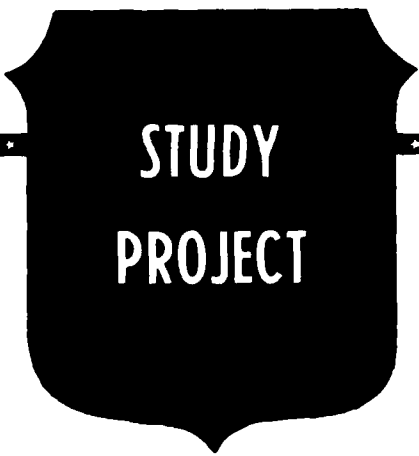


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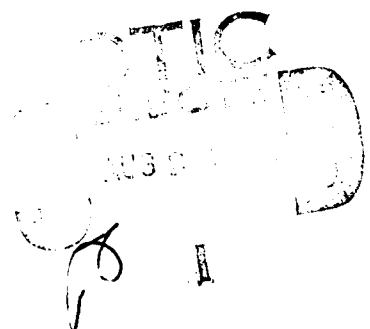
MILITARY LEADERSHIP IN THE KENYA ARMY

BY

BRIGADIER JACKSON MUNYAO, IS

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USAWC MILITARY STUDIES PROGRAM PAPER

MILITARY LEADERSHIP IN THE KENYA ARMY

INDIVIDUAL STUDY PROJECT

by

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ABSTRACT

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Leadership is an important feature of every sphere of human activity, whether at play, work or at war. Wherever there are two or more people functioning together, there is need for leadership. This is equally true in animals, either at sea or on land. From time immemorial, the subject has been a vital factor responsible for the victory or defeat of armies everywhere in the world. For centuries, it was an accepted convention that a leader inherited his position or seized it by virtue of his dominant personality, strength or wealth. However, this belief does not exist in the modern society and scholars have proved that leadership could be learned and that certain qualities, or traits are invariably associated with leadership. Keeping with this traditional approach, the study of this subject was mainly confined of the leader, his traits and principles of leadership. Today, however, researchers in the field of leadership have come with a new approach based on how the leader interacts with his group and situation. This is called "The functional approach concept."

PREFACE

This short book on leadership is intended to be used by officers of the Kenya Army up to brigade level. It gives an indepth knowledge on the basic concepts of military leadership and can be very useful to the young officers in the Kenya Army.

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CHAPTER I

LEADERSHIP

Introduction

Leadership is an important feature of every sphere of human activity, whether at play, work or at war. Wherever there are two or more people functioning together, there is need for leadership. This is equally true in animals, either at sea or on land. From time immemorial, the subject has been a vital factor responsible for the victory or defeat of armies everywhere in the world.

For centuries, it was an accepted convention that a leader inherited his position or seized it by virtue of his dominant personality, strength or wealth. However, this belief does not exist in the modern society and scholars have proved that leadership could be learned and that certain qualities, or traits are invariably associated with leadership. Keeping with this traditional approach, the study of this subject was mainly confined on the leader, his traits and principles of leadership. Today, however, researchers in the field of leadership have come with a new approach based on how the leader interacts with his group and situation. This is called "The functional approach concept." To understand the subject better it is important to know some of the terms used.

Definitions:

Leadership Trait. A personal quality of character which is helpful in the exercise of leadership. The degree of the different individual traits

varies with individuals according to their personality. Traits and abilities are attribute of a person.

Leadership Principles. A guide which a person should observe for proper exercise of leadership.

Leadership Technique. A method of applying leadership principle. It will vary with the personality of the commander, the types of men he commands, the size of the command and the particular situation.

Military Leadership. The process in which a commander (soldier) influences others to accomplish the mission. He carries out this process by applying his leadership attributes (beliefs, values, ethics, character, knowledge and skills).

Morale. The mental, emotional, and spiritual state of an individual. It is how a soldier feels—happy, hopeful, confident, appreciated, or worthless, sad, unrecognized, depressed. High morale strengthens courage, energy and the will to fight.

Aim of Military Leadership

The aim of military leadership is to create and maintain an organization which will loyally and willingly accomplish any reasonable task assigned to it, and which will initiate suitable action in the absence of orders. The proper application of leadership to a command can create an efficient well disciplined organization possessing high morale and esprit de corps.

Responsibilities of Command

The primary duty of any commander is the accomplishment of his assigned mission. Other instruments may change, new weapons may be invented and new methods of attack and defense may be devised, but man remains constant. The commander must therefore be fully concerned with the desires, needs and the mental state of his men. The second responsibility of a commander lies in his

duty to his men. It is very difficult for a commander to accomplish his mission without paying particular attention to the morale and esprit de corps of the men he commands. In the military service the led are peculiarly dependent upon the leader, they can do little to improve their lot if the leader neglects them.

Inter Relation Between Leadership, Management and Command

There are numerous definitions on leadership. This happens because every author of the definition has a different situation in mind when he thinks of leadership. Some versions emphasize the element of authority, others the element of making decisions. Possibly a description that is more appropriate to leadership in our Army would be:

The art of influencing and directing men in such a way as to obtain their willing obedience, confidence, respect and loyal cooperation in order to accomplish the mission.

It is important to note that all these definitions tend to agree with two premises, namely:

- a. That a leader in some way stands out in the group.
- b. That the activities of the group bear an impression of the direction given by the leader.

