

AD A 951569

SUPPLEMENT A

(Supplement to Interim Report, "Attitudes of Fighters and Non-Fighters Toward the Combat Performance of Infantry Squad Leaders, by Morris Showel. October 1954.)

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Human Research Unit No. 2
Office, Chief of Army Field Forces
Fort Ord, California
October 1954

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) ATTITUDES OF FIGHTERS AND NON-FIGHTERS TOWARD THE COMBAT PERFORMANCE OF INFANTRY SQUAD LEADERS ● Supplement A		5. TYPE OF REPORT & PERIOD COVERED Staff Memorandum
7. AUTHOR(s) Morris Showel		6. PERFORMING ORG. REPORT NUMBER
8. CONTRACT OR GRANT NUMBER(s) DA 44-109-qm-650		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
9. PERFORMING ORGANIZATION NAME AND ADDRESS Human Resources Research Organization (HumRRO) 300 North Washington Street Alexandria, Virginia 22314		12. REPORT DATE October 1954
11. CONTROLLING OFFICE NAME AND ADDRESS Department of the Army		13. NUMBER OF PAGES █
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES Research performed under Work Unit FIGHTER.		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Rifle Squad Leaders Leadership Fighters Non-Fighters		
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 when setting up a defensive position and when in a fire fight, and (2) the evaluations of these behaviors by other squad leaders and by superiors and subordinates. 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, and IV indicate the correlation between a squad leader's rating and the frequency with which he was reported to have performed various behaviors while setting up a defensive position and while in a fire fight. Correlations are reported by activity area and by calibre of performance 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 leaders' 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 both subject 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 LEADER'S RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE CONTROL ACTIVITIES AREA WHEN SETTING UP A DEFENSIVE POSITION AND WHEN IN A FIRE FIGHT AS REPORTED BY FIGHTERS AND NON-FIGHTERS

Behavior Wording	Situation and Item Number		Combat Performance			
			Fighters ¹		Non-Fighters ²	
	S ³	F ⁴	r ⁵	p ⁶	r	p
gave his orders in a firm, confident manner, showing he knew what he was talking about and meant what he said.	S- 1		.71	.001	.20	.
	F- 30		.62	.001	.36	.01
made sure that the orders he gave to his men were clearly understood by the men.	S- 56		.50	.001	.38	.01
	F- 12		.40	.001	.31	.05
when giving orders to men in his squad, gave them to specific people. He would say "John and Bill clear a field of fire for the machine gun," instead of saying, "Two of you men clear a field of fire for the machine gun."	S- 50		.35	.01	.32	.05
	F-	Not included.				
threatened his men with extra details, courts-martial or a "kick in the butt" if they wouldn't do what he told them*.	S- 15		-.23		-.23	
	F- 46		-.19		-.36	.01
cussed at his men when he gave them an order.	S- 53		-.25		-.32	.05
	F- 17		-.22		-.82	.001
checked to see that the orders he gave his men were carried out promptly and properly.	S- 14		.30	.01	.37	.01
	F- 35		.43	.001	.33	.05
complimented his men when they did a good job and "chewed his men out" when they "fouled up."	S- 44		.41	.001	.09	
	F- 53		.33	.01	.17	

¹N = 152. ²N = 123. ³S = when setting up a defensive position.
⁴F = when in a fire fight. ⁵r = tetrachoric correlation coefficient.
⁶p = probability level or r. *Behavior worded slightly different for the fire fight situation.

TABLE I concluded

Behavior Wording	Situation and Item Number	Combat Performance			
		Fighters		Non- Fighters	
		r	p	r	p
S	F				
asked for his men's advice and suggestions on how things should be done.	S- 26	.38	.001	.31	.05
	F- 60	.30	.05	.30	.05
took the advice and suggestions of his men when they suggested ways of doing things better than his own.	S- 57	.38	.001	.38	.01
	F- 40	.40	.001	.36	.01
gave an order, and as much as possible, let the men carry out the order in the way the men thought best.	S- 46	.11		.02	
	F- 6	.03		.14	
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.	S- 8	.36	.001	.13	
	F-Not included.				
admitted when he was wrong—took the blame when he was wrong.	S- 3	.40	.001	.45	.001
	F- 56	.36	.01	.43	.001
took "back-talk" or "lip" from his men when he gave an order	S- 27	-.40	.001	.09	
	F- 32	-.31	.01	.11	

