is, either directly or indirectly, a friend.

This person we'll call Number One.

Second, do the same with the person you most despise, have the most contempt for, or whatever you want to call it. Then take him (or her) apart the same way and find out what qualities he has that puts him in this category. Again, I'm forced to say that I know him too. Here are some of his qualities:

- He is self-centered.
- He cares—for himself and his ambitions.
- He always seems to be there—when the rewards are to be handed out.
- His advice or guidance, if bad, will stand. He will not admit he can make a mistake. ("You weren't listening," or "You misunderstood.")

• He believes in the Golden Rule—when it benefits him.

• He puts himself first, foremost and always.

• He gives a job his best—if it meets his personal goals.

• He trusts in human nature—and uses it, to its last drop of blood.

• He gives of himself—when the right person is watching.

• He is a friend indeed—if he is in need.

• He will treat you and the whole world dirty, if he sees that from this he can make a personal gain.

• When asked to do something, his first question is, "What's in it for me?"

This person we'll call Number Two. In these two people, you now have solid and living examples of the strong points you are asked to capitalize on and the weak points you are asked to strengthen or change.

Next, give a detailed look at a third person. This is the one who will give you the most trouble. He's the sneakiest, sliciest, no-account, untrustworthy person you can find. His name is *Self, Ego, Me, or I*. If you look at Self in terms of the traits of your Number One and Number Two persons, you'll probably see how close to Number Two he comes.

(But let's be fair to Self. You know too much about him, deep dark things that the rest of the world has never dreamed about him. So if you, in your mind's eye, can truly get him to stand midway be-

tween Number One and Number Two, or thought to be like Number Two. All you have to do is to let yourself go and worry only about yourself and you'll be just like him. But it will take an all-out commitment and dedication to purpose to even get into the same ballpark, let alone the same game, as your Number One person.

If you're a leader, for example, remember your bosses, the thoughts you had of them, both good and bad. Well, your people are having those same thoughts of you, today. You can be as hard on them as you want to be, as long as you're hard-working, fair, above-board, and honest—and as long as you care. Fall in any one of these, and you'll lose. And once you've lost, it will be next impossible to regain what you've lost.

Yes, it's a long, hard row you must hoe, and the job will never be complete. The rewards are longer hours, harder work and, once in a great while, a pass these duties on to others. I salute you and ask only that you walk proud and tall, holding the guidon and standards high for your best. All a leader can ask for is to be respected by his people; he may never be liked, but isn't respect more important?

If you're a follower, remember that your leaders cannot satisfy *all* of your wants and needs. If they tried, they would soon be raving lunatics, and it would be you who would have to try to lead in their

place. If you give the things you expect from him—dedication, honesty, hard work, and caring—both of you will be the winners. Then, most of your needs and a lot of your wants will be met. All through history, people and nations have risen to the top only to fall—the Huns, the Ming Dynasty, and the Romans. They all had great societies and were powerful, but they all made one fatal mistake: They forgot the standards and principles that made them great, and when they did, they fell.

Our own nation was built on "We the People," not "I the Individual." In the final analysis, it will be the *teams* that will survive and make history, while the *individualists*—those who believe the individual should take precedence over the interests of the state or the society—will perish and become a mere footnote in the pages of history.

I have stood the roll calls, the standards, and the alerts. And in my mind and heart I did my job to the best of my ability. But now, the time has come for me to pass these duties on to others. I salute you and ask only that you walk proud and tall, holding the guidon and standards high for all to see.

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