Leadership Versus Management. Management has been defined as the process of employing men and material in the economical and effective way to accomplish a mission. To do this, managers have to fulfill five functions effectively. These include planning, organizing, directing, coordinating and controlling of resources of both men and material. Is there any difference between leadership and management? Some people will argue both terms are synonymous while others feel there is a suitable difference. From the above definitions, it is evident that management connotes five functions whereas leadership stresses two functions of influencing and directing of men to

accomplish a mission. Leadership thus becomes a part of the overall area of management.

Leadership Versus Command. Command is the legal authority over men which a government gives a commander to accomplish his mission. It carries with it the responsibility for planning, organizing, training, directing and controlling military forces to accomplish assigned, implied, or inherent missions together with administrative responsibility for supply, health, welfare, morale, discipline, assignment and relief of personnel. In fulfilling this responsibility for the general administration of his men, it is the commander's duty to receive, comply with and execute the orders he receives from his superiors with precision and thoroughness, irrespective of his personal feelings. Good leadership motivates men to respond favorably to command. Command is exercised by virtue of office. Leadership causes others to carry out the desire of the leader to achieve a goal willingly and enthusiastically. Leadership is an art that goes beyond laws, customs and rules of thumb. The ability to lead is founded not on legal authority but on the ability to develop and exploit the talent and capabilities of men. One can command without being a leader, but the commander is more effective if he is also a good leader.

Leadership can be exercised by anyone at anytime irrespective of the framework of command. In any group of men some individual will emerge as the leader, even though there may not be any command or organizational structure to which the men belong. In general, however, we consider military leadership as being exercised within the framework of the structure of command. Therefore, in one sense, military leadership is the proper exercise of command.

Command Versus Management. A scrutiny of the definitions and functions of command and management will indicate that they are also inter-connected.

management to a large extent is inherent in command. Command wields greater power and authority than management, because of the serious consequences should the command falter. In the Army, man is the most important factor to control. The commander is responsible for his men every hour of every day and if he does not utilize them properly, he will not be able to accomplish his assigned mission.

Leadership an art. Some scholars have been claiming that leadership is a science while military experts everywhere continue to consider leadership more an art and, as such, can be mastered the same way as any other art. With this view in mind, military leadership can be learned, developed and practiced in varying degrees by anyone properly motivated and possessing the physical and mental ability and the moral integrity expected of a leader. In the ultimate sense, military leadership is not inherent, it is based on the understanding and application of sound leadership techniques. The aim of all military leaders should be to further their knowledge in military leadership using tools and techniques which are now widely available to be able to command and control and accomplish their mission efficiently.

f. Base your decisions, especially on discipline and promotions on a personal knowledge of the case, but never use persons not authorized to do so, to convey any information to you.

Keep Your Men Informed

You must know how to communicate effectively to your subordinates, soldiers, seniors, and other key people to make sure your intentions and directions are well understood. Some techniques on how you can achieve this are listed below.

a. Explain to your principle subordinates why any particular task must be accomplished and how you propose to do it.

b. Assure yourself, by frequent inspections and visits, that subordinates are transmitting the necessary information to the men.

c. Keep your principal subordinates informed of plans for future operations, subject only to security restrictions.

d. Disseminate information concerning the capabilities of your weapons compared to those of an active or potential enemy. Where the enemy has an initial advantage, show how this can be overcome.

e. Ensure that troops are informed of the capabilities and limitations of supporting units, armies and services.

f. Be alert to detect the spread of false rumors, counter rumors with truth.

g. Build confidence and esprit de corps by exploiting all information concerning successes of the command.

h. Use noticeboards and other sources available to your command to keep your men informed about your general intentions and methods of achieving the standards you set, also to convey your appreciations for good work done.

(5) Always make the individual feel that the punishment is temporary and that improvement is expected of him.

i. Ensure fair and equitable distribution of privileges, such as leave and passes.

j. Ensure that every officer under your command takes care of his men before caring for himself, especially when the men are worn, bruised and hungry.

k. Ensure that officers under your command equally understand the characters of their men and that they satisfy them with their basic needs.

Make Sound and Timely Decisions

General. As a leader you must continually analyze the situation, identify problems and their real causes, make decisions, and plan. Any decisions made must be directed to the complete fulfillment of your mission and requires careful thought. To make this thinking process fully, one must:

a. Develop a logical and orderly thought process by constant practice in making appreciations. This should not be restricted to military problems but also to those of every day life.

b. As far as circumstances permit, plan for everyday contingency that can be reasonably foreseen.

c. Consider the advice and suggestions of your subordinates before making your own decisions.

d. Announce your decision in time to allow subordinates to make the necessary plans.

e. Initiative is solely the product of preplanning. At all times try and anticipate and plan for subsequent events and train your officers to do the same.

i. Develop the ability to express yourself clearly in speech and in writing at all times so that there is no confusion in the understanding of your orders.

Know Your Men and Attend to their Welfare

Knowing the human nature of your soldiers is an important aspect of a commander. You must constantly sincerely cultivate better methods of caring for your soldiers.

a. See the members of your command and let them see you. Be friendly and approachable.

b. Develop an intimate knowledge and understanding of your subordinates through personal contact and available records.

c. Interest yourself in the living conditions of the members of your command including their family environment, food, clothing and accommodation.

d. Give personal attention to the personnel services especially those concerned with the personal welfare of individuals.

e. Provide for the spiritual welfare of your command by supporting religious activities.

f. Protect the health of your command by active supervision of hygiene and sanitation.

g. Determine the mental attitude of members of your command by frequent informal visits, and by using fully all available sources of information.

h. Administer justice impartially to all without fear or favour, where punishment is necessary:

- (1) Be fair, consistent and impersonal.
- (2) Punish in private, with dignity, and with human understanding.
- (3) Never award degrading punishment.
- (4) Avoid punishing a group for the fault of an individual.