TABLE II

CORRELATIONS BETWEEN A SQUAD LEADER'S RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE INTERMEDIARY ACTIVITIES AREA WHEN SETTING UP A DEFENSIVE POSITION AND WHEN IN A FIRE FIGHT AS REPORTED BY FIGHTERS AND NON-FIGHTERS

Behavior Wording	Situation and Item Number S ³ F ⁴	Combat Performance			
		Fighters ¹		Non- ² Fighters	
		r ⁵	p ⁶	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.	S- 32	.47	.001	.20	
	F- 24	.35	.01	.28	
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.	S- 39	.49	.001	.18	
	F- 18	.59	.001	.67	.001
criticized his superiors (platoon sergeant or platoon leader) where the men in his squad could hear him.	S- 36	-.42	.001	-.27	
	F- 51	-.22		.10	
"whined," "griped," or argued when he received orders from his platoon sergeant or platoon leader.	S-23	-.20		-.40	.01
	F-23	-.25		-.77	.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 set the BAR gun over there," instead of saying, "The platoon sergeant wants us to set the BAR over there."*	S- 20	-.25		-.09	
	F- 47	.28	.05	-.10	
found out all he could about the future plans of the squad, platoon, and company he was in.	S-25	.58	.001	.40	.01
	F-Not included				

¹N=152. ²N=123. ³S=when setting up a defensive position. ⁴F=when in a fire fight. ⁵r=tetrachoric correlation coefficient. ⁶p=probability level of r. *Behavior worded slightly different for the fire fight situation.

TABLE III

CORRELATIONS BETWEEN A SQUAD LEADER'S RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE INTERPERSONAL ACTIVITIES AREA WHEN SETTING UP A DEFENSIVE POSITION AND WHEN IN A FIRE FIGHT AS REPORTED BY FIGHTERS AND NON-FIGHTERS

Behavior Wording	Situation and Item Number	Combat Performance					
		Fighters ¹		Non- ² Fighters			
		S ³	F ⁴	r ⁵	p ⁶	r	p
had a friendly word and a smile for every man in his squad	S- 40 F- Not included.	.55	.001	.35	.01		
tried to keep his men cheerful and in good humor	S- 51 F- Not included.	.64	.001	.26			
shared his cigarettes with the men in his squad.	S- 47 F- Not included	.48	.001	.42	.001		
neglected to tell his men all he knew about the future plans of the squad, platoon, and company they were in.	S- 19 F- Not included.	-.40	.001	-.20			

¹N=152. ²N=123. ³S= when setting up a defensive position. ⁴F= when in a fire fight. ⁵r=tetrachoric correlation coefficient. ⁶p= probability level of r.

TABLE IV

CORRELATIONS BETWEEN A SQUAD LEADER'S RATING AND THE FREQUENCY WITH WHICH HE PERFORMED VARIOUS BEHAVIORS IN THE TACTICAL ACTIVITIES AREA WHEN SETTING UP A DEFENSIVE POSITION AND WHEN IN A FIRE FIGHT AS REPORTED BY FIGHTERS AND NON-FIGHTERS

Behavior Wording	Situation and Item Number S ³ F ⁴	Combat Performance			
		Fighters		Non- ² Fighters	
		r ⁵	p ⁶	r	p
<u>Communication</u>					
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 neighboring friendly troops.	S- 38 F- Not included.	.19		.21	
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.	S- 7 F- Not included.	.28	.05	.28	.05
was slow in finding out all he could about the location the squad was in (hill no., town, etc.) and the best route to the platoon and company CPs, aid station, ration and ammo dump.	S- 2 F- Not included.	-.22		-.30	.05
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, etc.	S- 13 F- Not included.	.40	.001	.17	

1N= 152. 2N=123. 3S= when setting up a defensive position, 4F= when in a fire fight. 5r=tetrachoric correlation coefficient. 6p= probability level of r. *Behavior worded slightly different for the fire fight situation. **Behavior worded in the opposite direction (positively or negatively) in the fire-fight situation.

