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SUPPLEMENT A

(Supplement to technical report, "A COMPARISON OF THE COMBAT PERFORMANCE OF GOOD AND POOR INFANTRY SQUAD LEADERS," by Morris Showel. September 1954.)

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This report describes research to determine (1) characteristic behaviors of rifle squad leaders on the main line of reconnaissance patrol, and (2) the evaluation of these behaviors by other squad leaders and by superiors and sub- ordinates. Results of questionnaire surveys of Korean War veterans are analyzed.			

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CORRELATIONS BETWEEN A SQUAD LEADER'S RATING
AND HIS FREQUENCY OF PERFORMANCE

Tables I, II, III, IV, and V indicate the correlation between a squad leader's rating and the frequency with which he was reported to have performed various behaviors while on patrol and while on the MLR. Correlations are reported by activity area and by the rank of the subjects.

Tetrachoric correlation coefficients were computed (using tetrachoric tables) to measure the relation between a squad leader's rating and the frequency with which he was reported to have performed the various behaviors.

Squad leader's ratings were made on the following five point scale: "way above average," "a little above average," "about average," "a little below average," and "way below average." For purposes of analysis, these ratings were divided into two groups. Squad leaders rated as being way above average or a little above average have been designated GOOD. The remaining squad leaders have been designated POOR.

Frequency of performance was indicated on the following five point scale: "never," "seldom," "about half the time," "usually," and "always." For purposes of analysis frequency of performance was divided into two groups at the median. The median cutting point varied from behavior to behavior, but the cutting point was constant for all three rank groups on a given behavior.

Positive correlations indicate that the behavior was more characteristic of good than it was of poor leaders. Negative correlations indicate the behavior was more characteristic of poor than it was of good leaders.

The identification in the text of a behavior as being "characteristic," "typical," or the "mark of a GOOD or POOR squad leader" is based on the above tetrachoric correlations coefficients.

TABLE I

CORRELATIONS BETWEEN A SQUAD LEADERS RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE CONTROL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number		Rank Group					
			Subor- ¹ dinate		Squad ² Leader		Super- ³ ior	
	P ⁴	M ⁵	r ⁶	p ⁷	r	p	r	p
gave his orders in a firm, confident manner, showing he knew what he was talking about and meant what he said.	P- 15		.50	.001	.44	.001	.60	.001
	M- 69*		.58	.001	.32	.05	.50	.001
made sure that the orders he gave to his men were clearly understood by the men.	P- 55		.51	.001	.54	.001	.49	.001
	M- 50		.55	.001	.48	.001	.34	.05
when giving orders to men in his squad, gave them to specific people. He would say, "John and Bill dig-in over there," instead of saying, "Two of you dig-in over there."	P- Not included.							
	M- 92		.29	.10	.10		.11	
threatened his men with extra details, courts-martial, or a "kick in the butt" if they wouldn't do what he told them to do.	P- 36		-.19		-.08		-.02	
	M- 85		-.58	.001	-.27	.05	-.15	
cussed at his men when he gave them an order.	P- 43		-.20		-.10		.03	
	M- 29		.00		-.19		-.23	

¹N = 85. ²N = 120. ³N = 70. ⁴P = patrol situation. ⁵M = MLR situation. ⁶r = tetrachoric correlation coefficient. ⁷p = probability level of r. *Response pattern indicating the relative uncertainty of men of squad leader rank.

TABLE I continued

Behavior Wording	Situation		Rank Group					
	and Item Number		Subordinate		Squad Leader		Superior	
	P	M	r	p	r	p	r	p
checked to see that the orders he had given his men were carried out promptly and properly.	P- 28		.58	.001	.37	.001	.38	.05
	M- 20		.12		.41	.001	.47	.01
let his men work on squad details without supervising them.	P-Not included.							
	M- 77		-.17		-.32	.05	-.50	.001
tried to keep close watch on those men in his squad who he thought would "foul-up" their details or take off from their details.	P-Not included.							
	M- 16		.15		.21		.52	.001
stood over his men and "rode" them after he gave them an order.	P-Not included.							
	M- 9		-.30	.10	-.07		.08	
complimented his men, when they did a good job and "chewed his men out" when they "fouled-up."	P- 32*		.41	.01	.20		.42	.05
	M- 97		.30	.10	.19		.24	
criticized or "chewed out" his men in <u>private</u> when they "fouled-up", instead of criticizing them or "chewing them out" in front of their buddies.	P-Not included.							
	M- 38		-.10		.50	.001	.40	.05
asked for the advice and suggestions of his men as to how things should be done.	P- 26		.49	.001	.02		.22	
	M- 70		.26	.10	.22	.10	.30	.10
took the advice and suggestions of men in his squad when they suggested ways of doing things better than his own.	P- 5*		.40	.01	.23		.66	.001
	M- 47		.28	.10	.20		-.02	
gave a man an order, and, as much as possible, let the man carry out the order in the way the man thought best.	P- 38		-.16		.36	.01	.42	.01
	M-Not included.							

TABLE I concluded

Behavior Wording	Situation		Rank Group					
	and Item		Subor-		Squad		Super-	
	P	M	r	p	r	p	r	p
as much as possible explained	P-	11*	.39	.01	.31	.05	.42	.05
to his men why an order was	M-	81	.40	.01	.19		.23	
given and why it had to be								
carried out in a certain way.								
admitted when he was wrong....	P-	20*	.43	.001	.32	.05	.39	.05
took the blame when he was	M-	61*	.54	.001	.42	.001	.50	.001
wrong,								
took "back-talk" or "lip"	P-	57	-.21		-.27	.10	-.51	.001
from his men when he gave	M-	64	-.07		-.27	.05	-.51	.001
them an order.								

TABLE II

CORRELATIONS BETWEEN A SQUAD LEADERS RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE INTERMEDIARY ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number		Rank Group					
	P ⁴	M ⁵	Subordinate ¹		Squad Leader ²		Superior ³	
			r ⁶	p ⁷	r	p	r	p
questioned his platoon sergeant or platoon leader when he did not understand an order he was given or wasn't sure how it was to be carried out.	P- 23		.39	.01	.44	.001	.49	.001
	M- 26*		.48	.001	.34	.01	.52	.001
spoke to his platoon sergeant or platoon leader when he felt that the order they had given him could not be carried out, or could not be carried out in the way they wanted the order carried out.	P- 40*		.52	.001	.07		.36	.05
	M- 98*		.63	.001	.20		.30	
criticized his superiors (platoon sergeant or platoon leader) where the men in his squad could hear him.	P- 6*		-.26		-.14		-.29	
	M- 99*		-.16		.00		-.59	.001
"wined" and "griped" or argued when he received orders from his platoon sergeant or platoon leader.	P- 34*		-.49	.001	-.20		-.48	.001
	M-114*		-.31	.10	-.20		-.50	.001
when he received an order from his platoon sergeant or platoon leader, passed the order along to his men as if it was his own order—said, "Let's dig in here," instead of saying, "The platoon sergeant wants us to dig in here."**	P- 17		.38	.05	.21		.18	
	M- 87		.07		.10		-.10	

¹N = 85. ²N = 120. ³N = 70. ⁴p = patrol situation. ⁵M = MLR situation. ⁶r = tetrachoric correlation coefficient. ⁷p = probability level of r. *Response pattern indicating the relative uncertainty of men of squad leader rank. **Behavior worded slightly different for the patrol situation.

TABLE II continued

Behavior Wording	Situation and Item Number		Rank Group					
			Subor- dinate		Squad Leader		Super- ior	
	P	M	r	p	r	p	r	p
spoke to his platoon sergeant or platoon leader when he felt his men were getting <u>more</u> than their share of patrols, observation post or work details.	P-Not included. M- 25		.49	.001	.30	.05	.21	
tried to get for his men what- ever <u>food</u> and <u>water</u> he thought they were short.	P-Not included. M- 27		.39	.01	.40	.001	.38	.05
tried to get clean clothing for his men.	P- Not included. M- 34		.49	.001	.31	.05	.16	
tried to get those things for his men with which they could keep their weapons clean and in good operating order.	P-Not included. M-100*		.58	.001	.31	.05	.50	.001
let his men operate with less weapons, ammunition, equip- ment or clothing, than they needed—neglected to get his men the things they were short.	P-Not included. M- 58		-.40	.01	-.33	.01	.02	
tried to get for his men whatever FX rations they needed.	P-Not included. M- 11		.45	.001	.38	.001	.25	
spoke to his platoon sergeant or platoon leader when he felt his men were not get- ting as many chances to see movies or USO shows as men in other squads.	P-Not included. M- 44		.44	.01	.38	.01	.07	
recommended decorations for men in his squad who deserved them.	P-Not included. M- 22*		.48	.001	.36	.01	.53	.001
tried to get more rank for the men in his squad who deserved it.	P-Not included. M- 2		.57	.001	.48	.001	.38	.05

TABLE II concluded

Behavior Wording	Situation and Item Number		Rank Group					
			Subor- dinate		Squad Leader		Super- ior	
	P	M	r	p	r	p	r	p
tried to find out in advance when men in his squad would have to pull patrol, observation post or some special work detail.	P-Not included.	M- 84*	.46	.001	.35	.01	.60	.001
found out all he could about the future plans of the squad, platoon, and company he was in.	P-Not included.	M- 89*	.60	.001	.35	.01	.51	.001
found out when the men in his squad could go to a movie or USO show.	P-Not included.	M- 42*	.31	.10	.20		.30	

TABLE III

CORRELATIONS BETWEEN A SQUAD LEADERS RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE INTERPERSONAL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number		Rank Group						
	P ⁴	M ⁵	Subor- ¹ dinate		Squad ² Leader		Super- ³ ior		
			r ⁶	p ⁷	r	p	r	p	
went on guard duty himself when the squad was short-handed.	P-Not included.	M- 63	.38	.01	.28	.05		.28	
refused to help his men on their squad details even when he had the time to help them.	P-Not included.	M- 56	-.34	.05	-.13			-.23	
spent his spare time with the other non-coms—instead of with the men in his squad.	P-Not included.	M- 17	-.13		-.32	.05		-.13	
stayed off by himself—wouldn't get out among his men.	P-Not included.	M-104*	-.32	.05	-.02			-.31	.10
made sure that the men took turns carrying the heavier weapons and equipment.	P- 8	M-Not included.	.34	.05	.30	.05		.08	
had special buddies in the squad and spent most of his spare time with those buddies—ignoring the other men.	P-Not included.	M-116	-.09		-.29	.05		-.19	
made his buddy assistant squad leader even though his buddy wasn't best man for the job.	P-Not included.	M- 43	-.27		-.35	.01		-.26	.10
put the same men in his squad on work details and observation post—didn't use a roster, and tried to keep his buddies off these assignments.	P-Not included.	M- 53	-.58	.001	-.28	.05		-.30	

1N = 85. 2N = 120. 3N = 70. ⁴P = patrol situation. ⁵M = MLR situation. ⁶r = tetrachoric correlation coefficient. ⁷p = probability level of r. *Response pattern indicating the relative uncertainty of men of squad leader rank.