- b. Recognize your weak points and make an effort to overcome them.
- c. Ask, when appropriate, the candid opinions of others as to how you can make the most of your desirable qualities and eliminate the undesirable ones.
- d. Profit by studying the causes of the success or failure of other leaders, past and present.
- e. Develop a genuine interest in people, acquire the human touch.
- f. Cultivate cordial relations with members of the other arms and services and with civilians.

Know Your Job

General. Be technically and tactically proficient.

- a. Seek a well rounded military education through attendance of schools of instruction, and through independent reading, research and study.
- b. Seek out and foster association with capable leaders, observe and study their actions and application of leadership techniques.
- c. Broaden your field of knowledge through association with officers and men of other arms and services.
- d. Seek opportunity to apply knowledge through the exercise of command. Real leadership is acquired only through constant practice.
- e. Avoid overspecialization in too narrow a field.
- f. Keep abreast of current military tactics and technical developments.
- g. Familiarize yourself with the capabilities and limitations of all elements of your command, by study and through frequent visits to subordinates.
- h. Where possible strive to understand the method of functioning of every man under your command.

CHAPTER III

APPLICATION OF LEADERSHIP PRINCIPLES

General

In small units the leader can influence and direct his men through close personal contact, in large commands he must rely, to a large extent, upon his staff and subordinate commanders to assist him in making his leadership effective. The larger the command, the more complex becomes the problem of leadership, but the greater becomes the means available to the commander to assist him in the exercise of leadership. The commander of a large command must consider carefully the leadership aspect of all basic policies which he prescribes or allows his subordinates to implement.

The method of applying leadership principles is the leadership technique. It will vary with the personality of the commander, the size of his command, and the situation. The leader must however, know what he must be, know, and do to apply these principles. It is, therefore, not feasible to cite all possible leadership techniques applicable to a particular leadership principle. The more common techniques which are generally effective under most circumstances, and those especially applicable to unit and formation commanders, are listed in the following paragraphs under the relevant principles.

Know Yourself and Seek Self-improvement

General. In order to know yourself you have to understand the be, know, and do attributes. Some of the techniques used under this principle are:

- a. Analyze yourself objectively to determine the strong and weak points of your character.

that an Army is welded into a fighting machine, it is by good leadership that the men and machines are led to victory.

to develop. However, attempts at artificiality, coarseness and sarcasm do more harm than good.

Conclusion

In battle there is no substitute for good, sound and robust leadership. What needs attention is the cultivation of these qualities and their application. Once you know your weaknesses you should take the appropriate action to rectify them. This requires self-discipline and will to build your character. You build your characters by hard work, study and challenging experiences. You should aim to develop habits of living and working that force you, on a daily basis to work hard continually to develop your mind and your personality traits. Your responsibility requires you to help subordinate leaders and soldiers to build their own characters. To build character in yourself or subordinates, you should understand the following:

- a. Determine as best you can the present situation and status of values and traits.
- b. Determine what values and traits you desire to instill. If you are seeking to develop character in subordinates, you should normally communicate this fact to them.
- c. Establish an environment that supports the development of the desired values and traits.
- d. Reward those actions which support the desired values and traits, and penalize actions that do not.
- e. Model on the people you want to be like. Be the example for your subordinates in terms of the values and traits you want them to have.

Remember, your aim as a leader is to accomplish your mission. You must gain and keep, whatever the circumstances, the respect and confidence of your troops so that they willingly accomplish the mission. It is by discipline

Will

Perseverance to accomplish a goal, regardless of seemingly insurmountable obstacles.

Flexibility

The capability of making timely and appropriate changes in thinking, plans, or methods when you see, or when others convince you, that there is a better way to accomplish your mission.

Creativity

Creativity is demonstrated by thinking of new and better goals, ideas, programs, and solutions to problems.

Self-Improvements

Can be achieved by reading, studying seeking challenging assignments, and working to strengthen beliefs, values, ethics, character, knowledge and skills.

Humility

To be able to admit your weaknesses or imperfections in your character, knowledge, skills. It is acknowledging mistakes and taking the appropriate action to correct those mistakes.

Sense of Humour

The ability to appreciate the many amusing or lighter moments in everyday life, especially those which pertain to the leader himself. It is also the ability to remain cheerful under stress. At times when things go wrong in battle and tension mounts, a witticism if it comes naturally at the appropriate time can go a long way in defusing a situation or raising sagging spirits. This together with a sense of balanced optimism, are useful traits

Loyalty

The quality of being faithful to the country, the army, the unit subordinates, colleagues and superiors. It is given by subordinates to a leader in the measure in which the leader gives the same to them and to his own leaders.

A leader must never take shelter behind the shortcomings or mistakes of his subordinates. When plans for which he is responsible go wrong he must take the blame, correcting the mistakes of subordinates himself. Every leader has the right to express his views to his superiors on any question under consideration, but once a decision has been reached he must act on it as if it were his own decision.

Justice

The quality of being impartial and consistent in exercising command.
Avoid favoritism.

Judgement

This is the power of the mind to assess various factors and values, quickly and often under difficult circumstances and arrive at a wise decision. It is learned by experience and practice. At times a mistake or error of judgement may result but it is more positive to learn from the mistake or error than fight shy of exercising the power of judgement.

