



LEADERSHIP



A TREATISE FOR
AWS COMMANDERS

HEADQUARTERS, AIR WEATHER SERVICE
MILITARY AIR TRANSPORT SERVICE
UNITED STATES AIR FORCE
WASHINGTON 25, D.C.

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AWS COMMANDERS

15 March 1955

**HEADQUARTERS
AIR WEATHER SERVICE
MILITARY AIR TRANSPORT SERVICE
UNITED STATES AIR FORCE
Washington 25, D.C.**




Air Weather Service
Scott Air Force Base, Illinois 62225-5008

It is a fact that leadership is the key to fulfilling the Air Force mission we all serve. It is also a fact that leadership and command, along with the implicit trust that goes with them, represent the greatest honor and the greatest challenge that can be offered anyone in our profession. Little wonder, then, that those in the profession of arms have spent considerable time and effort in searching for and developing solid leadership techniques.

This spring, the Air Weather Service successfully concluded "Project Heritage," a special effort that focused on capturing and recording the thoughts, experiences, and reflections of our past AWS leaders. I was moved to observe then that the basic principles of successful leadership change little with time. People, equipment, and missions change, but the leadership techniques required to blend people and equipment into mission accomplishment remain basically the same now as they were the day our Air Weather Service was born.

If you will but pick up and start to read Colonel Bill Barney's Treatise on Leadership, you will soon become as engrossed in it as I was. You will also see what I mean about the constancy of good leadership technique. Except for the frequent, but then-common, references to "the men," the author's words are as fresh and as applicable as if they had been written this morning.

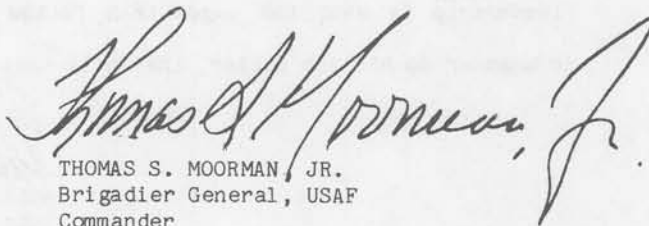
Colonel Barney, who retired in 1967 as the Air Weather Service Vice Commander, knew this business of leadership as well as anyone I know. He lived the principles of which he writes, and he inspired others to do the same. He continues that inspiration through his "Treatise." I don't think anyone has ever put it on paper better.


GEORGE E. CHAPMAN
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Commander

HEADQUARTERS
AIR WEATHER SERVICE
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UNITED STATES AIR FORCE
Washington 25, D.C.

FOREWORD

Few individuals in the Air Weather Service are as well qualified as Colonel William S. Barney to write on Leadership. Colonel Barney's treatise on this subject is not only timely, it is in line with our theme for 1955: "The Detachment Commander." It should be of particular help to commanders at that level since, in many instances, the problems of our detachments stem not so much from our technical deficiencies as from the failure of some of our detachment commanders to exercise proper leadership. In this well-written, well-documented treatise, Colonel Barney has shown conclusively what every AWS commander should know: that leadership can be learned. I recommend it as required reading for all Air Weather Service commanders at whatever level of command they may be.




THOMAS S. MOORMAN, JR.
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AIR WEATHER SERVICE
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Washington 25, D.C.

AUTHOR'S PREFACE

The purpose of this paper, tract or treatise--call it what you will--is to show that leaders are not necessarily born; they can be made. This is a proposition of special significance to the AWS since far too many of its technically trained personnel, while masters of their technical specialty, leave much to be desired as leaders. Yet they could become very good leaders if they realized that leadership can be learned and applied themselves accordingly.

Leadership has many definitions, some of them controversial. Still, about all it amounts to--when you think about it--is getting the willing cooperation of others in doing what you want done. Achieving that kind of leadership is what the pages that follow are about. If they help any AWS commander do his job better, they will have achieved their purpose.