TABLE III continued

Behavior Wording	Situation and Item Number		Rank Group					
			Subor- dinate		Squad Leader		Super- ior	
	P	M	r	p	r	p	r	p
when dividin _g up the food rations the squad received, took the best things for himself, and gave what was left to the other men.	P-Not included. M- 39		-.08		-.28	.05	-.29	
saw to it that whatever weapons, ammunition, equip- ment or clothing the squad received were fairly divided up among the men, and didn't forget the men who were on guard duty, observation post, or on some work details.	P-Not included. M- 91*		.29	.10	.10		.44	.01
divided up the PX rations so that he or his buddies got the best items, and the rest of the fellows got what was left over.	P-Not included. M- 51		-.34	.05	-.46	.001	-.20	
gave his buddies the first chance to go to a movie or USO show instead of giving all of the men in his squad an equal chance to go.	P-Not included. M- 28		-.30	.10	-.36	.01	-.09	
had a friendly word and smile for every man in his squad.	P- 22* M- 4*		.60	.001	.11		.50	.001
tried to keep his men cheerful and in good humor.	P-Not included. M- 40		.34	.05	.13		.17	
kept his cigarettes and liq- uor to himself—didn't share them with his men.	P-Not included. M-103*		-.40	.01	-.10		-.43	.05

TABLE III continued

Behavior Wording	Situation and Item Number		Rank Group						
			Subor- dinate		Squad Leader		Super- ior		
	P	M	r	p	r	p	r	p	
paid no attention to the personal problems of his men.	P-Not included. M-110		-.06		-.17		-.44		.01
made men who were sick or injured take their regular turn on guard duty, patrols and special details—wouldn't excuse these men.	P-Not included. M- 90		-.50	.001	-.20		.05		
did his best to see that any of his men who had been wounded or killed were brought out of enemy territory.	P- 52* M-Not included.		.33	.10	.11		.38		.10
tried to settle arguments between the men in his squad.	P-Not included. M- 48		.30	.10	.18		.01		
tried to prevent his men from dividing themselves up into small groups that didn't get along with one another.	P-Not included. M- 24		.56	.001	.13		.20		
neglected to tell his men all he knew about the future plans of the squad, platoon, and company they were in.	P-Not included. M- 73		-.58	.001	-.35	.01	-.30		.10
talked with the <u>new man</u> who came into the squad and found out all he could about the <u>new man</u> —his name, family, where he came from, what he did in civilian life, his personal problem, etc.	P-Not included. M- 10		.07		.26	.10	.26		
told the <u>new man</u> who came into the squad how the squad did such things as get chow, mail letters, get clothing.	P-Not included. M- 68		.14		.22		.21		

TABLE III concluded

Behavior wording	Situation		Rank Group						
	and Item		Subor- dinate		Squad Leader		Super- ior		
	P	M	r	p	r	p	r	p	
told the <u>new man</u> that came into the squad what the squad had been doing and what it would probably be doing in the near future.	P-Not included.								
	M- 5		.29	.10	.29	.05	.60	.001	
took the <u>new man</u> who came into the squad around to meet the older men in the squad.	P-Not included.								
	M- 66		.38	.01	.29	.05	.41	.05	
told the older men in his squad to keep an eye on the <u>new man</u> who came into the squad and to help him in any way they could.	P-Not included.								
	M- 1		.34	.05	.29	.05	.48	.001	
told "war stories" to the <u>new man</u> who came into the squad.	P-Not included.								
	M- 35		-.06		-.20		-.04		

TABLE IV

CORRELATIONS BETWEEN A SQUAD LEADERS RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE MAINTENANCE ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number		Rank Group					
	F ⁴	M ⁵	Subor- ¹ dinate		Squad ² Leader		Super- ³ ior	
			r ⁶	p ⁷	r	p	r	p
checked his men to see that they had all the weapons, ammunition, equipment and clothing they should have.	P- Not included. M- 79		.34	.05	.44	.001	.40	.05
allowed his men to throw away whatever equipment, clothing or ammunition the men thought they wouldn't need.**	P- 24* M- 108		-.33 -.21	.05	.00 -.30	.05	-.41 -.45	.05 .01
kept all the clothing, equipment, and ammunition he was issued for the patrol—did not throw any of it away.**	P- 49 M- 83		.23 .27	.10	.19 .21		.08 .21	
saw to it that his men kept their equipment, weapons and ammunition as clean, as dry, and in as good condition as possible.**	F- 1* M- 30		.42 .22	.01	.20 .31	.05	.57 .45	.001 .01
kept his own equipment, weapons and ammunition as clean, as dry, and in as good condition as possible.***	P- 44* M- 59		.53 -.37	.001 .05	.41 -.30	.001 .05	.50 -.58	.001 .001

¹N = 85. ²N = 120. ³N = 70. ⁴P = patrol situation. ⁵M = MLR situation. ⁶r = tetrachoric correlation coefficient. ⁷p = probability level of r. *Response pattern indicating the relative uncertainty of men of squad leader rank. **Behavior worded slightly different for the MLR situation. ***Behavior worded negatively for MLR situation.

TABLE IV continued

Behavior Wording	Situation and Item Number		Rank Group						
			Subor- dinate		Squad Leader		Super- ior		
	P	M	r	p	r	p	r	p	
allowed his men to get dirty, cruddy, and unsheven even when the men could keep themselves clean.	P-Not included. M- 13		-.08		-.19		-.17		
made sure that his men took showers when they were available.	F-Not included. M-109		.50	.001	.31	.05	.34	.10	
kept himself clean, shaven, and with a haircut when it was possible.	P-Not included. M-107		.33	.05	.29	.05	.30	.10	
saw to it that his men kept their foxhole and bunker and the surrounding area as clean as possible.	P-Not included. M-118		.20		.30	.05	.30	.10	
kept his own foxhole and bunker and the surrounding area as clean as possible.	P-Not included. M-119		.15		.43	.001	.42	.05	
made sure that garbage and refuse were buried or dis- posed of in some sanitary manner.	P-Not included. M- 86		.20		.29	.05	.23		
made sure that a latrine was dug when necessary and that his men used the latrine.	P-Not included. M-115*		.43	.01	.31	.05	.54	.001	
tried to keep his men from getting drunk.	F-Not included. M- 18		.07		.17		.66	.001	
was so drunk that he didn't know what he was doing.	P-Not included. M- 65		-.30	.10	-.06		-.03		
urged his men to carry "safes" and "pros" with them when they might be exposed to venereal disease.	P-Not included. M- 32		.34	.05	.47	.001	.57	.001	

TABLE IV continued

Behavior Wording	Situation and Item Number		Rank Group					
	P	M	Subor- dinate		Squad Leader		Super- ior	
			r	p	r	p	r	p
gave his men "breaks" and chances to rest whenever possible.	P- 42		.19		.30	.05	.18	
	M-	Not included.						
kept his men busy, instead of letting them rest and take it easy—even when there wasn't anything important to do.	P-	Not included.						
	M-	3	-.08		-.22	.10	.45	.001
tried to check on the physical condition of the men in his squad—paying particular attention to their feet.***	P- 39*		.54	.001	.20		.60	.001
	M-	95	-.35	.05	-.31	.05	-.27	
saw to it that men who were injured or sick were given first aid or saw the aid men.	P- 13		.27		.58	.001	.54	.001
	M-	78	.14		.27	.10	.58	.001
checked his men to see that they had all the <u>food</u> and <u>water</u> they should have.	P-	Not included.						
	M-	74*	.48	.001	.22	.10	.40	.05
saw to it that his men did not eat all their food or drink all their water at once, but saved some for later meals, or for times when food and water might be in short supply.***	P- 45		.30	.10	.51	.001	.40	.05
	M-	52	.07		-.22		.11	
saw to it that his men did not eat native food or drink native liquor without first making sure it was safe to do so.***	P- 53		.20		.32	.05	.08	
	M-	88*	-.30	.10	-.20		-.31	
saw to it that his men did not drink water from rivers, streams, or wells without first making sure it was safe to do so (boiling or halazone tablets).	P- 48		.41	.01	.20		.29	
	M-	71	.20		.22		.39	.05

TABLE IV concluded

Behavior Wording	Situation and Item Number		Rank Group					
	P	M	Subordinate		Squad Leader		Superior	
			r	p	r	p	r	p
made sure that his men were careful when cleaning their weapons or handling their ammunition so that there were no accidents.	P-Not included.	M- 8	.21		.22	.10	.68	.001
made sure that all new weapons were test-fired and zeroed-in when it was safe to do so.	P-Not included.	M- 80	.44	.001	.40	.001	.60	.001
trained his men to work as a team.	P-Not included.	M- 15	.50	.001	.54	.001	.82	.001
tried to have each man know every other man's job in the squad.	P-Not included.	M- 37	.33	.05	.35	.01	.52	.001
used free time to give his men tips and pointers on weapons, tactics, first aid, map reading, bunker building.	P-Not included.	M-102	.36	.05	.39	.001	.50	.001
spent his free time trying to learn more about such things as tactics, weapons, first aid, map reading, and bunker building.	P-Not included.	M- 36	.59	.001	.49	.001	.44	.05

TABLE V

CORRELATIONS BETWEEN A SQUAD LEADERS RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE TACTICAL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number		Rank Group					
			Subor- ¹ dinate		Squad ² Leader		Super- ³ ior	
	P ⁴	M ⁵	r ⁶	p ⁷	r	p	r	p
set up and used the field radio or field telephone in the proper manner.	P- 16	M-Not included.	.59	.001	.33	.01	.33	.10
had trouble reading a map or using a compass correctly.	P- 19	M-Not included.	-.38	.05	-.30	.05	-.19	
put his men in the best pos- sible formation when moving along or crossing a road.	P- 30	M-Not included.	.58	.001	.51	.001	.40	.01
put his men in the best pos- sible formation when advanc- ing on a village or town.	P- 14	M-Not included.	.63	.001	.58	.001	.31	
put his men in a poor forma- tion for crossing a stream or river.	P- 31	M-Not included.	-.56	.001	-.36	.01	.02	
put his men in the best pos- sible formation when cross- ing through a gulley, ravine, or valley.	P- 41*	M-Not included.	.46	.001	.29	.05	.40	.01
put his men in the best pos- sible formation when passing through a heavily wooded area.	P- 54	M-Not included.	.28	.10	.33	.05	.49	.001
put his men in the best pos- sible formation when cross- ing or passing through an open area.	P- 56	M-Not included.	.60	.001	.38	.01	.27	

¹N = 85. ²N = 120. ³N = 70. ⁴P = patrol situation. ⁵M = MLR situ-
ation. ⁶r = tetrachoric correlation coefficient. ⁷p = probability level
of r. *Response pattern indicating the relative uncertainty of men of squad
leader rank. **Behavior worded slightly different for the MLR situation.
***Behavior worded positively for the MLR situation.