Maturity

This refers to the sense of responsibility a person has developed. A mature leader does not make impulsive decisions based on childlike emotional desires or feelings. He makes wise decisions based on reason and moral principles. His emotions are subordinate to his reason. He controls and channels his emotions constructively to help and inspire others.

ideas and techniques. However, humdrum an occupation may seem to some people, there is nearly always some feature in it which inspires the imagination.

Jobs only appear dull, routine or mechanical when they are looked at with dull eyes and dull minds.

Dependability

You cannot get far in any sphere of activity without reliability. Set yourself high standards both for the amount of work you get through and the quality of work irrespective of supervision. Make a practice of carrying out all instructions and plans of your superiors to the best of your ability, and always on time unless there is a sound reason for delay.

Always be ready to help out in an emergency, even if it interferes considerably with your personal conveniences. "Business before pleasure" should be the rule. Whatever has to be done, take it in your stride, and never allow yourself to sulk or appear moody.

Dependability has to be built up slowly by deliberate effort. It can be lost overnight if not guarded jealously.

Knowledge

A leader must know more than the men he commands. Until he does, he has no business to be called their leader.

The profession of arms requires a great deal of study and thought, practice and experience, not only of the military hardware, organizations, tactics and battle drills and procedures but more important the characteristics and capabilities of the men he leads.

The process of acquiring knowledge never ends, there is always something new to learn even from a re-reading or re-thinking of the same material or problem.

must be made perfectly clear to all taking part. He must, therefore, acquire the ability to make decisions promptly, when required and announce them authoritatively, concisely and clearly.

Endurance

A time comes in battle when both the opposing forces feel that probably they are fighting a losing battle. It is at that time that battles are won or lost. The side which has that little extra endurance is the side that wins. It is the leader who has that extra endurance both of mind and body that can inspire his troops to produce that extra endurance required to win battles or accomplish the assigned task.

Mental and physical endurance are complementary. The old adage "A healthy body—a healthy mind" still holds true and both are essential for a leader.

Initiative

Initiative is the willingness to act or offer well considered recommendations in the absence of orders. It could also be doing right away what you might have done later.

In other words, initiative means one doesn't wait for things to happen but one has the ability to see quickly—what needs to be done, making up one's mind to do it, and accomplishing it. When a choice between two courses is available, one cautious and the other bold and daring, the trait required, is daring initiative.

Enthusiasm

It is the display of genuine interest and zeal in the performance of duties. Enthusiasm comes from liking your job, having a living interest in all facets of your work and seeing the possibilities for development of new

right or worthwhile—moral—courage. A leader must possess both forms of courage.

Alertness

In battle a commander is offered fleeting opportunities by the enemy, which if seized and exploited can bring decisive victories to his forces. Alertness of mind is what helps a commander to pick up these opportunities at the right time and exploit the situation to his own advantage.

Confidence

Confidence is the assurance that you and your soldiers will be successful in whatever you do. Confidence shows in your bearing, in the look in your eyes, in the tone of your voice, in your enthusiasm, in what you say, and in what you do. If you, the leader, are not confident about the outcome of a mission or a problem it is unlikely that your soldiers will be confident.

Bearing

Denotes desirable physical appearance, dress and deportment. A leader and more so an officer should therefore, remember that his personal bearing will exercise a dominating and permitting influence not only with his own men but with the general public too. In public, therefore, as on parade, he must conduct himself in such a fashion that the uniform he wears is regarded by the general public not merely as a uniform but as the hallmark of that great profession of arms to which he belongs; a profession whose prestige in times of war is vitally bound up with a nation's destiny.

Decisiveness

A logical thought process is essential for solving problem or making a plan. Thereafter the leader's intention and his proposed method of execution

more you increase your chances for effectiveness in difficult crisis situations.

Integrity

As a leader one has to be honest, not only with oneself but with the men he leads and the people he works with. Honesty and integrity are absolute qualities that one cannot compromise or alter. Any loss or weakness in moral character will result in losing the confidence of our superiors, contemporaries and subordinates. A leader should therefore strictly adhere to his code of professional beliefs and values (ethics).

Self-discipline

The habit of forcing yourself to do your duty on what you ought to do regardless of how tired or unwilling you may be. Your motto should be to do your duty wholeheartedly and to the best of your ability and knowledge. Once you acquire such discipline both your superiors and subordinates will admire your character and will recognize you as a dependable leader. Remember a disciplined unit is the one that does what it ought to do when it ought to do it, due to the product of its disciplined leaders who instill self-discipline in their soldiers by example, standards, and training.

Courage

Courage is a mental state. It gets its strength from spiritual and intellectual sources. The way in which these spiritual and intellectual elements are blended, produces roughly two types of courage. The first, an emotional state which urges a man to risk injury or death—physical courage. The second, a more reasoning attitude which enables him coolly to stake career, happiness, his whole future on his judgement of what he thinks either

CHAPTER II

LEADERSHIP TRAITS AND CHARACTER

General

A trait is a distinguishing quality or characteristic of a person. Character is defined as the sum total of an individual's personality and the link between a person's values and his behavior. Your character is the combination of personality traits that allows you to behave consistently according to your values, regardless of the circumstances.

Leadership traits are human qualities that are of great value to a leader. Possession of these traits simplifies the task of applying the leadership principles, and assists greatly in winning the confidence, respect and cooperation of other men. Individuals possess these traits in different degrees according to the constitution of their character. This causes variation in the type of leadership exercised by individuals and makes leadership a personal function. An individual can benefit greatly by studying those traits considered important to a leader. By careful self-analysis and application, he can develop those traits in which he is weak and further strength those in which he is strong. A good leader should capitalize on his strong traits and, at the same time take steps to improve his weak traits. It should however, be recognized that the leader's goal, the personalities of the people with whom he is working and the circumstances of the specific situation, all will have a profound effect on which particular trait or traits need the most emphasis. Traits that are of paramount importance to a leader are given in the succeeding paragraphs. You should seek to develop these traits in yourself and your subordinates. The more you and your subordinates display those traits, the

i. Use the roll call to disseminate information on matters concerning the men.