WILLIAM S. BARNEY
Colonel, USAF

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LEADERSHIP

Leadership requires common sense, honor, a sense of responsibility, professional ability, energy, emotional stability and humaneness. Management which has lately become the vogue is a combination of common sense, humaneness and a sense of responsibility. Then theoretically any one who can lead can manage. In the Air Weather Service we assume that any commissioned or non-commissioned officer can lead. This is a valid assumption because the word officer means that the individual can either direct others or has a good share of the common stock in a corporation. Since the Air Force does not issue stock, it becomes apparent that he is an officer or non-commissioned officer by merit and is capable of leadership. This is an assumption which is unhappily not always true. The plain truth is that some officers and non-commissioned officers are not effective leaders, although all should be, and most could be.

AUTHORITY AND RESPONSIBILITY: THE BASIC PRINCIPLES

In the military service we normally associate command and leadership. An Air Command and Staff School text on leadership, which will be frequently quoted, puts the matter this way:

Command is a position of authority which may be exercised by virtue of office, special assignment and commission of an officer but not by virtue of commission alone. Command extends through the entire organization of the Air Force, from the President down to the commander of the smallest unit. Authority is the power vested by law in a commander to take action. A commander acts under the same authority as the President or Secretary of Defense.¹

The same publication goes on to say that regardless of rank,

[A commander] has one fundamental responsibility--the mission. He is responsible to the higher echelon, parallel echelon, his unit and the individuals in his unit. The places wherein rest his responsibility may be parallel, but when they conflict they come in order of that priority. The commander has a multitude of general and specific responsibilities. Many are written into regulations, orders and directives. Others are there because of custom or are implied. A wise commander will form a check list of his responsibilities in order to more effectively command.²

Most of us at one time or another have participated in the old argument of whether or not responsibility can be delegated. We have heard it argued among airmen and even among field grade officers. The truth is that,

A commander cannot delegate the responsibility placed on him. He can and must delegate his command functions and make others responsible to him, but he alone is responsible for the functions delegated to him by higher authority. When delegating a function to a subordinate in your command and making him responsible to you, delegate him the authority to act; otherwise don't expect him to be responsible.³

Remember too that,

...like responsibility, there is a lot of talk about the importance of delegating authority. There is a lot more talk than practice, and that is unfortunate because the consequences of failure to delegate authority are many, and they are all bad.⁴

It is then apparent that the excuse which most of us have used when called on the carpet: "that my operations officer, 1st Sgt., station chief, line chief, detachment commander, duty observer or forecaster was supposed to do that," is no excuse at all. Only after we realize that responsibility cannot be delegated do we come to the conclusion that the old man was right after

1. AC&SS Ext Course No 332, Command and Leadership, p.30.

2. Ibid.

3. Ibid.

4. Maj. John B. Trussell, "Lead with your Right and Learn," Combat Forces Journal, Mar 1951, p.38.

all and that maybe he was teaching us the hard way. Although experience is the best teacher the cost is high. Therefore, the sooner you learn that responsibility cannot be delegated, the sooner you will realize that more often than not your immediate commander is really a kindly and compassionate man.

Command implies a position. Authority, as defined in The Dictionary of Military Terms, is "The power to command or take action; the right of military personnel to give orders, enforce obedience, and take all necessary measures in carrying out duties; or an individual, organization or office that exercises the power to take action."⁵ Occasionally we hear of someone who is alleged to have usurped or acted without authority. Yet it would be safe to say that for everyone who has usurped their authority there have been a hundred who did not use theirs when they should have.

The fact is that when you take over the command of a unit, your two main problems in terms of authority and responsibility will be the limits of your authority and the manner in which you can use the authority to best advantage.⁶

You should be warned too that,

Exceeding authority is rarely justified. Before you decide to go against any rule or order, you should be positive of both the intent of the law and the possible results of your transgression. It must be remembered that when you exceed or minimize the rules, you take the responsibility from the higher authority and place it squarely on your own shoulders. Orders and regulations not only serve to accomplish the aims of the superior agency, but also define your responsibilities and authority.⁷

Don't be led astray by a guardhouse lawyer or be gullible like the executive officer in The Caine Mutiny. The results of your actions unless proven correct can be embarrassing if not disastrous. On the other hand if a directive appears wrong in your case request a waiver or exception. Nor should you hesitate to recommend changes to regulations when you discover them to be in error or incapable of implementation.