TABLE IV continued

Behavior Wording	Situation and Item Number		Combat Performance			
			Fighters		Non- Fighters	
	S	F	r	p	r	p
found out all he could about what the challenges, pass words and special signals were for the day.	S- 55	.62	.001	.35	.01	
	F- Not included.					
forgot to tell his men all he knew about the pass word, challenges and special signals of the day.	S- 31	-.42	.001	-.22		
	F- Not included.					
instructed his men to pass any information they had (about the enemy, friendly units, terrain, etc.) to him.	S- 49	.57	.001	.38	.01	
	F-Not included.					
passed any information he had (about the squad, the enemy, friendly units, terrain, etc.) along to his platoon sergeant or platoon leader.*	S- 43	.59	.001	.12		
	F- 55	.51	.001	.30	.05	
<u>Use of Weapons and Equipment</u>						
set up his riflemen where they would do the most good.	S- 6	.67	.001	.60	.001	
	F- 4	.45	.001	.26		
set up the BAR in a poor position—a place where it could do little good.	S- 18	-.45	.001	-.09		
	F- 57	-.49	.001	-.11		
set up his machine guns where they would do the most good.	S-35	.61	.001	.20		
	F-15	.69	.001	.55	.001	
set up his recoilless rifles and rocket launchers where they would do the most good.	S- 54	.35	.05	.01		
	F- 21	.60	.001	.71	.001	
set up barbed wire where it would do the most good.	S- 12	.42	.001	.49	.001	
	F- Not included.					
had booby traps, trip flares, and trip grenades placed where they would do the most good.	S- 30	.48	.001	.40	.01	
	F- Not included.					
directed mortar and artillery fire <u>correctly</u> .	S- Not included.					
	F- 44	.77	.001	-.01		

TABLE IV continued

Behavior Wording	Situation and Item Number		Combat Performance			
			Fighters		Non- Fighters	
	S	F	r	p	r	p
had trouble reading a map or using a compass correctly	S- 60	- .41	.001		-.17	
	F- Not included.					
set up his field radio or field telephone fast and correctly	S- 48	.51	.001		.35	.05
	F- 2	.68	.001		.20	
<u>Deployment of Men in a Fire Fight</u>						
put his men in the best possible formation when moving up in the attack or assault	S- Not included					
	F- 27	.54	.001		-.09	
put his men in the best possible formation when trying to knock out an enemy automatic weapon or enemy bunker.	S- Not included.					
	F- 38	.59	.001		.19	
put his men in a poor formation for knocking out enemy snipers.	S- Not included					
	F- 49	-.37	.01		-.06	
put his men in the best possible formation for throwing back an enemy attack.	S- Not included.					
	F- 9	.62	.001		.12	
organized his squad into a de- fensive position (perimeter) as soon as the squad had secured its mission in the attack.	S- Not included.					
	F- 13	.59	.001		.14	
told his men <u>where</u> to move, <u>when</u> to move, and <u>how</u> to move.	S- Not included.					
	F- 7	.38	.001		.26	
kept his men moving forward, particularly when they were be- ing shelled by mortars or artillery.	S- Not included					
	F- 36	.44	.001		.47	.001
assigned men to act as security on the squad's flanks and to its front and rear.	S- Not included.					
	F- 16	.51	.001		.08	
saw to it that men on key-positions or on key-weapons who were wounded or killed were replaced.	S- Not included.					
	F- 22	.36	.01		.24	
saw to it that the weapons, ammu- nition, and equipment of the wounded or killed were distributed among the remaining men.	S- Not included					
	F- 43	.38	.01		.02	
tried to establish contact with neighboring friendly units, on the squad's flanks and to its rear.*	S- 58	.35	.01		.20	
	F- 48	.57	.001		.16	

TABLE IV continued

Behavior Wording	Situation and Item Number		Combat Performance			
			Fighters		Non- Fighters	
	S	F	r	p	r	p
<u>Fire Control in a Fire Fight</u>						
pointed out sector (area) targets and specific targets to his men.	S- Not included.					
	F- 33	.62	.001	-.03		
took it for granted that all his men were firing their weapons, without checking to see if they really were.	S- Not included					
	F- 19	-.25		-.41	.01	
told his men when to fire and how often to fire (exercised fire control);	S- Not included.					
	F- 45	.23		.10		
made sure that excessive tracer ammunition was not used, particularly by the automatic weapons.	S- Not included					
	F- 1	.43	.001	.13		
made sure that his crew-served weapons were moved to alternate firing and supplementary firing positions whenever it was necessary and possible to do so.	S- Not included.					
	F- 41	.52	.001	.04		
requested fire from supporting weapons and requested help from neighboring friendly units when he thought it was necessary.	S- Not included.					
	F- 59	.55	.001	.06		
<u>Setting up a Defensive Position</u>						
found out from the platoon sergeant or platoon leader the general area where his squad should set up.	S- 42	.41	.001	.23		
	F- Not included.					
examined whatever maps he had and looked the terrain over to see where bunkers should be built and weapons set up.	S- 11	.44	.001	.12		
	F- Not included.					
tried to put his squad in such a position that its field of fire and observation overlapped with those of neighboring units and that in such a position supply routes were available.	S- 59	.45	.001	.35	.01	
	F- Not included.					

