
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

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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

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out to be productive training events for all concerned.

The Reserve Component members learned from us, and we learned from them. In the end, a friendly, productive relationship was established among the three sister battalions that will help improve their training in peacetime and their performance in wartime.

We want to share some of the lessons we learned from this experience in the hope that other Active Army units affiliated with Reserve Component units can also establish productive, working relationships with their counterparts.

Enter the training event first with the attitude of a mentor and second with that of an evaluator. People don't like an evaluator constantly looking over their shoulders; it only puts them on the defensive and can make them leery. On the other hand, people are more open to a potential mentor.

If the active duty members go in with the attitude, "We are here to work with you and help you where you need it," the relationship established will be more productive and less stressful than the typical evaluation relationship.

Understand that the Reserve Components are not the same as the Active Army. Do not enter a training event initially expecting to see the same level of task execution you might expect in an active-duty unit. It is imperative that you understand several key differences:

- Reservists and National Guardsmen train one weekend a month and two weeks a year. Tailor your expectations of their initial performance on the basis of this limited amount of training time.

- In some cases, the officer-NCO rela-

tionship may not be clearly established. Some of them may work side by side in their civilian jobs, or the officer may even work for the NCO. This puts both in an awkward position in which they must find some sort of balance.

- Do not be surprised to find the enthusiasm and motivation of the Reserve Component soldiers to be higher than those of their active-duty counterparts; they are understandably excited about their long-awaited exercise.

Enforce output-oriented training. While understanding that Reserve Component soldiers do not have the same training opportunities as active-duty soldiers, it is important to hold them to the same standards in training that you would apply to your own soldiers. If they fail to meet the standards, teach and help retrain the soldiers until they can accomplish the mission to standard. Under no circumstances should you dismiss a substandard execution of a mission by merely having an after-action review and moving on. The mission should be done and redone until it is done to standard.

For example, some of the squads we worked with had trouble with dismounted breaching drills. Instead of proceeding to the next task, the mentors sat down with the squad leaders and team leaders and explained the drill using a sand table. Then they helped the squad conduct rehearsals and showed them expedient demolition knots such as the Scanman knot. Finally, when the squads had perfected the techniques, they executed the mission to standard. Regardless of the task, by enforcing output-oriented training, the squads were able to improve their performance in all cases.

Leave the leaders with the permanent tools for continued success. In the course of a year, the National Guardsmen and Reservists may forget some of the verbal advice given to them by their active duty mentors. To help prevent this loss of knowledge and experience, leave copies of your battalion field standing operating procedures, drill books, platoon leader and squad leader field books, and whatever else you think your Reserve Component counterparts may find helpful. Thus, they can continue to improve their training without the active-duty mentors present. Additionally, it will be beneficial to videotape the execution of one of the critical tasks. Reviewing the tapes later could improve squad and platoon performance.

Armed with the right attitude, expectations, dedication to output-oriented training, and tools to leave behind, you and the Reserve unit will find the training event productive and meaningful. Hopefully, it will also help establish a positive working relationship between the two units that will serve them both well in the years to come. By using active units to help train Reserve Component units, Army leaders have recognized that it can improve overall combat readiness to fight more effectively, and ultimately win, our future wars.

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