I should mention that the late, much-maligned Imperial Austrian Army did what no other Army in history has ever done. It reserved its highest award, the Maria Theresa Order, for successful disobedience. If an officer through disobeying an order achieved a success decisive for a battle or for a whole war, he was to receive this order and be made a peer. For disobediences which did not have this redeeming feature, the penalty was court martial. In spite of its appeal to the overly-ambitious, there is no record that the award was ever granted.⁸

To quote the AC&SS text once more,

In general, a squadron or detachment commander's authority comes from law, which is enacted or ordained exclusively for the Air Force in time of peace as well as in time of war. It consists of written and unwritten rules. The written law includes (1) provisions of the constitution; (2) the Articles of War; (3) other statutory enactments for the military service; (4) Air Force Regulations; (5) the Manual for Courts Martial; (6) General and Special Orders and Decisions issued by the Department of the Air Force and by the commanding officers of appropriate authority.⁹

It becomes apparent from the foregoing that the Constitution of the United States is the source and basis of all written authority in the United States, military or otherwise. As Chief Justice Chase once said, "The Constitution provides for military government as well as civil government. There is no law for the government of citizens, the Army, or the Navy of the United States which is not contained in, or derived from the Constitution."¹⁰

5. Quoted in AC&SS Ext Course No 332, p.26.

6. Ibid.

7. Ibid.

8. Infantry Journal, Mar 1949, p.19.

9. AC&SS Ext Course No 322, p.22.

Incidentally, how many officers or non-commissioned officers who have been issued commissions or warrants are familiar with the authority contained therein? Your commission is given in the name of the President and a warrant in the name of the Commander of the Air Weather Service or other organization empowered to award them. Commissions and warrants are not merely an indication of military station or position; they are a trust, a responsibility, and a presentation of authority. They are documents with the power of the constitution behind them. Yet, it is amazing that documents of such importance and authority are seldom read or understood. Ask any of your officers or regular non-commissioned officers what authority is contained in their commission or warrant, if one has been presented, and you will usually get vague replies. It would of course be wise for you to become familiar with their content yourself prior to taking that action.

So much for the written rules. Consider now the unwritten ones. As the AC&SS text puts it,

The unwritten rules constitute your moral authority. The authority given you to command implies that you use initiative to assume other authority to arrive at the desired ends. This moral authority exists because all situations and contingencies cannot be foreseen. When a course of action not covered by existing authority is clear-cut and right, it is justifiable. Within your command the extent of your moral authority will vary almost directly with your leadership ability. If you are respected and admired by your subordinates, they will concede you many authorities in dealing with them. The backing they give you upon your expression of a right course of action will result in social pressure against offenders. This is a strong power. It is authority resulting purely from leadership, and it must be used with caution.¹¹

LEADERSHIP IS A PERSONAL THING

No two commanders are alike because leadership is a personal thing. As has been well said in this connection,

Maybe that is what we mean when we say leadership is an art. No two artists ever painted the same scene alike, or even saw the same things in the same scene. And the lesson of this is that you can never become a General Patton. You can learn from Patton, Eisenhower, Arnold, MacArthur or Alexander the Great but you must know what to look for. The things to look for are not the exterior, particular things that seem to have made Patton Patton, but the universal, basic truths about men that make great leaders out of widely different personalities. You must look back to see what were the basis of leadership and ahead to see how you will put into operation in your own way the principles you have discovered.¹²

The one thing that is of paramount importance to all leaders is to know your men. An excellent text on the subject puts it this way,

It is only when an officer can stand up and say that he is first of all a student of human material that all technical and material aspects of war begin to conform and blend into an orderly pattern. And the laboratory is right outside the office door. Either an officer grows up with, and into, this kind of knowledge through reflecting on everything that he can learn of men wherever he fits himself into a new environment, or because of having neglected to look at trees, he will also miss the forest.

