

structure for officer development, the seminar supplements it through the personal expertise of senior officers. Senior officers develop lieutenants through open discussions. Field Manual 25-101, *Battle Focused Training*, states: "The commander must continually listen to, understand, challenge, and mentor junior leaders." This relationship—and the knowledge imparted—may well pay off on a future battlefield.

A mentor can make an important dif-

ference in the development of an officer. While this effect is most pronounced among junior officers, senior officers can also benefit. The Senior Leader Seminar is a way to establish in the lieutenants' minds how mentorship works. Although mentoring may place heavy demands on senior commanders' time in infantry battalions and brigades, its result in the development of our officers could make it well worthwhile. As one Senior Mentor observed, "We must spare no expense to

make lieutenants successful, because the cost of failure is too great."

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Leadership

A Commonsense Approach

LIEUTENANT COLONEL VICTOR M. ROSELLO

Looking back on my first months of commissioned service, I still vividly remember the sense of awe and wonder that seemed to be eroding my self-confidence as that first assignment as an infantry platoon leader drew nearer. In a way, it was frustrating, because I had worked so hard to prepare myself during the officer basic course.

Of the many concerns I had during those early months, the single most important one dealt with leadership style. Some typical questions I would ask myself were:

- What kind of leader should I be?
- What type of character or personality should I demonstrate to my soldiers?
- Should I assume a role of some sort that will convey the image of a tough or benevolent leader?
- Of the people I know, which role model should I emulate? Were my ROTC (or Academy) instructors good enough role models? How about a historical figure? Would a Patton or an Eisenhower do?

For answers, I looked to the leadership instruction I had received in the basic

course, and it helped me develop a framework and some guidelines for sound and effective leadership. But how much of what you learn do you apply? Can you remember all those long lists of leadership principles, definitions, examples, attributes, qualities, things you must know, things you must do? If we could somehow distill all this knowledge or reduce it to a few easy-to-remember lines, wouldn't it be well worth the effort?

I offer here a short block of instruction that promises to help you find a leadership style that will be yours and yours alone, because it will be founded on your own talents and your own institutional concept of the ideal leader.

My approach to this instruction emphasizes brevity. Instead of reexamining the leadership principles you've already studied, I offer here a leadership concept that you can emulate in principle.

In presenting this concept, I call upon three historical figures whose writings have captured the essence of leadership. A short quote from each of them will point the way to a natural leadership style that will fit your own personality. I have

selected their quotes because they share a common factor that transcends cultural and historical boundaries. They also reinforce my philosophy and concept of leadership style. If you remember the essence of the eternal words of wisdom of these men, you will not fail:

First, a quote from British Field Marshal Bernard L. Montgomery of World War II fame, will establish the overall objective of leadership:

The first thing a young officer must do when he joins the Army is to fight a battle, and that battle is for the hearts of his men. If he wins that battle and subsequent similar ones, his men will follow him anywhere; if he loses it, he will never do any real good.

Right up front, Montgomery tells us that the new officer must somehow win his soldiers over so that, together, they can become an effective team able to accomplish any mission.

The obvious thing we must determine next is *how* to win their hearts. Chinese philosopher Sun Tzu will give us some insight:

Regard your soldiers as your children,

and they will follow you into the deepest valleys; look on them as your own beloved sons, and they will stand by you even unto death.

As new second lieutenants, you're probably wondering how useful it is to regard soldiers as children or to look on them as sons. But Sun Tzu is saying that we must provide soldiers the same degree of care and attention that parents ideally provide their children. But is this the role model we want to emulate? Are most parents the ideal leaders?

U.S. Marine Corps General John A. Lejeune clarifies this point:

The relation between officers and men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers are responsible for the physical, mental, and moral welfare, as well as the discipline and military training of the young men under their command.

These words are worth remembering, because they capture the vital essence of our business and should help you formulate your own leadership style. This is a formula for success. The whole business of leadership boils down to a basic understanding of human nature. Accept the fact that soldiers, like anyone else, generally want to do well in life. They want to excel in their profession and to be rewarded through promotions, awards, or recognition. Recognition is an important

ingredient in leadership. Soldiers want to be respected as human beings; they want to feel like part of a bigger whole—an organization that cares and satisfies their basic needs.

Following General Lejeune's idealistic parent-to-son approach requires common sense. Be firm only when you must. Punish judiciously and fairly to enforce discipline. Take time to enjoy your job by showing your human side. Show some humor when it's appropriate. Don't put on a show or take on a role that is not the real *you*—no one likes a phoney. Allow your soldiers to make mistakes, and don't be ashamed to admit that you make mistakes too. Provide positive feedback and counseling. Teach them self respect. Be considerate of the wants and needs of your soldiers. Expect nothing but the best from them. Above all, be approachable. If you demonstrate honest care and affection for them, you will win their hearts, and they will follow you with pride, fully knowing that they are part of a family and a unit that honestly cares. If you use this simple formula, your soldiers will never let you down. You will be well on your way to developing the cohesion an organization needs to survive the rigors of peacetime training and the challenges of combat.

One word of caution: The development of unit cohesion, unit pride, teamwork, and mutual trust begins the first day of your assignment. Hopefully, you can develop these qualities in your unit during peacetime before you must lead your

soldiers into combat. As we all know, under the stress and strain of combat, fear will rear its ugly head and become one of your primary enemies. That's why you must build that important cohesion and team attitude as early as possible; then cohesion will carry you and your unit through the most difficult times, like a strong ocean wave or a gust of wind. Cohesion is a powerful invisible force when it is tapped properly. The great captains of history have conquered empires with it. But if it is *not* tapped properly, the proverbial crack of the whip may lead to the accomplishment of some missions, so long as the whip is cracking. But what happens when the man with the whip falls? The soldier's allegiance to the organization will dissolve, and he will care only about himself. The result will be the deterioration of unit cohesion and effectiveness as a fighting unit.

Heed these simple words of advice and common sense, and you will be followed willingly "into the deepest valleys"—and you will succeed. Your soldiers will ensure this because it is they who will carry you on their shoulders to success, and "they will stand by you even unto death."

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Training With the National Guard

LIEUTENANT TODD COOPER
LIEUTENANT DAVID McCLOSKEY

A few years ago, our Active Army combat engineer battalion at Fort Lewis, Washington, became affiliated with two National Guard combat engineer battal-

ions in nearby states, in addition to its own U.S. Army Reserve roundout company. We worked with all three of these elements to help improve their training and

combat readiness. After a year of this affiliation, we had an opportunity to work with both battalions during their annual training periods. These exercises turned