TABLE IV continued

Behavior Wording	Situation and Item Number		Combat Performance			
			Fighters		Non- Fighters	
	S	F	r	p	r	p
tried to pick positions for each of his men so that their fields of fire and observation overlapped, so that they could communicate with one another, and so that special protection was given crew-serviced weapons.	S- 5	F- Not included.	.68	.001	.45	.001
let his men pick their spots to build their foxholes or bunkers—didn't tell them where to dig-in.	S- 29	F- Not included.	-.52	.001	-.08	
assigned alternate and supplementary positions for his men.	S- 17	F- Not included.	.38	.001	.18	
set up listening posts and observation posts and assigned men to them.	S- 10	F- Not included.	.40	.001	.10	
made sure that one of the first things his men did was to set up their weapons.	S- 22	F- Not included.	.41	.001	.29	.05
made sure that all of his men dug-in.	S- 52	F- Not included.	.57	.001	.45	.001
did what he could to have enemy approaches covered with mines, booby traps, trip flares and barbed wire fence.	S- 33	F- Not included.	.49	.001	.10	
prepared sketches (maps) of the squad's position and its fire plan, and gave one sketch to his platoon sergeant or platoon leader.	S- 4	F- Not included.	.33	.01	.30	.05
<u>Concern For Men</u>						
knew where every man in his squad was (his location).	S- 9	F- 29	.58	.001	.50	.001
checked foxholes, bunkers, and gun emplacements for cover, concealment, fields of fire, fields of observation, as well as for supply route. **	S- 16	F- 34	.48	.001	.23	
			-.62	.001	-.01	

TABLE IV continued

Behavior Wording	Situation and Item Number		Combat Performance			
			Fighters		Non- Fighters	
	S	F	r	P	r	P
made sure that his men did nothing that would attract enemy fire, such as bunch-up, fire their weapons when there was no target, smoke where it could be seen by the enemy, etc.*	S- 45		.29	.05	.20	
	F- 50		.48	.001	.09	
saw to it that men who were injured or sick were either given first aid or were taken to the aid station or hospital.*	S- 37		.68	.001	.28	
	F- 58		.46	.001	.30	.05
encouraged his men to talk it up	S- Not included.					
	F- 25		.67	.001	.36	.01
neglected to rescue wounded men if it meant exposing himself to enemy fire.	S- Not included.					
	F- 3		-.39	.001	-.17	
remained in a forward position covering his men until his men could pull back.	S- Not included.					
	F- 14		.39	.01	-.20	
assigned inexperienced (new) men to bunkers with combat veterans or to places where combat veterans could watch and help them.*	S-28		.40	.001	.38	.01
	F-11		.51	.001	.32	.05
placed men who he thought might bug-out in places where he or other combat veterans could watch them.*	S- 21		.37	.001	.19	
	F- 5		.59	.001	-.10	
<u>Initiative</u>						
had to be told by his superiors exactly how to do something, right down to the last detail.	S- Not included.					
	F- 42		-.46	.001	-.22	
took charge of the platoon or section when the platoon sergeant or platoon leader was absent (killed, wounded, etc.)	S- Not included.					
	F- 10		.42	.01	.09	
ordered his squad to pull back before he received orders from his platoon sergeant or platoon leader to pull back his squad.	S- Not included.					
	F- 28		-.27		.09	

TABLE IV concluded

Behavior Wording	Situation and Item Number	Combat Performance			
		Fighters		Non-Fighters	
		r	p	r	p
<u>Courage</u>					
picked a position for himself which was safe, but from which he could not control the men in his squad. **	S- 34	-.51	.001	-.42	.001
	F- 39	.53	.001	.21	
fired at the enemy when he wasn't busy controlling his men.	S- Not included.				
	F- 31	.37	.001	.18	
led his men in the attack in spite of enemy fire.	S- Not included.				
	F- 37	.40	.01	.17	
continued to lead his men in spite of his wounds.	S- Not included.				
	F- 8	.71	.001	-.19	
attacked the enemy forces single handedly when the situation required it.	S- Not included.				
	F- 26	.68	.001	.22	
got excited, nervous, and lost his head in a tight situation.	S- Not included.				
	F- 20	-.50	.001	-.39	.01
tried to find an excuse for leaving his squad and going to the rear.	S- 41	-.66	.001	-.27	
	F- Not included				
left his squad and "bugged-out" to the rear.	S- Not included.				
	F- 52	-.19		-.20	