TABLE V continued

Behavior Wording	Situation and Item Number		Rank Group					
	F	M	Subordinate		Squad Leader		Superior	
			r	p	r	p	r	p
made sure that whatever prisoners the squad took were disarmed, searched, and taken to the rear as soon as possible.	P- 51	M-Not included.	.35	.10	.11		.08	
whenever possible, had the squad return by a route different from the one it had taken going out.	P- 4	M-Not included.	.15		.18		.30	.10
assigned men to act as flank, front, rear and air security and as runner or get-away men.**	P- 10	M- 55	.17	.10	.36	.01	.35	.05
					.29	.05	.53	.001
had his men improve their foxholes, bunkers, and gun emplacements, from the point of view of cover, concealment, fields of observation and fire, supply routes, and com- fort of men.	P-Not included.	M- 49*	.35	.05	.27	.05	.40	.05
had his men improve their protection to the front with trip flares, trip grenades, and booby traps, whenever possible.	P-Not included.	M- 57*	.40	.01	.29	.05	.41	.05
made sure that all key-positions were covered before he assigned a man to a detail which was less important than the one the man was already on.	P-Not included.	M- 33*	.40	.01	.11		.40	.05
tried to keep in contact with friendly units on the squads flanks.	P-Not included.	M- 7	.20		.38	.01	.56	.001
had his men prepare range cards and, when it was safe to do so, zero-in their weapons.	P-Not included.	M- 54	.25		.33	.01	.44	.01

TABLE V continued

Behavior Wording	Situation		Rank Group					
	and Item		Subor-		Squad		Super-	
	Number		dinate		Leader		ior	
	P	M	r	p	r	p	r	p
found out all he could about the position, strength, and activities of the enemy and also found out all he could about the position, strength, and activities of friendly neighboring troops.	P-Not included.	M- 12	.08		.29	.05	.60	.001
told his men all he knew about the position, strength, and activities of the enemy, and also told them all he knew about the position, strength, and activities of neighboring friendly troops.	P-Not included.	M-106	.29	.10	.27	.05	.68	.001
was <u>slow</u> in finding out the exact location the squad was in (hill no. or town) and the best route to the platoon and company CPs, aid station, ration and ammo dump.	P-Not included.	M- 23	-.10		-.22		.00	
told his men all he knew about the location the squad was in (hill no. or town) and the best route to the platoon and company CPs, aid station, ration and ammo dump.	P-Not included.	M- 67	.43	.01	.39	.001	.57	.001
found out all he could about what the challenges, pass words, and special signals were for the day.	P-Not included.	M- 45	.35	.05	.41	.001	.62	.001
forgot to tell his men all he knew about the challenges, pass words and special signals of the day.	P-Not included.	M- 96	-.39	.01	-.20		-.17	

TABLE V continued

Behavior Wording	Situation		Rank Group					
	and Item		Subor-		Squad		Super-	
	P	M	r	p	r	p	r	p
instructed his men to pass any information they picked up (about the enemy, friendly troops, terrain) to him.	P- 25*		.69	.001	.39	.001	.68	.001
	M-101*		.43	.01	.30	.05	.73	.001
passed any information he had (about the squad, the enemy, friendly troops, terrain) along to his platoon sergeant or platoon leader.	P- 35*		.48	.001	.22		.67	.001
	M-111*		.40	.01	.17		.55	.001
took notes on what the squad saw for the patrol report.	P- 46*		.51	.001	.29	.05	.53	.001
	M-Not included.							
had only a vague idea just where some of the men in his squad were located.***	P- 2		-.24		-.26	.05	-.28	.10
	M- 76		.42	.01	.48	.001	.30	
had little if any idea as to just where the squad was (its location).	P- 27*		-.41	.01	-.28	.05	-.50	.001
	M-Not included.							
told his men <u>where</u> to move, <u>when</u> to move, and how to move.	P- 3*		.49	.01	.41	.001	.50	.001
	M-Not included.							
made sure that his men kept in contact with one another when on the move, yet not so close as to be a good target for the enemy.	P- 33		.40	.01	.39	.001	.57	.001
	M-Not included.							
made sure that his men did nothing which would give their position away to the enemy—such as smoke cigarettes or make noise.**	P- 9		.51	.001	.42	.001	.41	.01
	M- 6		.18		.19		.41	.05

TABLE V concluded

Behavior Wording	Situation and Item Number		Rank Group						
			Subor- dinate		Squad Leader		Super- ior		
	P	M	r	p	r	p	r	p	
moved so fast that some of the men had trouble keeping up with the squad.	P- 7	M-Not included.	-.39	.01	-.23	.10	-.10		
used the same man as "point man" as he had been using on all the other patrols— didn't rotate men on the point position.	P- 47	M-Not included.	.04		.16		.19		
kept his men moving by encour- aging them through his words and actions.	P- 50*	M-Not included.	.66	.001	.30	.05	.50	.001	
kept his men informed as to just where the squad was located.	P- 37	M-Not included.	.21		.25	.10	.55	.001	
moved from position to posit- ion checkin, that his men were all right and the men assigned to guard were on the alert.	P-Not included.	M- 94*	.40	.01	.09		.58	.001	
placed <u>new men</u> where he or other combat veterans could keep watch on them.	P- 18*	M-Not included.	.64	.001	.32	.05	.54	.001	
placed men who he thought might "bug-out" where he or other combat veterans could keep an eye on them.	P- 58*	M-Not included.	.65	.001	-.08		.45	.01	
put himself in a position where he was safe but had little control over the men in his squad.**	P- 12	M-117	-.40	.01	-.41	.001	-.60	.001	
"bugged-out" on the patrol.	P- 59	M-Not included.	-.23		-.24		-.30		

PER CENT OF SQUAD LEADERS CUSTOMARILY
PERFORMING GIVEN BEHAVIORS

Tables VI, VII, VIII, IX, and X indicate the per cent of good and poor squad leaders customarily performing various behaviors while on patrol and while on the MLR as reported by men of subordinate, squad leader and superior rank. The data is reported by activity area and by the rank of the subjects.

The designation customarily refers to the number of responses falling above the median on the five point (never, seldom, about half the time, . . . usually, always) frequency of performance scale. The median cutting point varied from behavior to behavior, but the cutting point was constant for all three rank groups on a given behavior.

TABLE VI

PER CENT OF GOOD AND POOR SQUAD LEADERS CUSTOMARILY¹ PERFORMING BEHAVIORS IN THE CONTROL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MIR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number P ² M ³	Rating of Squad Leader	Rank Group		
			Subor- ⁴ dinate	Squad ⁵ Leader	Super- ⁶ ior
gave his orders in a firm, confident manner, showing he knew what he was talking about and meant what he said.	P--15	Good	70	71	63
		Poor	39	41	22
made sure that the orders he gave to his men were clearly understood by the men.	M- 69	Good	70	70	68
		Poor	31	49	33
when giving orders to men in his squad, gave them to specific people. He would say, "John and Bill dig-in over there," instead of saying, "Two of you dig-in over there."	P- 55	Good	78	84	67
		Poor	44	51	35
threatened his men with extra details, courts-martial, or a "kick in the butt" if they wouldn't do what he told them to do.	M- 50	Good	82	83	66
		Poor	48	56	43
cussed at his men when he gave them an order.	P-Not included.	Good			
		Poor			
	M- 92	Good	46	49	40
		Poor	30	43	32
	P- 36	Good	38	51	60
		Poor	48	54	60
	M- 85	Good	26	46	58
		Poor	64	62	65
	P- 43	Good	57	51	67
		Poor	67	57	62
	M- 29	Good	58	51	61
		Poor	57	62	75

¹Responses falling above the median. ²Patrol situation. ³MIR situation. ⁴N = 85. ⁵N = 120. ⁶N = 70.

TABLE VI continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
checked to see that the orders he had given his men were carried out promptly and properly.	P- 23		Good	79	65	54
			Poor	41	40	30
	M- 20		Good	56	69	57
			Poor	49	43	26
let his men work on squad details without supervising them.	P-Not included.					
	M- 77		Good	43	36	24
			Poor	53	57	56
tried to keep close watch on those men in his squad who he thought would "foul-up" their details or take off from their details.	P-Not included.					
	M- 16		Good	49	49	50
			Poor	40	37	18
stood over his men and "rode" them after he gave them an order.	P-Not included.					
	M- 9		Good	52	59	71
			Poor	70	62	68
complimented his men, when they did a good job and "chewed his men out" when they "fouled-up".	P- 32		Good	41	37	40
			Poor	19	26	14
	M- 97		Good	60	55	54
			Poor	40	44	41
criticized or "chewed out" his men in private when they "fouled-up", instead of criticizing them or "chewing them out" in front of their buddies.	P-Not included.					
	M- 38		Good	49	72	76
			Poor	55	39	50
asked for the advice and suggestions of his men as to how things should be done.	P- 26		Good	69	54	45
			Poor	38	53	31
	M- 70		Good	64	64	57
			Poor	47	51	36

TABLE VI concluded

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	Number P M	Squad Leader		Subordinate	Squad Leader	Superior
			took the advice and suggestions of men in his squad when they suggested ways of doing things better than his own.			
	M- 47	Good Poor	43 27	36 25	20 20	
gave a man an order, and, as much as possible, let the man carry out the order in the way the man thought best.	P- 38	Good Poor	70 70	74 53	74 44	
	M-Not included.					
as much as possible explained to his men why an order was given and why it had to be carried out in a certain way.	P- 11	Good Poor	57 32	51 30	42 17	
	M- 81	Good Poor	62 36	55 44	55 40	
admitted when he was wrong.... took the blame when he was wrong.	P- 20	Good Poor	58 32	51 30	43 20	
	M- 61	Good Poor	62 25	58 30	49 18	
took "back-talk" or "lip" from his men when he gave them an order.	P- 57	Good Poor	58 70	43 59	33 68	
	M- 64	Good Poor	69 71	36 53	33 68	

TABLE VII

PER CENT OF GOOD AND POOR SQUAD LEADERS CUSTOMARILY¹ PERFORMING BEHAVIORS IN THE INTERMEDIARY ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number P ² M ³	Rating of Squad Leader	Rank Group		
			Subor- ⁴ dinate	Squad ⁵ Leader	Super- ⁶ ior
questioned his platoon sergeant or platoon leader when he did not understand an order he was given or wasn't sure how it was to be carried out.	P- 23	Good	75	79	52
		Poor	51	51	22
	M- 26	Good	84	79	66
		Poor	58	59	32
spoke to his platoon sergeant or platoon leader when he felt that the order they had given him could not be carried out, or could not be carried out in the way they wanted the order carried out.	P- 40	Good	54	40	50
		Poor	22	36	28
	M- 98	Good	49	49	39
		Poor	13	38	22
criticized his superiors (platoon sergeant or platoon leader) where the men in his squad could hear him.	P- 6	Good	44	51	41
		Poor	60	61	62
	M- 99	Good	48	63	39
		Poor	59	63	79
"whined" and "griped" or argued when he received orders from his platoon sergeant or platoon leader.	P- 34	Good	42	44	40
		Poor	75	57	70
	M-114	Good	44	47	36
		Poor	63	61	70

¹Responses falling above the median. ²Patrol situation. ³MLR situation. ⁴N = 85. ⁵N = 120. ⁶N = 70.. *Behavior worded slightly different for the patrol situation.