Set the Example

As a leader you should strive to lead by setting the example. This can be done by following the techniques listed below.

a. Be at all times physically fit, mentally alert, well groomed and correctly dressed.

b. Master your emotions. The commander who is intemperate bursts of anger or to periods of depressions, will have difficulty in gaining and holding the respect and loyalty of his subordinates.

c. Maintain an optimistic outlook. The will to win is infectious. The leader fosters it by capitalizing on the capabilities and successes of his command, not on its failures and limitations. Maintain an air of outward calmness. The more difficult the situation the more important this becomes.

d. Conduct yourself properly so that your personal habits are not open to censure. Coarse behavior and vulgarity are the makers of an essentially weak and unstable character, these together with unpunctuality and tendency towards selfishness and self-indulgence in luxuries not available to the command in general, are inevitably resented by all ranks.

e. Cooperate in spirit as well as in fact. Cooperations must work in two directions. It arises from a wholehearted desire by all members to further the effective operation of the team.

f. Exercise initiative and promote the spirit of initiative in your subordinates.

g. Be conspicuously loyal to those below you as well as those above you. Support those under you as long as the individuals concerned have been discharging their duties competently. The commander, who seeks, however, to

protect an incompetent subordinate from correction by higher commander is being himself disloyal. Loyalty is a primary trait of leadership and demands unqualified support for the policies of superior officers, whether the individual concerned personally favours them or not.

h. Avoid the development of a clique of favorites while it is difficult to avoid being partial to subordinates who have rendered loyal and superior service over a period of time, the temptation to show partiality should be vigorously resisted.

i. Be morally courageous. The commander who fails to stand by his principles where the welfare of his command is concerned, or who attempts to avoid the responsibility for mistakes of his command, will fail to gain or hold the respect of his associates or subordinates.

j. Share danger and hardship. A leader who has elements of his command subject to danger or hardship of any kind, should visit them as often as possible to demonstrate without ostentation his willingness to assume his share of the difficulties.

k. Develop a love for work and an attention to details to make your command a success. Your example will be contagious and the men will respond with enthusiasm.

l. Participate in all the affairs of your command and ensure that your subordinates identify themselves with all the activities.

m. Set a high standard for yourself and your command. Once the men under your command get the conviction that it is being raised to high pitch of efficiency, all the smaller problems will disappear. The new impetus will influence anyone who tries to stand still. The burden of your command will also be eased by reduced pressure and interference from the higher headquarters.

n. Refrain from abusing unit resources, especially troops, labor, for personal ends.

Ensure the Accomplishment of the Task

Use following technique.

a. Through study and practice, develop the ability to think clearly and to issue clear, concise and positive orders.

b. Encourage subordinates to seek immediate clarification about any point in your orders that they do not understand perfectly.

c. Check with your subordinates and assistants to determine if there is any doubt or misunderstanding about the task to be performed.

d. Supervise the execution of your orders.

e. Make every means possible available to your subordinates, to assist them in accomplishing their mission.

f. Ensure that all levels of command accept their appropriate responsibilities and that they execute their orders correctly.

Train Your Men

The importance of training your men as a team is of paramount necessity and all endeavours should be made to enforce this. Remember to:

a. Ensure by inspections and training exercises that your command is being trained in accordance with training programmes and doctrine prescribed by higher authority.

b. Ensure the battle drills and procedures are perfected.

c. Ensure that all training is carried out with a purpose and the reasons for it are stressed and understood by all members of the team.

d. Ensure that each element of the command is acquainted with the capabilities and limitations of all other elements, thereby developing mutual respect and understanding.

e. Ensure that each subordinate leader understands the mechanics of tactical control for his own echelon of command.

f. Ensure that team training is carried out under realistic conditions and demand the highest standard of discipline and team work.

g. Avail opportunities to train with other units, arms and services.

h. Ensure that training does not fall into an unimaginative routine. Avoid wasting time and ensure that training is not given on the parade ground but in the field.

i. Set exercises to test all possible situations that may occur in your operational role.

Seek Responsibility and Take Responsibility for your Actions

You must be aggressive to seek responsibility on what needs to be done by applying your own judgement and initiative and accepting any criticism in case your command falters. Use the following techniques to master this principle.

a. Learn the duties and responsibilities of your immediate senior.

b. Seek different kinds of assignments which will give you responsibility and command experience.

c. Take advantage of any opportunity which offers increased responsibility.

d. Perform every task, large or small, to the best of your ability. Your reward will consist of increased opportunity to demonstrate your fitness to perform bigger and more important tasks.

e. Tell your subordinates what to do, not how to do it, hold them responsible for results. Delegate and supervise, but do not intervene except

when it is urgently necessary. Avoid usurping the prerogatives of your subordinates.

f. Provide all possible personnel with frequent opportunities to perform duties of the next higher echelon.

g. Be quick to recognize accomplishments of your subordinates whenever they demonstrate initiative and resourcefulness.

h. Correct errors in the use of judgement and initiative in such a way as to encourage the individual. Avoid public criticism or condemnation. Be liberal, however, give praise openly when it is deserved.

i. When requested by those under your command, give help and advice wholeheartedly.

j. Ensure that your subordinates are assigned positions commensurate with their demonstrated or potential ability.

k. Be prompt and fair in backing subordinates to the limit. Until convinced otherwise, have faith in each subordinate.

l. Demonstrate to your command that you are ready and willing to accept responsibility.

m. Remember that you are responsible for all that your command does or fails to do.

n. Accept justified criticism.

o. Adhere to what you think is right, and have the courage for your convictions.

p. When a mistake has been made. Do not try and find a scapegoat. Take action to correct any fault in procedure that may have caused it.