By the numbers, it isn't a difficult assignment. The schools have found by experiment that the average officer can learn the names of fifty men in between seven and ten days. If he is in daily contact with men, he should know 125 of them by name and by sight within one month. Except under war conditions, he is not likely to work with larger numbers than that.

10. Ibid.

11. Ibid.

12. Capt A. Kevin Quinn, "The Leaders and the Led," Combat Forces Journal, Oct 1951.

This is the only way to make an intelligent start. So long as a man is just a number, or a face, to his officer, there can be no deep trust between them. Any man loves to hear the sound of his own name, and when his superior doesn't know it, he feels like a cypher.

As with any other introduction, an officer meeting an enlisted man for the first time is not privileged to be inquisitive about his private affairs. In fact, nosiness and prying are unbecoming at any time, and in no one more than in a military officer. On the other hand, any man is flattered if he is asked about his work or his family, and the average enlisted man will feel complimented if an officer engages him in small talk of any kind. Greater frankness, covering a wide variety of subjects, develops out of longer acquaintance. It should develop as naturally and as easily as in civilian walks of life; rank is no barrier to it unless the officer is overimpressed with himself and bent on keeping the upper hand; the ranks are wiser about these things than most young officers; they do not act forward or presumptuous simply because they see an officer talking and acting like a human being.¹³

Rudyard Kipling's immortal lines on the non-commissioned officer bear repeating in this connection. Here's how they go,

The 'eathen in 'is blindness bows down
to wood an' stone;
'E don't obey no orders unless they
is 'is own;
The 'eathen in 'is blindness must
end where 'e began,
But the backbone of the Army is
the non-commissioned man!¹⁴

Mr. Kipling, the dean of war reporters of his day was a rather shrewd gentleman who knew what he was talking about when it came to singing the praises of the NCO. Most of the famous generals from time immemorial have known his value. Yet it seems to take the modern officer years of sad and often frustrating experience to learn what has been known by so many for so long. We take one of the finest and the largest groups of young men in the world from the standpoint of education, training and inherent ability and make little or no effort to see to it that their capabilities are used. The fault lies with our junior and senior officers no less than with the corps of non-commissioned officers itself. The historic authority of the non-commissioned officer has not changed much during the years, so evidently the noncoms have either not been delegated responsibilities which have been their historic duty to perform or else they have failed to use the authority they possess. The modern saying that technical and leadership abilities among NCOs are not compatible is no more true than that those abilities are not compatible among officers. Experience has proven the saying completely false.

One of the finest examples ever set by an NCO was during the Greeley expedition of 1881, which was part of an elaborate international meteorological project. In that case, a Lt. A. W. Greeley with 25 men set up an isolated camp on the edge of Lady Franklin Bay in Grinnell Land, and the whole party was marooned there. Relief expeditions organized in 1882 and 1883 failed to reach Greeley's camp. When an expedition finally did get through, it was to find only seven of the men alive. As a noted military historian puts it, "That any survived was due to the personal force and example of Sergeant (later Major General) David L. Brainard who supported Lt. Greeley steadfastly, but who supplied the human warmth and helping hand which rallied the men when Greeley's strictures made them want to fight back."¹⁵ We have NCOs like Brainard and have always had them. The thing to do is to recognize that they are there and to make the best use of them.