TABLE VII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
when he received an order from his platoon sergeant or platoon leader, passed the order along to his men as if it was his own order—said, "Let's dig in here," instead of saying, "The platoon sergeant wants us to dig in here."*	P- 17		Good	61	56	53
			Poor	36	43	43
	M- 87		Good	52	54	47
			Poor	48	47	54
spoke to his platoon sergeant or platoon leader when he felt his men were getting <u>more</u> than their share of patrols, observation post or work details.	P-Not included.		Good	66	62	68
			Poor	32	41	56
tried to get for his men whatever <u>food</u> and <u>water</u> he thought they were short.	P-Not included.		Good	78	75	77
			Poor	53	52	56
tried to get clean clothing for his men.	P-Not included.		Good	69	59	50
			Poor	36	40	39
tried to get those things for his men with which they could keep their weapons clean and in good operating order.	P-Not included.		Good	75	72	70
			Poor	38	52	32
let his men operate with less weapons, ammunition, equipment or clothing, than they needed—neglected to get his men the things they were short.	P-Not included.		Good	32	29	36
			Poor	59	49	35

TABLE VII concluded

Behavior Wording	Situation and Item		Rating of	Rank Group		
	Number		Squad	Subor-	Squad	Super-
	P	M	Leader	dinate	Leader	ior
tried to get for his men whatever PX rations they needed.	P-Not included.					
	M- 11		Good	69	72	67
			Poor	40	48	52
spoke to his platoon sergeant or platoon leader when he felt his men were not getting as many chances to see movies or USO shows as men in other squads.	P-Not included.					
	M- 44		Good	57	51	45
			Poor	27	26	42
recommended decorations for men in his squad who deserved them.	P-Not included.					
	M- 22		Good	66	58	62
			Poor	35	35	25
tried to get more rank for the men in his squad who deserved it.	P-Not included.					
	M- 2		Good	68	61	70
			Poor	29	30	46
tried to find out in advance when men in his squad would have to pull patrol, observation post or some special work detail.	P-Not included.					
	M- 84		Good	64	52	60
			Poor	35	31	31
found out all he could about the future plans of the squad, platoon, and company he was in.	P-Not included.					
	M- 89		Good	58	51	50
			Poor	20	29	20
found out when the men in his squad could go to a movie or USO show.	P-Not included.					
	M- 42		Good	56	53	50
			Poor	36	41	30

TABLE VIII

PER CENT OF GOOD AND POOR SQUAD LEADERS CUSTOMARILY¹ PERFORMING BEHAVIORS IN THE INTERPERSONAL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item		Rank Group		
	P ²	M ³	Subor- ⁴ dinate	Squad ⁵ Leader	Super- ⁶ ior
went on guard duty himself when the squad was short-handed.	P-Not included.				
	M- 63	Good	70	72	64
		Poor	46	56	46
refused to help his men on their squad details even when he had the time to help them.	P-Not included.				
	M- 56	Good	40	41	41
		Poor	61	50	58
spent his spare time with the other non-coms—instead of with the men in his squad.	P-Not included.				
	M- 17	Good	31	25	28
		Poor	39	44	36
stayed off by himself—wouldn't get out among his men.	P-Not included.				
	M-104	Good	26	30	27
		Poor	45	32	46
made sure that the men took turns carrying the heavier weapons and equipment.	P- 8	Good	59	63	44
		Poor	38	43	41
	M-Not included.				
had special buddies in the squad and spent most of his spare time with those buddies—ignoring the other men.	P-Not included.				
	M-116	Good	35	35	52
		Poor	41	54	63

¹Responses falling above the median. ²Patrol situation. ³MLR situation. ⁴N = 85. ⁵N = 120. ⁶N = 70.

TABLE VIII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
made his buddy the assistant squad leader even though his buddy wasn't the best man for the job.	P-Not included.					
	M-	43	Good	20	18	19
			Poor	32	38	32
put the same men in his squad on work details and on observation post—didn't use a roster, and tried to keep his buddies off these assignments.	P-Not included.					
	M-	53	Good	18	21	27
			Poor	53	36	44
when dividing up the food rations the squad received, took the best things for himself, and gave what was left to the other men.	P-Not included.					
	M-	39	Good	36	25	26
			Poor	42	42	42
saw to it that whatever weapons, ammunition, equipment or clothing the squad received were fairly divided up among the men, and didn't forget the men who were on guard duty, observation post, or on some work detail.	P-Not included.					
	M-	91	Good	69	67	70
			Poor	52	60	41
divided up the PX rations so that he or his buddies got the best items, and the rest of the fellows got what was left over.	P-Not included.					
	M-	51	Good	19	14	23
			Poor	38	36	36
gave his buddies the first chance to go to a movie or USO show instead of giving all of the men in his squad an equal chance to go.	P-Not included.					
	M-	28	Good	28	25	45
			Poor	46	46	50

TABLE VIII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P-	M		Subordinate	Squad Leader	Superior
had a friendly word and smile for every man in his squad.	P-	22	Good	69	48	42
			Poor	30	40	16
	M-	4	Good	66	54	51
			Poor	27	43	26
tried to keep his men cheerful and in good humor.	M-	40	Good	66	50	37
			Poor	44	40	28
kept his cigarettes and liquor to himself—didn't share them with his men.	M-	103	Good	18	32	33
			Poor	41	38	62
paid no attention to the personal problems of his men.	M-	110	Good	47	45	38
			Poor	51	56	68
made men who were sick or injured take their regular turn on guard duty, patrols and special details—wouldn't excuse these men.	M-	90	Good	27	30	54
			Poor	58	42	50
did his best to see that any of his men who had been wounded or killed were brought out of enemy territory.	P-	52	Good	78	94	93
			Poor	62	90	81
tried to settle arguments between the men in his squad.	M-	48	Good	45	41	34
			Poor	28	31	32

TABLE VIII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
tried to prevent his men from dividing themselves up into small groups that didn't get along with one another.	P-Not included.					
	M- 24		Good Poor	55 19	36 28	45 32
neglected to tell his men all he knew about the future plans of the squad, platoon, and company they were in.	P-Not included.					
	M- 73		Good Poor	31 68	41 63	43 62
talked with the <u>new man</u> who came into the squad and found out all he could about the <u>new man</u> —his name, family, where he came from, what he did in civilian life, his personal problems, etc.	P-Not included.					
	M- 10		Good Poor	53 50	74 59	74 59
told the <u>new man</u> who came into the squad how the squad did such things as get chow, mail letters, get clothing.	P-Not included.					
	M- 68		Good Poor	73 67	75 62	62 48
told the <u>new man</u> that came in to the squad what the squad had been doing and what it would probably be doing in the near future.	P-Not included.					
	M- 5		Good Poor	66 48	58 38	78 38
took the <u>new man</u> who came into the squad around to meet the older men in the squad.	P-Not included.					
	M- 66		Good Poor	67 42	66 48	50 24

TABLE VIII concluded

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
told the older men in his squad to keep an eye on the <u>new man</u> who came into the squad and to help him in any way they could.			P-Not included. Good Poor	65 44	66 47	75 44
told "war stories" to the <u>new man</u> who came into the squad.			P-Not included. Good Poor	49 51	44 57	50 52

TABLE IX

PER CENT OF GOOD AND POOR SQUAD LEADERS CUSTOMARILY¹ PERFORMING BEHAVIORS IN THE MAINTENANCE ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number P ² M ³	Rating of Squad Leader	Rank Group		
			Subor- ⁴ dinate	Squad ⁵ Leader	Super- ⁶ ior
checked his men to see that they had all the weapons, ammunition, equipment and clothing they should have.	P- Not included.				
	M- 79	Good Poor	73 53	77 49	59 32
allowed his men to throw away whatever equipment, clothing or ammunition the men thought they wouldn't need.*	P- 24	Good Poor	29 52	31 29	25 52
	M-108	Good Poor	31 44	23 40	35 65
kept all the clothing, equipment, and ammunition he was issued for the patrol—did not throw any of it away.*	P- 49	Good Poor	61 45	64 52	50 44
	M- 83	Good Poor	56 40	56 43	46 33
saw to it that his men kept their equipment, weapons and ammunition as clean, as dry, and in as good condition as possible.*	P- 1	Good Poor	74 45	65 54	70 30
	M- 30	Good Poor	64 50	69 49	61 32
kept his own equipment, weapons and ammunition as clean, as dry, and in as good condition as possible.**	P- 44	Good Poor	79 42	79 53	70 39
	M- 59	Good Poor	23 45	24 42	18 54

¹Responses falling above the median. ²Patrol situation. ³MLR situation. ⁴N = 85. ⁵N = 120. ⁶N = 70. *Behavior worded slightly different for the MLR situation. **Behavior worded negatively for the MLR situation.

