

does *what* by *when*. Make them be realistic and attainable. Here, too, involve your subordinate leaders in this process.

Once you begin to implement the goals and objectives, conduct periodic follow-ups to check progress. Make mid-course adjustments in the team's direction on the basis of changing priorities. Conduct routine, scheduled follow-ups as a way to continue building your team.

Soldiers can do their best only when they know where the team is going and

what their leader expects. Effective leaders provide direction and link the soldiers' work effort toward achieving team goals and objectives.

To improve soldier performance, effective leaders capitalize on interpersonal relationships with their soldiers. Effective leaders "talk and walk" the professional Army ethos. Effective leaders have open and honest two-way communication with their soldiers. Effective leaders build soldier-team commitment that is focused on mission accomplishment. Effective leaders pro-

vide a road map that the team members can follow until they reach success.

It is a leader's moral responsibility to be as effective as possible. Combat is the ultimate test of leadership—the outcome may mean the difference between life and death for your soldiers. Effective leadership makes that difference.

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FIFTY YEARS AGO IN WORLD WAR II **September-October 1945**

The end of organized Japanese resistance in the autumn of 1945 finally brought World War II to an end. One by one, Japanese garrisons on the Pacific islands and the Asian mainland had surrendered to American and Allied commanders, ending a reign of terror whose extent would only be revealed in the years that followed. With the end of hostilities, the world could now set about the task of rebuilding cities and societies torn apart in five years of conflict.

These and other highlights of the final year of the war are drawn from Bud Hanning's monumental chronology, A Portrait of the Stars and Stripes, Volume II, still available for \$50.00 from Seniram Publishing, Inc., P.O. Box 432, Glenside, PA 19038.

- 1 September** *Allied troops now control much of the strategic terrain along the coast of Tokyo Bay.*
- 2 September** *The official and unconditional surrender of Japan occurs on the decks of the USS Missouri, in Tokyo Bay.*
- 4 September** *Brigadier General Lawson H.M. Sanderson, commanding officer of the 4th Marine Aircraft Wing, accepts the surrender of all Japanese forces on Wake Island. They had held the island since 23 December 1941.*
- 11 September** *Japanese Lieutenant Commander Hideyuki Takeda surrenders the surviving contingent of Japanese troops on Guam.*
- 24 September** *General Walter Krueger, U.S. Sixth Army commander, assumes command of all U.S. forces in Japan.*
- 2 October** *The London Conference ends with the Allies unable to agree on treaties for the Axis Powers.*
- 3 October** *In one of the first signs of things to come, a company-sized Communist force raids the Hsin Ho ammunition dump in China, stealing several cases of ammunition, most of which is later recovered by the 1st Battalion, 5th Marines.*
- 6 October** *Major General Keller E. Rockey accepts the surrender of 50,000 Japanese troops in Tientsin-Tangku, China.*
- 10 October** *Nearly 50,000 Japanese troops surrender to the 11th War Area Commander in Peiping.*
- 25 October** *The Japanese Tsingtao garrison at Shantung is officially surrendered to Major General L.C. Shepherd, U.S.M.C., and Lieutenant General Chen Paotsang of the Central Chinese Government.*