The history of this nation is full of similar examples. To talk in generalities and say that men are such and such is wrong. To be a leader, you must realize that "it is vain to expect that

13. The Armed Forces Officer, G.P.O. (Washington, D.C.) 1950, quoted in Combat Forces Journal, Oct 1951, p.33.

14. Rudyard Kipling, "The Heathen," last stanza.

15. Col. Oliver Spaulding, The United States Army in War and Peace, G.P. Putnam Co., (New York, 1937), p.375.

training can bring men forward uniformly. The better men advance rapidly; the men of average attainments remain average; the below average lose additional ground to the competition."¹⁶

Delegate authority to your NCOs. Exploit their abilities to the fullest. Do what you can to increase their self-confidence and ability to lead. Take the trouble to inform an older NCO who has only a high school education but who is competent and loyal that in passing certain weather courses he has successfully completed the equivalent of two years of college. Follow that by telling him that he is being assigned to more important tasks and see how noticeable the jump in his self-confidence will be. By thus bringing him up to his natural level, you will have improved the service and the man; and in addition will have gained his gratitude and respect.

This is not the only method but it is a good one. To the average airman, proof that he is better educated than he thought he was a few minutes ago is enough to bring a remarkable change in philosophy. He will consider previous petty escapades and minor misdemeanors as below his dignity and will act accordingly.

Use your NCOs as NCOs should be used. When you fail to do so, you are not handling your resources properly. You are in fact just as guilty as the officer who uses half of his personnel and fails to take an objective although ordered to commit all of his forces. NCOs in a Table of Organization were put there for a purpose. They are necessary to the balance of your organization. If not used, your organization will not only be unbalanced, it will not function properly. Napoleon is supposed to have said "there are no poor organizations, only poor commanders." We can borrow that statement and change it somewhat by saying "There are no really poor non-commissioned officers; there are only poor commanders."

As one NCO has written, "We have talked a lot about restoring the prestige of non-commissioned officers. Return of prestige and other such phrases are easy to say and read and sound fine. When an outfit sets out to restore prestige some painful surprises are in store; for the road back is a long and rocky road."¹⁷ Our planned airman's career program places the responsibility for many functions now held by officers on the NCO. This is one more reason why we must strive to improve the quality of our corps of non-commissioned officers. But this is something that can't be done unilaterally. Our NCOs must help by assuming gladly responsibility for the new functions and by using fully the authority they already possess.

It is an indisputable fact that prestige and respect are things which we cannot take for granted; they must be earned. Aggressiveness and initiative by our noncoms and proper guidance and support by our detachment and squadron commanders are the only tools we have to smooth out and shorten the rocky road which the sergeant just quoted, referred to. You will be pleased and proud of the results if you provide the necessary guidance and support.

EVERY MAN NEEDS A FATHER

When General Smith made the statement at a recent MATS Commanders Conference that, "every man needs a father," he hit upon one of the greatest weaknesses in the Air Force today. It wasn't that way in the old Army. As one authority recalls,

Before the turn of the century the officer-enlisted man relationship, was both autocratic and paternal. It was a very real relationship, for the platoon and company commanders knew their men. Units might change stations, but individual rotation of officers was comparatively uncommon. As a result warm friendships grew up between faithful men and appreciative officers--friendships lasting for lifetime...¹⁸

The Army in those days he adds, was rather autocratic, "with a line between commissioned and enlisted personnel plainly marked. It was, however, a line and not a barrier, as many fine, self-respecting young soldiers had already proved."¹⁹

16. The Armed Forces Officer, quoted in the Combat Forces Journal, Oct 1951, p.28.

17. M/Sgt Thomas C. Gordon, "The Long and Rocky Road," Combat Forces Journal, June 1954, p.21.

18. Col. Ernest R. Dupuy, "Pass in Review," Combat Forces Journal, Oct 1954, p.26.

19. Ibid.

The author of that admirable work, The Armed Forces Officer has this to say of the problem,