TABLE IX continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
allowed his men to get dirty, cruddy, and unshaven even when the men could keep themselves clean.	P-Not included.					
	M- 13		Good Poor	39 43	37 49	45 57
made sure that his men took showers when they were available.	P-Not included.					
	M-109		Good Poor	74 41	71 52	70 48
kept himself clean, shaven, and with a haircut when it was possible.	P-Not included.					
	M-107		Good Poor	60 39	70 54	57 39
saw to it that his men kept their foxhole and bunker and the surrounding area as clean as possible.	P-Not included.					
	M-118		Good Poor	60 49	64 44	52 32
kept his own foxhole and bunkder and the surrounding area as clean as possible.	P-Not included.					
	M-119		Good Poor	62 53	73 46	64 37
made sure that garbage and refuse were buried or disposed of in some sanitary manner.	P-Not included.					
	M- 86		Good Poor	54 40	58 41	39 25
made sure that a latrine was dug when necessary and that his men used the latrine.	P-Not included.					
	M-115		Good Poor	72 43	77 60	66 28
tried to keep his men from getting drunk.	P-Not included.					
	M- 18		Good Poor	56 53	66 55	82 38

TABLE IX continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
was so drunk that he didn't know what he was doing.	P-Not included.					
	M-	65	Good Poor	16 30	15 16	12 11
urged his men to carry "safes" and "proc" with them when they might be exposed to venereal disease.	P-Not included.					
	M-	32	Good Poor	77 56	78 50	78 40
gave his men "breaks" and chances to rest whenever possible.	P-	42	Good Poor	67 56	74 59	54 44
	M-Not included.					
kept his men busy, instead of letting them rest and take it easy—even when there wasn't anything important to do.	P-Not included.					
	M-	3	Good Poor	48 50	37 52	71 43
tried to check on the physical condition of the men in his squad—paying particular attention to their feet.**	P-	39	Good Poor	65 28	54 43	51 17
	M-	95	Good Poor	48 70	53 71	63 78
saw to it that men who were injured or sick were given first aid or saw the aid men.	P-	13	Good Poor	79 66	93 66	83 47
	M-	78	Good Poor	79 73	88 75	84 50
checked his men to see that they had all the <u>food</u> and <u>water</u> they should have.	P-Not included.					
	M-	74	Good Poor	64 34	65 50	54 30

TABLE IX continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
saw to it that his men did not eat all their food or drink all their water at once, but saved some for later meals, or for times when food and water might be in short supply.**	P-	45	Good	48	50	33
			Poor	28	20	15
	M-	52	Good	53	45	68
			Poor	50	59	60
saw to it that his men did not eat native food or drink native liquor without first making sure it was safe to do so.**	P-	53	Good	51	55	38
			Poor	38	33	33
	M-	88	Good	43	40	47
			Poor	63	53	67
saw to it that his men did not drink water from rivers, streams, or wells without first making sure it was safe to do so (boiling or halazone tablets).	P-	48	Good	53	46	45
			Poor	28	32	30
	M-	71	Good	41	45	42
			Poor	29	31	18
made sure that his men were careful when cleaning their weapons or handling their ammunition so that there were no accidents.	P-Not included.					
	M-	8	Good	60	54	60
			Poor	47	41	15
	P-Not included.					
made sure that all new weapons were test-fired and zeroed-in when it was safe to do so.	M-	80	Good	70	72	73
			Poor	42	48	33
trained his men to work as a team.	P-Not included.					
	M-	15	Good	77	86	89
			Poor	46	55	30

TABLE IX concluded

Behavior Wording	Situation and Item Number P M	Rating of Squad Leader	Rank Group		
			Subor- dinate	Squad Leader	Super- ior
tried to have each man know every other man's job in the squad.	P-Not included.				
	M- 37	Good Poor	60 39	67 42	54 21
used free time to give his men tips and pointers on weapons, tactics, first aid, map reading, bunker building.	P-Not included.				
	M-102	Good Poor	71 50	68 44	68 35
spent his free time trying to learn more about such things as tactics, weapons, first aid, map reading, and bunker building.	P-Not included.				
	M- 36	Good Poor	72 32	58 27	49 22

TABLE X

PER CENT OF GOOD AND POOR SQUAD LEADERS CUSTOMARILY¹ PERFORMING BEHAVIORS IN THE TACTICAL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item Number P ² M ³	Rating of Squad Leader	Rank Group		
			Subor- ⁴ dinate	Squad ⁵ Leader	Super- ⁶ ior
set up and used the field radio and field telephone in the proper manner.	P- 16	Good	80	73	61
		Poor	43	54	39
	M-Not included.				
had trouble reading a map or using a compass correctly.	P- 19	Good	48	48	61
		Poor	71	69	72
	M-Not included.				
put his men in the best possible formation when moving along or crossing a road.	P- 30	Good	78	87	58
		Poor	41	57	32
	M-Not included.				
put his men in the best possible formation when advancing on a village or town.	P- 14	Good	90	88	62
		Poor	56	56	43
	M-Not included.				
put his men in a poor formation for crossing a stream or river.	P- 31	Good	27	25	65
		Poor	65	45	62
	M-Not included.				
put his men in the best possible formation when crossing through a gully, ravine, or valley.	P- 41	Good	74	71	47
		Poor	46	54	23
	M-Not included.				

¹Responses falling above the median. ²Patrol situation. ³MLR situation. ⁴N = 85. ⁵N = 120. ⁶N = 70. *Behavior worded slightly different for the MLR situation. **Behavior worded positively for the MLR situation.

TABLE X continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
put his men in the best possible formation when passing through a heavily wooded area.	P-	54	Good	66	74	54
			Poor	49	51	22
	M-Not included.					
put his men in the best possible formation when crossing or passing through an open area.	P-	56	Good	79	80	56
			Poor	42	56	39
	M-Not included.					
made sure that whatever prisoners the squad took were disarmed, searched, and taken to the rear as soon as possible.	P-	51	Good	88	80	83
			Poor	71	76	78
	M-Not included.					
whenever possible, had the squad return by a route different from the one it had taken going out.	P-	4	Good	55	54	57
			Poor	45	44	39
	M-Not included.					
assigned men to act as flank, front, rear and air security and as runner or getaway men.*	P-	10	Good	61	69	60
			Poor	50	48	35
	M-	55	Good	54	68	80
Poor			59	50	44	
had his men improve their foxholes, bunkers, and gun emplacements, from the point of view of cover, concealment, fields of observation and fire, supply routes, and comfort of men..	P-	Not included.	Good	69	68	67
			Poor	46	52	41
	M- 49					
had his men improve their protection to the front with trip flares, trip grenades, and booby traps, whenever possible.	P-	Not included.	Good	71	68	70
			Poor	48	49	44
	M- 57					

TABLE X continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
made sure that all key-positions were covered before he assigned a man to a detail which was less important than the one the man was already on.	P-Not included.					
	M- 33		Good Poor	58 32	50 43	40 18
tried to keep in contact with friendly units on the squads flanks.	P-Not included.					
	M- 7		Good Poor	73 63	80 58	63 25
had his men prepare range cards and, when it was safe, to do so, zero-in their weapons.	P-Not included.					
	M- 54		Good Poor	56 40	62 41	55 27
found out all he could about the position, strength, and activities of the enemy and also found out all he could about the position, strength, and activities of friendly neighboring troops.	P-Not included.					
	M- 12		Good Poor	51 48	58 39	
told his men all he knew about the position, strength, and activities of the enemy, and also told them all he knew about the position, strength, and activities of neighboring friendly troops.	P-Not included.					
	M-106		Good Poor	66 48	62 45	58 12
was slow in finding out the exact location the squad was in (hill no. or town) and the best route to the platoon and company CPs, aid station, retion and ammo dump.	P-Not included.					
	M- 23		Good Poor	54 60	44 58	60 61

TABLE X continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
told his men all he knew about the location the squad was in (hill no. or town) and the best route to the platoon and company CPs, aid station, ration and ammo dump.	P-Not included.					
	M- 67		Good Poor	77 52	75 52	65 27
found out all he could about what the challenges, passwords, and special signals were for the day.	P-Not included.					
	M- 45		Good Poor	84 65	90 71	86 50
forgot to tell his men all he knew about the challenges, passwords and special signals of the day.	P-Not included.					
	M- 96		Good Poor	28 52	28 42	42 52
instructed his men to pass any information they picked up (about the enemy friendly troops, terrain) to him.	P- 25		Good Poor	81 35	79 60	74 27
	M-101		Good Poor	70 41	74 56	68 16
	P- 35		Good Poor	76 43	71 58	67 22
	M-111		Good Poor	76 50	66 56	73 35
passed any information he had (about the squad, the enemy, friendly troops, terrain) along to his platoon sergeant or platoon leader.	P- 35		Good Poor	76 43	71 58	67 22
	M-111		Good Poor	76 50	66 56	73 35
took notes on what the squad saw for the patrol report.	P- 46		Good Poor	64 32	58 40	62 28
	M-Not included.					

TABLE X continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group		
	P	M		Subordinate	Squad Leader	Superior
had only a vague idea just where some of the men in his squad were located.**	P- 2		Good	52	46	43
			Poor	66	62	61
	M- 76		Good	86	87	79
			Poor	64	64	61
had little if any idea as to just where the squad was (its location).	P- 27		Good	48	46	32
			Poor	73	62	66
	M-Not included.					
told his men <u>where</u> to move, <u>when</u> to move, and <u>how</u> to move.	P- 3		Good	73	79	59
			Poor	42	53	28
	M-Not included.					
made sure that his men kept in contact with one another when on the move, yet not so close as to be a good target for the enemy.	P- 33		Good	73	79	59
			Poor	46	57	22
	M-Not included.					
made sure that his men did nothing which would give their position away to the enemy—such as smoke cigarettes or make noise.*	P- 9		Good	84	86	78
			Poor	51	64	53
	M- 6		Good	67	69	60
			Poor	56	58	32
moved so fast that some of the men had trouble keeping up with the squad.	P- 7		Good	48	39	67
			Poor	70	54	73
	M-Not included.					
used the same man as "point man" as he had been using on all the other patrols—didn't rotate men on the point position.	P- 47		Good	48	43	39
			Poor	46	32	28
	M-Not included.					

TABLE X concluded

Behavior Wording	Situation and Item		Rating of		Rank Group		
	P	M	Squad Leader		Subordinate	Squad Leader	Superior
kept his men moving by encouraging them through his words and actions.	P- 50		Good		65	60	56
			Poor		21	41	26
	M-Not included.						
kept his men informed as to just where the squad was located.	P- 37		Good		56	69	58
			Poor		41	54	22
	M-Not included.						
moved from position to position checking that his men were all right and the men assigned to guard were on the alert.	P-Not included.						
	M- 94		Good		68	55	72
			Poor		42	51	33
M-Not included.							
placed <u>new men</u> where he or other combat veterans could keep watch on them.	F- 18		Good		81	70	72
			Poor		38	52	38
	M-Not included.						
placed men who he thought might "bug-out" where he or other combat veterans could keep an eye on them.	P- 58		Good		67	55	61
			Poor		22	58	31
	M-Not included.						
put himself in a position where he was safe but had little control over the men in his squad.*	P- 12		Good		31	22	24
			Poor		56	45	62
	M-117		Good		17	19	14
			Poor		36	42	33
M-Not included.							
"bugged-out" on the patrol.	P- 59		Good		04	06	05
			Poor		11	14	14
	M-Not included.						

PER CENT OF SQUAD LEADERS USUALLY OR ALWAYS
PERFORMING GIVEN BEHAVIORS

Tables XI, XII, XIII, XIV, and XV indicate the per cent of good and poor squad leaders usually or always performing various behaviors while on patrol and while on the MLR as reported by men of subordinate, squad leader and superior rank. The data is reported by activity area and by the rank of the subjects.

References in the text to the frequency with which all squad leaders performed given behaviors are based on the material found in these tables.