Employ your Command According to its Capabilities

To apply this principle reasonably well, a commander needs to know, understand and apply the tactical doctrine laid down by his higher authority.

He must keep himself informed as to the relative operational effectiveness of various elements of his command through continuous training and exercises. The task assigned to subordinates must be reasonably possible of being accomplished, but the commander should not hesitate to demand their utmost effort when necessity dictates. Above all, remember to analyze any task assigned to you. If means at your disposal appears inadequate, inform your immediate commander and request for additional means. A good commander should endeavor to train his men to achieve better capabilities through good discipline and cohesion. Do not single out a good subunit for doing most of the important work, but pay more attention to building the confidence of the weaker subunits.

CHAPTER IV

THE DESIRED LEADERSHIP

Factors

Chapter three has given an indepth explanation of the leadership principles and various techniques used to apply the principles. To be a successful leader one should endeavor to satisfy his superiors, subordinates and the led with the style of his leadership. To assist you further in this understanding, you must remember that there are four factors of leadership, namely, the follower, the leader, communication, and the situation. These factors have got a significant impact on what actions the leader should take and when he should take them.

The Follower

The first major factor of leadership is the follower. Different soldiers require different styles of leadership. For example, a soldier fresh from recruit training requires more direct supervision than an experienced soldier. A soldier with a poor attitude requires a different approach than a highly motivated soldier. A young, newly commissioned officer equally requires guidance and motivation than an experienced officer.

You must know your soldiers if you want to take the right leadership actions at the right time. You must understand the be, know and do attributes of each of your soldiers. The be is what he is, his human nature, beliefs, values and character. The know is his knowledge based on experience and training. The do is what he is capable of accomplishing through his skills. You also need the trust, respect, and confidence of other key people besides

your followers. You need the willing assistance of certain peers, key support departmental heads and your seniors. You need to understand the be, know, and do attributes of these key people. You must behave in a way that motivates them to want to help you. You will succeed in this if you develop a relationship of mutual trust, respect and confidence with them.

The Leader

This is the second factor in leadership. You must have an honest understanding of whom you are, what you know and what you can do. This is necessary in order to control and discipline yourself and to lead your followers effectively.

Communication

This is the third major factor of leadership. You lead through two-way communication. There is both verbal and written communications, but the leader communicates through different forms of which much of it is not verbal. When you "set the example," for instance, that communicates to your soldiers that you will share hardship with them and will not ask them to do anything you are not willing to do. You teach, coach, counsel, persuade, and punish through verbal and nonverbal communications. The important thing to remember is that each situation requires a different approach as well as communication. Your choice of words, tone of voice, physical gestures, and the look in your eye affect the way a soldier feels about what you communicate. Leadership requires calmness and the right word spoken quietly at the right moment, is effective and builds your relationship with your soldiers.

What and how you communicate either builds or harms the strength of the relationship between you and your soldiers. In a healthy relationship between people, there are bonds of mutual trust, respect, confidence, and understanding. These bonds forms the basis of discipline and cohesion in a unit. They

are built over time as your followers learn from training, experience, and from what you communicate that you are a competent leader whom they can trust and respect.

The Situation

The situation is the fourth factor of leadership. All situations are different. Leadership actions that worked in one situation with one group of soldiers, seniors, and other key people may not work in another situation. The leader must therefore learn to use his judgement correctly. This requires proper use of leadership principles, tactics and human nature and apply them as guides in particular situations. There are no rules or formulas to tell you what style of leadership to use in any given situation, the choice is yours. If you make the wrong decision your command will fail and you will not be able to accomplish your mission. It is therefore very important to weigh each situation carefully and consider all the courses open and arrive at the correct course of action at the right time.

If you take the wrong action in any situation, do not panic. We all make mistakes, and the right thing to do is to analyze the situation again, take quick corrective action, and move on to the next challenge. Learn from your mistakes and those of others but never repeat them.

Interaction

In any situation, especially in combat, there are numerous forces which a commander must consider in order to accomplish his mission. These include, the mission, enemy, terrain, our troops and time. All of these forces affect each other to a varying degree in different situations. Some that are important in one situation might not be as important in another situation. However, the four major factors are always operating. The leader must constantly

assess them to understand the situation and to take the proper course of action. Mistakes result when a leader fails to understand the major factors, and how they affect each other towards the accomplishment of the mission. The interaction between the leader and his followers through various forms of communications in any situations determines the effectiveness of his leadership. If the leadership is good the relationship between the leader and his follower is bound to be good and success is likely to be achieved in any particular situation. It is therefore very important to all military leaders to understand the four major factors in order to apply good leadership. This requires proper motivation through army courses, self-assessment, study, and experience. Understanding of the four major factors will increase your knowledge on human nature, why men fight, how to build character and how to create cohesion in a subunit or unit. This leads to effective leadership.

Attributes

To be a successful leader you must consider the well-being of your soldiers and their families. Your followers will learn to respect you more once they see that you are taking particular interest in their welfare and will be able to accomplish any task you give to them willingly. To be a competent leader there are certain things that you must be, know, and do. See leadership framework below.