Much of our best material lies fallow, awaiting a hand on the shoulder, and the touch of other men's confidence, before it can step forward. This is not because men with a sound potential for leading must necessarily have an outward air of modesty among their major virtues, but because a man--particularly a young man--cannot gain a sense of his power among his fellows except as they give him their confidence, and reinforce his natural desire to be something better than the average. There is no indication that at any stage of his career General George S. Patton was an outwardly modest man. But in reviewing the milestones in his own making, he underscored the occasion when General Pershing supported his judgment. Colonel W. T. Sherman had to be touched by the warm hand of Mr. Lincoln and steeled by the example and strong faith of General U. S. Grant before he could believe in his own capacity for generalship. We all live by information and not by sight. We exist by faith in others, which is the source toward knowing greater faith in ourselves.²⁰

The average newcomer to the Air Force is around 19 years of age. Like most of those entering the technical field, he is probably a recent high school graduate. In all probability it is the first time he has ever left home. Normally he has always been able to turn to his father, guardian, or some close relative who was interested in his welfare and who would advise him on what or what not to do. Leaving that environment created a vacuum which must be filled if the new airman is to develop the characteristics the Air Force needs.

Fortunately, there appears to be no difference in the characteristics which the Air Force wishes to develop and those that the man's family would attempt to develop. The only logical person to fill the vacuum is the individual's detachment or squadron commander.

This does not mean that you should pamper your young airmen. Sound advice and your interest are all that is required. Remember that the thoughts of youth are long long thoughts. Their problems may seem small to you who are older and more experienced. But they won't be when you view them in retrospect and think back to when you were their age and underwent all of the frustrating periods of indecision and doubt with which they are now beset.

No man ever lived who at one time or another did not require and welcome advice and the chance to turn to some one else. Some need advice; others need to be noticed. You probably have known good men who required notice as much as food and drink. Perhaps you have even come across a few who would commit minor infractions for no better reason than to be noticed. Watch for these things and save yourself trouble. A few words daily to such individuals will save you much aggravation and administrative work later on.

Blood is thicker than water. That is the basis of all family life in the world. Every man needs a father and that fact has been manifest through history. The nickname for the commander in many languages--"old man"--has nothing to do with the commander's age. It had its origin in the attachment of men away from families or home who required some one to be loyal to and to advise them, or else it was the perfectly normal desire inherent in individuals who had no family ties for the commander's interest and advice. The psychiatrists or psychologists may have a name for it, but through the ages from Gideon on down, countless brave men have sought this attachment. If accepted, it creates loyalty. When you are able to command such loyalty you are well on your way to enlightened leadership.

STRESS THE FUNDAMENTALS

The fundamentals upon which our service is based should always be stressed. The importance of a clear and thorough understanding of the basic principles must be emphasized if you wish to turn out a good product. In baseball or football if a player understands or is well trained in the fundamentals of the game a good coach or manager can often make him a star if he has competitive spirit. If your observer, analyst or forecaster understands the fundamentals of his specialty, his work is smooth and effortless. He is able to improvise. He has confidence in himself, and will show initiative. If properly led and directed, he will continue to perform in a consistently superior manner. Individuals of this caliber hold the key to our success. Superior observing and forecasting sections make superior detachments. Superior detachments make superior

20. The Armed Forces Officer, quoted in Combat Forces Journal, Oct 1951, p.28.

squadrons. The effectiveness of the Air Weather Service is a composite of the sums of the effectiveness of our detachments. Our reputation is made at the detachment level.

The detachment is where the end product is manufactured and distributed. That is where the money is made. With well-led aggressive detachments, where every man knows the fundamentals of his specialty, we have a superb service. Without them we have nothing. The spearhead of every attack in the Army is the small unit. The spearhead of our contact with and support of the Air Force is the detachment. If you stress the fundamentals in your detachment, you will be rewarded by increased efficiency, an enhanced reputation, and the greater confidence of your subordinates in themselves and in you.

What I have said about our detachments applies equally to our reconnaissance squadrons, their maintenance sections and their flight crews. The specialties are different, but the basic principles which make the money for the Air Force are the same.

SOME USEFUL POINTERS

Every man needs to feel secure in his ability to do his work successfully. The old saying that "man does not live by bread alone" is as true in the military service as in civilian life. The management experts call it "psychic income" which seems to be a good definition. Most people --and this includes you and me--derive a great deal of psychic satisfaction from their work. Most of us perform better with a little praise and flattery. The man never lived who did not like to see his name in print. Some people become more industrious and really "put out" if they have a flowery title.