TABLE XI

PER CENT OF GOOD AND POOR SQUAD LEADERS USUALLY OR ALWAYS PERFORMING BEHAVIORS IN THE CONTROL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total ⁶
	P ¹	M ²		Subor- ³ dinate	Squad ⁴ Leader	Super- ⁵ ior	
gave his orders in a firm, confident manner, showing he knew what he was talking about	P- 15		Good	89	96	96	94
			Poor	73	72	78	73
			Total	81	85	88	85
and meant what he said.	M- 69		Good	91	97	91	94
			Poor	80	72	70	75
			Total	85	86	83	85
made sure that the orders he gave to his men were clearly understood by the men.	P- 55		Good	94	98	100	98
			Poor	70	77	81	74
			Total	83	89	92	87
	M- 50		Good	91	97	95	95
			Poor	83	80	78	81
			Total	87	90	89	89
when giving orders to men in his squad, gave them to specific people. He would say, "John and Bill dig-in over there," instead of saying, "Two of you dig-in over there".	P-Not included.		Good	72	80	88	80
			Poor	64	78	76	72
			Total	68	79	84	76
threatened his men with extra details, court-martial, or a "kick in the butt" if they wouldn't do what he told them to do.	P- 36		Good	13	10	21	13
			Poor	17	20	13	19
			Total	15	15	18	16
	M- 85		Good	07	10	18	11
			Poor	24	21	12	20
			Total	16	15	15	15

¹Patrol situation. ²MLR situation. ³N = 85. ⁴N = 120. ⁵N = 70.
⁶N = 275.

TABLE XI continued

Behavior Wording	Situation and Item		Rating of	Rank Group			
	Number		Squad	Subor- dinate	Squad Leader	Super- ior	Total
	P	M	Leader				
cussed at his men when he gave them an order.	P- 43	Good	16	03	09	09	
		Poor	14	18	12	15	
		Total	15	10	10	12	
	M- 29	Good	14	10	07	10	
		Poor	14	17	14	15	
		Total	14	13	10	12	
checked to see that the orders he had given his men were carried out promptly and properly.	P- 28	Good	96	93	98	96	
		Poor	75	77	70	75	
		Total	86	86	87	87	
	M- 20	Good	87	95	95	93	
		Poor	87	75	74	79	
		Total	87	86	87	87	
let his men work on squad details without supervising them.	P-Not included.						
	M- 77	Good	36	30	10	26	
		Poor	40	33	26	33	
		Total	38	31	16	29	
	tried to keep close watch on those men in his squad who he thought would "foul-up" their details or take off from their details.	P-Not included.					
		M- 16	Good	76	87	90	85
Poor			70	81	63	74	
Total			73	84	80	80	
stood over his men and "rode" them after he gave them an order.		P-Not included.					
		M- 9	Good	24	20	07	18
	Poor		28	27	11	23	
	Total		26	23	08	20	

TABLE XI continued

Behavior Wording	Situation and Item		Rating of	Rank Group			
	Number P M	Squad Leader		Subor-	Squad	Super-	Total
				dinate	Leader	ior	
complimented his men, when they did a good job and	P- 32		Good	74	70	84	76
			Poor	64	61	55	61
			Total	69	66	73	69
"chewed his men out" when they "fouled-up".	M- 97		Good	74	73	84	76
			Poor	69	64	67	66
			Total	72	69	77	72
criticized or "chewed out" his men in <u>private</u> when they "fouled-up", instead of criticizing them or "chewing them out" in front of their buddies.	P-Not included. M- 38		Good	49	72	76	67
			Poor	55	39	50	47
			Total	52	57	66	58
asked for the advice and suggestions of his men as to how things should be done.	P- 26		Good	69	54	45	56
			Poor	38	53	31	43
			Total	54	53	39	50
	M- 70		Good	64	64	57	62
			Poor	47	51	36	47
			Total	55	58	49	55
took the advice and suggestions of men in his squad when they suggested ways of doing things better than his own.	P- 5		Good	79	77	86	80
			Poor	56	64	46	53
			Total	68	71	71	71
	M- 47		Good	62	78	95	78
			Poor	71	66	72	69
			Total	67	72	86	74
gave a man an order, and, as much as possible, let the man carry out the order in the way the man thought best.	P- 38		Good	70	74	74	73
			Poor	79	53	44	60
			Total	74	64	61	67
	M-Not included.						

TABLE XI concluded

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
as much as possible explained to his men why an order was given and why	P-	11	Good	86	87	88	87
			Poor	66	58	55	59
			Total	76	74	75	75
it had to be carried out in a certain way.	M-	81	Good	84	88	82	86
			Poor	71	67	60	67
			Total	78	79	74	77
admitted when he was wrong...	P-	20	Good	84	87	98	90
			Poor	63	60	60	62
			Total	74	76	83	78
took the blame when he was wrong.	M-	61	Good	83	91	95	90
			Poor	64	61	52	60
			Total	73	78	78	77
took "back-talk" or "lip" from his men when he gave them an order.	P-	57	Good	13	09	02	08
			Poor	18	07	03	09
			Total	15	08	02	08
	M-	64	Good	12	01	00	04
			Poor	14	17	11	14
			Total	13	08	04	09

TABLE XII

PER CENT OF GOOD AND POOR SQUAD LEADERS USUALLY OR ALWAYS PERFORMING BEHAVIORS IN THE INTERMEDIARY ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	Number	P M		Subordinate	Squad Leader	Superior	
questioned his platoon sergeant or platoon leader when he did not understand an order he was given or wasn't sure how it was to be carried out.	P-	23	Good	96	96	95	96
			Poor	79	85	74	80
			Total	88	91	87	89
spoke to his platoon sergeant or platoon leader when he felt that the order they had given him could not be carried out, or could not be carried out in the way they wanted the order carried out.	M-	26	Good	93	99	95	96
			Poor	88	83	72	82
			Total	90	92	87	90
criticized his superiors (platoon sergeant or platoon leader) where the men in his squad could hear him.	P-	6	Good	15	10	03	10
			Poor	24	14	15	53
			Total	19	12	08	14
where the men in his squad could hear him.	M-	99	Good	12	22	06	16
			Poor	22	24	21	23
			Total	17	23	12	19

¹Patrol situation. ²MLR situation. ³N = 85. ⁴N = 120. ⁵N = 70.
⁶N = 275. *Behavior worded slightly different for the patrol situation.

TABLE XII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			
	Number P M	Squad Leader		Subordinate	Squad Leader	Superior	Total
"whined" and "griped" or argued when he received orders from his platoon sergeant or platoon leader.	P- 34	Good	04	04	00	03	
		Poor	22	11	10	16	
		Total	13	07	04	08	
	M-114	Good	13	08	00	07	
		Poor	13	14	18	16	
		Total	13	11	09	11	
when he received an order from his platoon sergeant or platoon leader, passed the order along to his men as if it was his own order—said, "Let's dig in here," instead of saying, "The platoon sergeant wants us to dig in here."*	P- 17	Good	67	69	81	72	
		Poor	54	52	82	58	
		Total	61	61	82	66	
	M- 87	Good	57	58	74	62	
		Poor	55	51	79	58	
		Total	56	55	76	60	
spoke to his platoon sergeant or platoon leader when he felt his men were getting <u>more</u> than their share of patrols, observation post or work details.	P-Not included.						
	M- 25	Good	82	86	93	86	
		Poor	58	67	76	66	
		Total	70	78	87	78	
	tried to get for his men whatever <u>food</u> and <u>water</u> he thought they were short.	P-Not included.					
		- 27	Good	100	96	93	96
Poor			80	77	85	80	
Total			90	88	90	89	
tried to get clean clothing for his men.		P-Not included.					
		M- 34	Good	90	89	98	92
	Poor		73	69	89	75	
	Total		81	80	94	84	

TABLE XII continued

Behavior Wording	Situation and Item		Rating of		Rank Group			
	Number		Squad		Subor-	Squad	Super-	Total
	P	M	Leader		dinate	Leader	ior	
tried to get those things for his men with which they could keep their weapons clean and in good operating order.	P-Not included.							
	M-100		Good	91	97	100	96	
			Poor	73	75	82	76	
			Total	82	88	93	87	
let his men operate with less weapons, ammunition, equipment or clothing, than they needed— neglected to get his men the things they were short.	P-Not included.							
	M- 58		Good	21	08	07	11	
			Poor	25	13	00	14	
			Total	23	10	04	12	
tried to get for his men whatever PX rations they needed.	P-Not included.							
	M- 11		Good	89	97	93	94	
			Poor	81	80	92	83	
			Total	85	90	93	89	
spoke to his platoon sergeant or platoon leader when he felt his men were not getting as many chances to see movies or USO shows as men in other squads.	P-Not included.							
	M- 44		Good	81	88	85	85	
			Poor	67	59	63	63	
			Total	74	76	77	76	
recommended decorations for men in his squad who deserved them.	P-Not included.							
	M- 22		Good	75	82	78	79	
			Poor	53	62	35	53	
			Total	64	74	63	68	

TABLE XII concluded

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
	tried to get more rank for the men in his squad who deserved it.	P-Not included. M- 2		Good Poor Total	82 56 69	89 64 78	98 73 88
tried to find out in advance when men in his squad would have to pull patrol, observation post or some special work detail.	P-Not included. M- 84		Good Poor Total	90 80 85	89 64 78	86 79 83	88 72 82
found out all he could about the future plans of the squad, platoon, and company he was in.	P-Not included. M- 89		Good Poor Total	84 75 80	92 74 84	92 80 88	90 76 83
found out when the men in his squad could go to a movie or USO show.	P-Not included. M- 42		Good Poor Total	79 77 78	93 65 81	92 78 87	89 72 82

TABLE XIII

PER CENT OF GOOD AND POOR SQUAD LEADERS USUALLY OR ALWAYS PERFORMING BEHAVIORS IN THE INTERPERSONAL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item		Rank Group			
	Number P ¹ M ²	Rating of Squad Leader	Subor- ³ dinate	Squad ⁴ Leader	Super- ⁵ ior	Total ⁶
went on guard duty himself when the squad was short-handed.	P-Not included.					
	M- 63	Good	89	91	91	90
		Poor	74	69	81	74
		Total	82	81	87	83
refused to help his men on their squad details even when he had the time to help them.	P-Not included.					
	M- 56	Good	07	09	09	08
		Poor	34	22	12	24
		Total	20	15	10	15
spent his spare time with the other non-coms—instead of with the men in his squad.	P-Not included.					
	M- 17	Good	18	09	02	10
		Poor	20	31	11	24
		Total	19	19	06	16
stayed off by himself—wouldn't get out among his men.	P-Not included.					
	M-104	Good	07	05	00	04
		Poor	05	13	08	09
		Total	06	09	03	06
made sure that the men took turns carrying the heavier weapons and equipment.	P- 8	Good	84	92	93	90
		Poor	60	74	81	70
		Total	72	84	88	81
	M-Not included.					

¹Patrol situation. ²MLR situation. ³N = 85. ⁴N = 120. ⁵N = 70.
⁶N = 275.