LEADERSHIP FRAMEWORK

As a Leader You Must	Examples
<p>BE</p> <p>a. Be committed to the Army ethics.</p> <p>b. Possess professional character traits.</p>	<p>a. Loyalty to the nation, unit and superiors. Selfless service, personal responsibility.</p> <p>b. Courage, competence, honesty/integrity and commitment.</p>

- | | | |
|------|--|---|
| | c. Know the four factors of leadership and how they affect each other. | c. Follower, leader, communication, situation and how they interact. |
| | d. Know yourself. | d. Strengths and weaknesses of your character, knowledge and skills. |
| | e. Know human nature. | e. Human needs and emotions. |
| | | f. How people respond to stress. |
| | | g. Strengths and weaknesses of the character, knowledge and skills of your people. |
| KNOW | f. Know your job. | h. Tactical and technical proficiency. |
| | g. Know your unit. | j. How to develop necessary individual and team skills. |
| | | k. How to develop cohesion. |
| | | l. How to develop discipline. |
| | h. Provide direction. | m. Goal setting, problem solving, decisionmaking and planning. |
| | j. Implement. | n. Communication, coordinating, supervising and evaluating. |
| DO | k. Motivate. | o. Applying principles of motivation, such as developing morale and esprit in your unit; teaching, coaching and counseling. |

What a Leader Must Be

Leaders are guided into decisionmaking by their beliefs, values, and ethics. Beliefs are assumptions or convictions that you hold as true regarding something, concept, or person. For example, you may believe that people can only be motivated by reward or punishment. That is a belief about human nature. You cannot prove it. Some people hold that belief, others do not.

Values are ideas about the worth or importance of things, concepts and people. They come from your beliefs. Your values will influence your behavior and priorities. Strong values are what you will put first, what you will defend most and what you least want to give up. For example, your system of

values may be on such things as truth, money, promotion, justice and selflessness. As a leader you must perform your duties without fear or favors and must always be honest to yourself and your superiors. If you are confronted by a situation where your value of candor (honesty) comes into conflict with your value of pleasing your boss you must stand firm by your beliefs and values and tell the truth. For example, if you failed to perform an arms check as required, you should not enter that you checked the arms in the duty log book just to please your boss. You should tell the truth because what you value most is the truth and not self-interest.

Military ethics are guidelines that help you to lead in a competent manner. Major values which comprise the professional Army ethics are loyalty to the nation, loyalty to the unit, personal responsibility, selfless service, courage, competence, candor and commitment. As a leader you must endeavor to emphasize and teach these values to your followers and ensure that every officer and NCO under your command understands them.

Remember that your beliefs, values and ethics are important since they influence how you think and learn, how you implement plans and how you treat people. Goals based primarily on selfish values do not serve the best interests of the country, the Army or the soldiers under your command and should be avoided.

What a Leader Must Know

A leader must know the four factors of leadership and how they affect each other. Besides knowing and understanding the four factors you should continually seek more knowledge on the following areas in order to improve your character and your command:

- a. How to motivate people in general and your subordinate in particular.
- b. Your own strengths and weaknesses.

- c. The strength and weaknesses of your subordinates.
- d. How beliefs and values become instilled in people and how they can be changed.
- e. How character is developed.
- f. How to communicate effectively.
- g. How to develop morale, cohesion, and discipline.
- h. How soldiers can deal effectively with stress.
- j. How to teach and train others to become good leaders.
- k. How to plan and issue orders.
- l. You must know the technical and tactical knowledge necessary to do your job efficiently.

What a Leader Must Do

The most important action a leader can provide to his troops is to ensure that he provides direction, implementing, and motivating. The leadership which provides these three skills is the desired leadership and all leaders should strive to do that by applying the required techniques.

Leadership that Provides Direction

This includes setting goals, problem solving, decisionmaking and planning. These are the thinking skills of leadership. Your thinking skills are called directional skills because they set the direction for your command. They provide vision, purpose and goal definition. They are your eyes to the future, allowing you to sense the need for change, when to make it, and how to manage it. This requires you as a leader to continually analyze the situation, identify problems and their real causes, make decisions and plan accordingly.

The following are some steps you should consider while dealing with problem solving, decisionmaking, and planning:

a. Identify the Problem. Do not try and fight the problem. All that is required is for you as a leader to identify the problem through means at your disposal and calmly take the required action.

b. Gather Information. After identifying the problem there is need to gather information as soon as possible. The information will assist you to develop a plan. Remember, sometimes it might be difficult to gather information as time and situation might not allow. If this happens use your personal judgement based on a quick appreciation on the situation to make the desired decision on what course to take.

c. Develop Courses of Action. Find how many courses of action you can take to solve the problem before reaching any conclusion.

d. Analyze and Compare Courses of Action. After developing courses open to you compare them by analyzing their advantages and disadvantages.

e. Make a Decision. Select the best course of action which will solve the problem to the best of your knowledge and achieve success.

f. Make a Plan. Your plan should include how the problem is to be solved, who would do what, when, where, how and why.

g. Implement the Plan. Issue orders and make sure they are followed. Make any correction where required. This can be done if you evaluate the effectiveness of the plan by continually getting feedback reports and your personal attention or visit.

The process of providing direction cannot be overemphasized, and leaders should remember that in the modern battlefield things are bound to go wrong due to the chaos which can be caused by today's weapon systems. Communication breakdowns at all levels can occur, radios will go out and plans will be uncoordinated thus developing unexpected crises. The solution to these crises will require clear, creative thinking and initiative by soldiers of all ranks.