TABLE XIII continued

Behavior Wording	Situation and Item		Rank Group			
	Rating of		Subordinate	Squad Leader	Superior	Total
	Number	Squad Leader				
P	M					
had special buddies in the squad and spent most of his spare time with those buddies—ignoring the other men.	P-Not included.					
	M-116	Good	08	05	00	04
		Poor	23	19	15	19
		Total	15	11	06	11
made his buddy the assistant squad leader even though his buddy wasn't the best man for the job.	P-Not included.					
	M- 43	Good	15	10	05	10
		Poor	22	23	08	19
		Total	18	15	06	14
put the same men in his squad on work details and on observation post—didn't use a roster, and tried to keep his buddies off these assignments.	P-Not included.					
	M- 53	Good	10	01	04	04
		Poor	16	21	08	16
		Total	13	10	06	10
when dividing up the food rations the squad received, took the best things for himself, and gave what was left to the other men.	P-Not included.					
	M- 39	Good	10	06	07	07
		Poor	22	15	08	16
		Total	16	10	07	11
saw to it that whatever weapons, ammunition, equipment or clothing the squad received were fairly divided up among the men, and didn't forget the men who were on guard duty, or on work details.	P-Not included.					
	M- 91	Good	84	89	93	89
		Poor	80	88	89	85
		Total	82	89	92	87
divided up the PX rations so that he or his buddies got the best items, and the rest of the fellows got what was left over.	P-Not included.					
	M- 51	Good	12	01	00	04
		Poor	05	14	12	10
		Total	09	07	04	07

TABLE XIII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			
	P	M		Subordinate	Squad Leader	Superior	Total
gave his buddies the first chance to go to a movie or USO show instead of giving all of the men in his squad an equal chance to go.	P-Not included.						
	M- 28		Good	15	07	15	11
			Poor	27	26	21	25
			Total	21	16	17	18
had a friendly word and smile for every man in his squad.	P- 22		Good	96	90	80	89
			Poor	70	77	59	69
			Total	84	84	71	81
	M- 4		Good	91	87	81	86
		Poor	70	71	63	69	
		Total	81	80	74	79	
tried to keep his men cheerful and in good humor.	P-Not included.						
	M- 40		Good	86	84	95	88
			Poor	78	70	78	75
			Total	82	78	89	82
kept his cigarettes and liquor to himself— didn't share them with his men.	P-Not included.						
	M-103		Good	05	11	03	08
			Poor	08	12	14	11
			Total	06	11	07	09
paid no attention to the personal problems of his men.	P-Not included.						
	M-110		Good	34	20	08	20
			Poor	30	19	36	27
			Total	32	20	19	23
made men who were sick or injured take their regular turn on guard duty, patrols and special details— wouldn't excuse these men.	P-Not included.						
	M- 90		Good	12	08	02	08
			Poor	17	14	00	12
			Total	15	11	01	10

TABLE XIII continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			
	P	M		Subordinate	Squad Leader	Superior	Total
did his best to see that any of his men who had been wounded or killed were brought out of enemy territory,	P-	52	Good	93	100	98	97
			Poor	92	96	96	95
			Total	93	98	97	96
	M-Not included.						
tried to settle arguments between the men in his squad.	M-	48	Good	74	87	89	84
			Poor	60	56	68	60
			Total	67	74	81	73
	P-Not included.						
tried to prevent his men from dividing themselves up into small groups that didn't get along with one another.	M-	24	Good	78	73	85	77
			Poor	60	60	64	61
			Total	68	67	77	70
neglected to tell his men all he knew about the future plans of the squad, platoon, and company they were in.	M-	73	Good	15	14	05	12
			Poor	38	26	29	30
			Total	26	20	14	20
talked with the <u>new man</u> who came into the squad and found out all he could about the <u>new man</u> —his name, family, where he came from, what he did in civilian life, his personal problems, etc.	M-	10	Good	53	74	74	68
			Poor	50	59	59	55
			Total	52	68	69	63

TABLE XIII concluded

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	Number			Subordinate	Squad Leader	Superior	
	P	M					
told the <u>new man</u> that came into the squad how the squad did such things as get chow, mail letters, get clothing.	P-Not included.						
	M- 68		Good	89	97	100	96
			Poor	84	87	81	85
			Total	87	93	93	91
told the <u>new man</u> that came into the squad what the squad had been doing and what it would probably be doing in the near future.	P-Not included.						
	M- 5		Good	93	93	95	94
			Poor	76	69	69	72
			Total	84	82	85	84
took the <u>new man</u> who came into the squad around to meet the older men in the squad.	P-Not included.						
	M- 66		Good	89	92	90	91
			Poor	77	74	72	75
			Total	83	84	84	84
told the older men in his squad to keep an eye on the <u>new man</u> who came into the squad and to help him in any way they could.	P-Not included.						
	M- 1		Good	88	96	100	95
			Poor	86	88	81	86
			Total	87	93	92	91
told "war stories" to the <u>new man</u> who came into the squad.	P-Not included.						
	M- 35		Good	12	14	18	14
			Poor	16	29	17	22
			Total	14	21	17	18

TABLE XIV

PER CENT OF GOOD AND POOR SQUAD LEADERS USUALLY OR ALWAYS PERFORMING BEHAVIORS IN THE MAINTENANCE ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			
	P ¹	M ²		Subor- ³ dinate	Squad ⁴ Leader	Super- ⁵ ior	Total ⁶
checked his men to see that they had all the weapons, ammunition, equipment and clothing they should have.			P-Not included.				
	M- 79		Good	93	95	98	95
			Poor	78	82	78	80
			Total	85	89	90	88
allowed his men to throw away whatever equipment, clothing or ammunition the men thought they wouldn't need.*	P- 24		Good	14	11	00	09
			Poor	17	18	13	17
			Total	16	14	05	12
	M-108		Good	12	04	02	06
			Poor	13	28	12	20
			Total	13	15	06	12
kept all the clothing, equipment, and ammunition he was issued for the patrol—did not throw any of it away.*	P- 49		Good	89	90	91	90
			Poor	75	70	74	74
			Total	82	81	84	83
	M- 83		Good	89	93	91	91
			Poor	78	70	83	75
			Total	84	83	88	84
saw to it that his men kept their equipment, weapons and ammunition as clean, as dry, and in as good condition as possible.*	P- 1		Good	91	97	100	96
			Poor	82	83	77	80
			Total	87	91	90	89
	M- 30		Good	91	96	91	93
			Poor	82	79	71	78
			Total	86	88	83	87

¹Patrol situation. ²MLR situation. ³N = 85. ⁴N = 120. ⁵N = 70. ⁶N = 275. *Behavior worded slightly different for the MLR situation. **Behavior worded negatively for the MLR situation.

TABLE XIV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	Number	P M		Subordinate	Squad Leader	Superior	
kept his own equipment, weapons and ammunition as clean, as dry, and in as good condition as possible.**	P- 44		Good	98	97	98	98
			Poor	75	82	81	78
			Total	87	91	91	89
	M- 59		Good	12	04	02	06
			Poor	10	12	07	10
			Total	10	07	04	07
allowed his men to get dirty, cruddy, and unshaven even when the men could keep themselves clean.	P-Not included.						
	M- 13		Good	18	08	04	10
			Poor	06	20	11	14
			Total	12	13	07	12
made sure that his men took showers when they were available.	P-Not included.						
	M-109		Good	91	95	98	94
			Poor	80	80	85	81
			Total	85	88	93	88
kept himself clean, shaven, and with a haircut when it was possible.	P-Not included.						
	M-107		Good	88	95	95	93
			Poor	78	87	82	83
			Total	83	91	90	89
saw to it that his men kept their foxhole and bunker and the surrounding area as clean as possible.	P-Not included.						
	M-118		Good	87	96	93	93
			Poor	82	81	64	78
			Total	84	89	81	86
kept his own foxhole and bunker and the surrounding area as clean as possible.	P-Not included.						
	M-119		Good	92	100	98	97
			Poor	84	77	67	77
			Total	88	90	86	88

TABLE XIV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
made sure that garbage and refuse were buried or disposed of in some sanitary manner.	P-	Not included.					
	M-	86	Good	77	92	89	88
			Poor	81	68	82	76
			Total	79	82	86	83
made sure that a latrine was dug when necessary and that his men used the latrine.	P-	Not included.					
	M-	115	Good	95	95	89	93
			Poor	89	80	75	82
			Total	92	88	83	88
tried to keep his men from getting drunk.	P-	Not included.					
	M-	18	Good	56	66	82	67
			Poor	53	55	38	50
			Total	55	61	65	60
was so drunk that he didn't know what he was doing.	P-	Not included.					
	M-	65	Good	07	01	02	03
			Poor	07	02	04	04
			Total	07	02	03	03
urged his men to carry "safes" and "pros" with them when they might be exposed to venereal disease.	P-	Not included.					
	M-	32	Good	77	78	78	78
			Poor	56	50	40	50
			Total	66	66	62	65
gave his men "breaks" and chances to rest whenever possible.	P-	42	Good	90	90	96	91
			Poor	84	86	94	88
			Total	87	88	95	90
	M-	Not included.					

TABLE XIV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
kept his men busy, instead of letting them rest and take it easy—even when there wasn't anything important to do.	P-Not included.						
	M-	3	Good	27	28	48	33
			Poor	30	29	21	28
			Total	29	28	37	30
tried to check on the physical condition of the men in his squad—paying particular attention to their feet.**	P-	39	Good	90	88	82	88
			Poor	64	66	70	65
			Total	78	78	77	78
	M-	95	Good	12	16	00	11
			Poor	30	28	15	27
			Total	21	22	06	18
saw to it that men who were injured or sick were given first aid or saw the aid men.	P-	13	Good	94	99	96	96
			Poor	85	95	90	90
			Total	90	97	93	94
	M-	78	Good	93	99	98	97
			Poor	93	93	88	92
			Total	93	96	94	95
checked his men to see that they had all the <u>food</u> and <u>water</u> they should have.	P-Not included.						
	M-	74	Good	90	92	100	94
			Poor	75	80	74	77
			Total	82	87	90	86
saw to it that his men did not eat all their food or drink all their water at once, but saved some for later meals, or for times when food and water might be in short supply.**	P-	45	Good	84	87	86	87
			Poor	63	60	62	62
			Total	74	75	76	76
	M-	52	Good	18	10	05	11
			Poor	14	28	12	21
			Total	16	18	08	15

TABLE XIV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
saw to it that his men did not eat native food or drink native liquor without first making sure it was safe to do so.**	P- 53		Good	76	87	78	82
			Poor	70	58	59	65
			Total	73	75	70	75
saw to it that his men did not drink water from rivers, streams, or wells without first making sure it was safe to do so (boiling or halazone tablets).	M- 88		Good	14	15	06	12
			Poor	26	21	24	23
			Total	20	18	12	17
made sure that his men were careful when cleaning their weapons or handling their ammunition so that there were no accidents.	P- 48		Good	80	80	76	80
			Poor	55	55	70	58
			Total	68	69	74	70
made sure that all new weapons were test-fired and zeroed-in when it was safe to do so.	M- 71		Good	76	81	68	76
			Poor	58	63	64	62
			Total	67	73	66	70
trained his men to work as a team.	P-Not included.		Good	86	80	91	84
			Poor	73	66	62	57
			Total	80	74	80	77
made sure that all new weapons were test-fired and zeroed-in when it was safe to do so.	P-Not included.		Good	91	92	100	94
			Poor	84	78	75	80
			Total	88	86	91	88
trained his men to work as a team.	M- 80		Good	91	96	98	95
			Poor	70	75	78	74
			Total	80	87	90	86

TABLE XIV concluded.

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
	tried to have each man know every other man's job in the squad.	P-Not included. M- 37		Good Poor Total	82 77 80	94 72 84	89 64 79
used free time to give his men tips and pointers on weapons, tactics, first aid, map reading, bunker building.	P-Not included. M-102		Good Poor Total	71 50 61	68 44 57	68 35 54	69 44 58
spent his free time trying to learn more about such things as tactics, weapons, first aid, map reading, and bunker building.	P-Not included. M- 36		Good Poor Total	72 32 53	58 27 45	49 22 39	60 28 46

TABLE XV

PER CENT OF GOOD AND POOR SQUAD LEADERS USUALLY OR ALWAYS PERFORMING BEHAVIORS IN THE TACTICAL ACTIVITIES AREA WHILE ON PATROL AND WHILE ON THE MLR AS REPORTED BY MEN OF SUBORDINATE, SQUAD LEADER, AND SUPERIOR RANKS

Behavior Wording	Situation and Item		Rating of Squad Leader	Bank Group			Total ⁶
	P ¹	M ²		Subor- ³ dinate	Squad ⁴ Leader	Super- ⁵ ior	
set up and used the field radio or field telephone in the proper manner.	P- 16		Good	98	93	95	95
			Poor	80	82	78	81
			Total	89	88	88	89
			M-Not included.				
had trouble reading a map or using a compass correctly.	P- 19		Good	18	08	04	10
			Poor	21	25	28	25
			Total	20	15	14	17
			M-Not included.				
put his men in the best possible formation when then moving along or crossing a road.	P- 30		Good	98	94	96	96
			Poor	80	82	84	82
			Total	89	89	91	90
			M-Not included.				
put his men in the best possible formation when advancing on a village or town.	P- 14		Good	95	98	97	97
			Poor	85	82	95	86
			Total	91	92	96	93
			M-Not included.				
put his men in a poor formation for crossing a stream or river.	P- 31		Good	11	06	12	09
			Poor	28	12	19	20
			Total	19	08	14	14
			M-Not included.				

¹patrol situation. ²MLR situation. ³N = 85. ⁴N = 120. ⁵N = 70. ⁶N = 275. *Behavior worded slightly different for the MLR situation. **Behavior worded positively for the MLR situation.

TABLE XV continued

Behavior Wording	Situation and Item		Rating of	Rank Group			
	Number P M	Squad Leader		Subor-	Squad	Super-	Total
				dinate	Leader	ior	
put his men in the best possible formation when crossing through a gulley, ravine, or valley.	P- 41		Good	93	97	98	96
			Poor	91	83	83	86
			Total	92	91	92	92
	M-Not included.						
put his men in the best possible formation when passing through a heavily wooded area.	P- 54		Good	96	97	100	97
			Poor	90	79	81	83
			Total	93	89	93	91
	M-Not included.						
put his men in the best possible formation when crossing or passing through an open area.	P- 56		Good	92	98	100	97
			Poor	86	80	87	83
			Total	89	90	95	91
	M-Not included.						
made sure that whatever prisoners the squad took were disarmed, searched, and taken to the rear as soon as possible.	F- 51		Good	98	94	97	96
			Poor	97	91	94	94
			Total	97	93	96	95
	M-Not included.						
whenever possible, had the squad return by a route different from the one it had taken going out.	P- 4		Good	65	80	75	75
			Poor	71	65	57	64
			Total	68	74	68	70
	M-Not included.						
assigned men to act as flank, front, rear and air security and as runner or get away men.*	P- 10		Good	82	89	91	88
			Poor	74	71	87	75
			Total	78	81	89	82
	M- 55		Good	84	92	95	91
Poor			82	72	85	78	
Total			83	84	92	85	

TABLE XV continued

Behavior Wording	Situation and Item		Rating of	Rank Group			
	Number P M	Squad Leader		Subor-	Squad	Super-	Total
				dinate	Leader	ior	
had his men improve their foxholes, bunkers, and gun emplacements, from the point of view of cover, concealment, fields of observation and fire, supply routes, and comfort of men.	P-Not included.						
	M- 49	Good	90	91	95	92	
		Poor	78	77	81	79	
		Total	84	85	90	86	
had his men improve their protection to the front with trip flares, trip grenades, and booby traps, whenever possible.	P-Not included.						
	M- 57	Good	88	93	95	92	
		Poor	88	79	76	81	
		Total	88	87	88	88	
made sure that all key-positions were covered before he assigned a man to a detail which was less important than the one the man was already on.	P-Not included.						
	M- 33	Good	85	89	95	90	
		Poor	82	80	73	80	
		Total	84	86	88	86	
tried to keep in contact with friendly units on the squads flanks.	P-Not included.						
	M- 7	Good	90	97	95	95	
		Poor	84	77	71	78	
		Total	87	88	86	88	
had his men prepare range cards and, when it was safe to do so, zero-in their weapons.	P-Not included.						
	M- 54	Good	81	80	81	80	
		Poor	79	68	62	70	
		Total	80	75	74	76	

TABLE XV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
found out all he could about the position, strength, and activities of the enemy and also found out all he could about the position, strength, and activities of friendly neighboring troops.	P-Not included.						
	M- 12		Good	85	89	84	86
			Poor	75	68	52	68
			Total	80	80	73	79
told his men all he knew about the position, strength, and activities of the enemy, and also told them all he knew about the position, strength, and activities of neighboring friendly troops.	P-Not included.						
	M-106		Good	93	97	98	96
			Poor	84	78	69	79
			Total	89	89	87	88
was <u>slow</u> in finding out the exact location the squad was in (hill no. or town) and the best route to the platoon and company CPs, aid station, ration and ammo dump.	P-Not included.						
	M- 23		Good	26	22	12	20
			Poor	30	30	13	27
			Total	28	25	12	23
told his men all he knew about the location the squad was in (hill no. or town) and the best route to the platoon and company CPs, aid station, ration and ammo dump.	P-Not included.						
	M- 67		Good	93	90	98	93
			Poor	84	82	81	83
			Total	89	87	91	88

TABLE XV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			
	Number P M			Subordinate	Squad Leader	Superior	Total
found out all he could about what the challenges, passwords, and special signals were for the day.	M- 45	P-Not included.	Good	93	94	98	94
			Poor	87	92	86	89
			Total	90	93	93	92
forgot to tell his men all he knew about the challenges, passwords and special signals of the day.	M- 96	P-Not included.	Good	07	04	07	05
			Poor	04	08	07	07
			Total	06	06	07	06
instructed his men to pass any information they picked up (about the enemy, friendly troops, terrain) to him.	P- 25		Good	92	93	93	93
			Poor	79	75	77	76
			Total	87	85	87	86
	M-101		Good	95	97	98	96
			Poor	80	70	64	72
			Total	87	85	86	86
passed any information he had (about the squad, the enemy, friendly troops, terrain) along to his platoon sergeant or platoon leader.	P- 35		Good	93	96	98	96
			Poor	81	85	84	83
			Total	88	91	92	91
	M-111		Good	94	92	100	94
			Poor	88	80	91	85
			Total	91	87	97	90
took notes on what the squad saw for the patrol report.	P- 46		Good	82	83	82	83
			Poor	59	66	54	61
			Total	72	76	71	74
	M-Not included.						
had only a vague idea just where some of the men in his squad were located.**	P- 2		Good	35	25	07	22
			Poor	30	36	19	28
			Total	33	30	12	25
	M- 76		Good	98	96	95	97
			Poor	89	87	78	86
			Total	93	92	89	92

TABLE XV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	P	M		Subordinate	Squad Leader	Superior	
	had little if any idea as to just where the squad was (its location).	P- 27		Good Poor Total	26 34 30	22 27 24	07 24 14
			M-Not included.				
told his men <u>where</u> to move, <u>when</u> to move, and <u>how</u> to move.	P- 3		Good Poor Total	94 72 84	96 72 85	91 72 83	94 72 85
			M-Not included.				
made sure that his man kept in contact with one another when on the move, yet not so close as to be a good target for the enemy.	P- 33		Good Poor Total	90 79 85	100 84 93	100 75 89	97 80 89
			M-Not included.				
made sure that his men did nothing which would give their position away to the enemy—such as smoke cigarettes or make noise.*	P- 9		Good Poor Total	94 73 84	96 86 91	96 78 88	95 78 88
	M- 6		Good Poor Total	88 80 84	92 74 84	84 75 80	89 76 83
moved so fast that some of the men had trouble keeping up with the squad.	P- 7		Good Poor Total	09 32 20	03 14 08	00 03 01	04 18 10
			M-Not included.				
used the same man as "point man" as he had been using on all the other patrols—didn't rotate men on the point position.	P- 47		Good Poor Total	37 41 39	33 24 29	32 07 22	34 28 31
			M-Not included.				

TABLE XV continued

Behavior Wording	Situation and Item		Rating of Squad Leader	Rank Group			Total
	Number			Subordinate	Squad Leader	Superior	
	P	M					
kept his men moving by encouraging them through his words and actions.	P- 50	Good	86	89	96	90	
		Poor	63	68	67	65	
		Total	75	80	85	80	
	M-Not included.						
kept his men informed as to just where the squad was located.	P- 37	Good	92	93	98	96	
		Poor	80	84	72	79	
		Total	86	89	87	89	
	M-Not included.						
moved from position to position checking that his men were all right and the men assigned to guard were on the alert.	P-Not included.						
	M- 94	Good	89	86	93	88	
		Poor	74	80	74	77	
		Total	82	83	86	83	
placed <u>new men</u> where he or other combat veterans could keep watch on them.	P- 18	Good	94	92	100	94	
		Poor	71	88	88	83	
		Total	83	90	95	90	
	M-Not included.						
placed men who he thought might "bug-out" where he or other combat veterans could keep an eye on them.	P- 58	Good	90	85	95	90	
		Poor	72	80	77	77	
		Total	82	83	88	84	
	M-Not included.						

TABLE XV concluded

Behavior Wording	Situation and Item		Rating of	Rank Group			Total
	Number			Squad Leader	Subordinate	Squad Leader	
	P	M					
put himself in a position where he was safe but had little control over the men in his squad.*	P-	12	Good	12	04	00	06
			Poor	27	21	09	21
			Total	19	12	04	12
"bugged-out" on the patrol.	M-	117	Good	06	03	00	03
			Poor	10	05	15	09
			Total	08	04	06	06
"bugged-out" on the patrol.	P-	59	Good	02	02	05	03
			Poor	00	08	03	05
			Total	01	04	04	04
	M-Not included.						