Soldiers trained by leaders who communicate direction, clear guidance, will know what to do. They will do what their commander would have done faced with such a crisis and no doubt they will save many lives. It is therefore very important for a leader to offer the leadership that provides direction by making sure that his followers are trained in the procedure of creative thinking and making timely and correct decisions.

Leadership that Implements. After providing the desired direction, the leader must implement his decision. This includes communicating, coordinating, supervising, and evaluating. To succeed in the implementation stage the leader must ensure that there is two way effective communication between him and the receiver. Once communication is distorted the leaders decision will not be correctly implemented. The key issue here is to ensure that the receiver understands exactly and accurately the exact information or ideas that the sender intended to transmit. Equally the receiver should communicate the correct feedback to the sender.

Communication coordinates and controls all parts of a command so that the units/subunits involved can act in harmony to accomplish a mission. When you coordinate and supervise, you help each part of your team to reinforce the efforts of the other parts. To function effectively, the information must flow quickly, must be accurate, and must get to all parts of the command/unit, just as all parts of the body need a continuous flow of blood. Through coordinated training a commander must endeavor to ensure that all his people are trained in the correct method of receiving and passing information. Machines alone cannot pass the required information. Proper information flows from person to person to person through the bonds of trust, respect, confidence, and understanding that connect people in a cohesive, disciplined and well coordinated command or unit.

For the leader to be effective he must ensure that all actions are well coordinated and that all parties in his command are harmoniously working together and sing the same tune. Besides internal coordination the leader should also coordinate with external formations or units.

Once proper communication and coordination has been implemented the next stage is to supervise and evaluate. Remember not to oversupervise or under-supervise. What is required is adequate supervision leaving your subordinates to exercise their initiative which leads to achieving confidence and proper motivation. Evaluation is a part of supervising. It involves inspection or feedback on the quality of work, or the way the mission is being accomplished. This requires foresight in order to make the necessary adjustments where things appear to be going out of place. The leader must therefore have a routine system of checking and double-checking the things that are important to cohesion, discipline, morale, effectiveness, and mission accomplishment. That is what is meant by leadership that implements or the desired leadership in accomplishing the mission.

Leadership that Motivates. Motivation is defined as the combination of a person's desire and energy directed at achieving a goal. Influencing people's motivation means getting them to want to do what you know must be done. This includes teaching and counseling. A person's motivation depends on two things; the strength of certain needs and his perception that taking a certain action will help satisfy those needs. When a soldier knows that by passing a certain exam he will be promoted he will strive to work hard and study in order to achieve this goal. The value of being promoted motivates the soldier to work hard. People can be motivated by beliefs, values, self-interest, kindness, fears, needs worthy causes, pressure from peers, pressure from seniors, pressure from subordinates, a chance for promotion or pressure from one's family.

As a leader you have the power to influence motivation. You can awaken certain needs in your soldiers and sometimes make them override other needs. For example, people need security. The need for security causes people to become alert and concentrate to achieve that goal. They may panic first or run away because of fear but the realization that unless there is security there is danger, people will take the appropriate action to provide the security required. However, the most powerful form of lasting motivation to a soldier is self-motivation. Your goal as a leader is to create self-motivation in your subordinates by teaching them the leadership attributes described earlier in this chapter.

Motivation can be provided by applying the following principles:

- a. Setting the example.
- b. Establishing clear goals and standards.
- c. Rewarding individuals and teams for their behavior and achievements.
- d. Counsel or punish soldiers who behave in a way that is counter to unit tasks, missions and standards.
- e. Developing morale and esprit in your unit.
- f. Give your subordinates tough problems and let them feel responsible for their actions.
- g. Involve your subordinates in the participation of planning for upcoming events.
- h. Alleviate causes of the personal concerns of your soldiers so that they can concentrate on their job.
- j. Ensure your soldiers are properly armed for and have the tools they need to succeed.
- k. Keep your soldiers informed about what you want to be accomplished and standards required.

- l. Teaching, coaching and counseling.
- m. Do not tolerate any form of prejudicial talk or behavior in your unit.
- n. Make the jobs of your subordinates as challenging, exciting, and meaningful as possible.
- o. Make unit and soldiers needs coincide when possible. Example, when a soldier proves capable and responsible he should be recommended for promotion whereby those who fail examination or PT test are given remedial training during off-duty hours.

Teaching and Counseling. As a leader, you must be a skilled teacher. Help your soldiers to learn and develop through proper teaching. Coaching, counseling, rewarding, and taking appropriate disciplinary measures are all a part of teaching. You must always endeavor to plan and conduct effective training to help your subordinates develop professionally and personally. Besides teaching you must be a counselor. This means that you counsel all your soldiers frequently on their professional and personal strengths and weaknesses and on any problems that you may be able to help them with. Remember counseling means talking with a person in a way that helps that person to solve a problem or helps to create conditions that will cause him to improve his behavior, or character, or values.

Conclusion

To achieve the desired leadership a leader must understand the four factors of leadership (the follower, the leader, communication, and the situation), and how they interact on each other. He must understand what he must be, know and do, to be effective in providing direction, implementing his decisions and providing motivation to his followers. The desired leadership is the leadership which provides a philosophy or concept of professional

leadership that will help the individual leader develop his character, develop his subordinates and his unit. It is the most effective way of winning the hearts and minds of your soldiers. Once you prove that you are a genuine leader your command will do anything for you wholeheartedly and willingly.

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