One of the oldest leadership techniques in the world is to let a man say that he will do a certain thing by a certain time. Once he has committed himself, the chances are he will do it. Yet this same individual would complain if you gave him a target date that was more generous than even his own estimate. Ask your observers, rawinsonde operators, and forecasters to estimate their results for next month. The chances are they will beat their estimates. It is a technique applicable to all our activities, to reconnaissance units no less than to ground detachments.

Above all, be sure to set the standards you desire. If your standards are high you will get a good performance, but if you are satisfied with a mediocre performance that is what you will get. Through the centuries man has discovered that it is much more satisfying and, in the last analysis, easier to turn out a good product than a poor one. There is little to be happy about in a poorly plotted or analyzed chart. On the other hand, there is a great deal of satisfaction in turning out a neat, complete and accurate one. Help the new man who lacks the will to excel, to develop the desire to do so. Afterward praise him before his associates and superiors. He will never again be satisfied with mediocre work.

TRAINING

During slack periods or whenever you can spare them, exert every effort to further the training of your airmen. The Air Weather Service is very fortunate in receiving each year a large number of new officers who are well trained in the physical sciences. Use these officers to train the men you are preparing for the analyst or forecasting schools. Their training is more recent than yours, and they have been exposed to the latest methods of instruction. Assign the airmen you are preparing for the 7-level schools to one of these officers for tutoring in mathematics and physics. The new officer will take pains to see that his pupil receives proper instruction and chances are that if they fail, it will not be due to a deficiency in their instruction. Any time you fail to further the formal training of any airman with ability, who is beyond his second enlistment, you are derelict in your duty to the service and to the man.

How many detachment commanders realize that they have a tailor-made training program in the Air University's Weather Officer Extension Course? This course is kept current and covers everything from observing to dynamics. It represents as good a system for combined and individual training as exists in any career field. Take the course and urge your officers and 7-level airmen to take it also. Let your airmen instruct on chapters within their field of competence. Use your new officers for the mathematics portion of the course, and your advanced meteorologists for the advanced topics. Pool the instructional ability at your station and see that it is used to the fullest. Such a course of action will definitely improve the overall effectiveness of your station. It will also bring out hidden talents of which you were not aware.

Push training whenever you can. Only you can judge the type of training required. Problems will occur, but life would not be worth living unless there were problems to overcome. Your subordinates may complain but they will soon realize the value to themselves of the program as they become more confident and proficient. It may be when they leave your command they will say "he worked us like dogs." Yet the chances are they will add, but "he was a good CO."

SUPERVISION

In the gospel of St Matthew there is a statement about "straining out the gnats and swallowing the camels." We are familiar with the more modern sayings of those who are "penny wise and pound foolish," or who "can't see the forest for the trees." There is always the danger of getting involved in too much detail. As one of our detachment commanders put it recently,

You must assign a man to a job and then follow-up to see that the job is accomplished. Even if you can do a job ten times faster and ten times as efficiently as a subordinate, you should not take on a job if it is within his capabilities. Your job is to train your subordinates how to think and act and not bring them up like puppets on a string.²¹

If you handle all the details yourself, the chances are you will be handling them ten years from now. This doesn't mean that you should not insure that the details are accomplished. You should do the job first by example and thereafter by supervision. Unless you do, you will never have time to think or to accomplish your primary tasks of technical and personal leadership.

When you have assigned a man to a job turn him loose and let him do it the best way he can. Supervise and check, yes; but whatever you do, don't over-control him. Nothing will do more to destroy initiative and incentive than over-control.

A classic example of the kind of over-control I am thinking about is contained in a yellowing handwritten document dated 29 October 1877, which I had in my possession not long ago. It was a directive, written by a first lieutenant of the Signal Service USA, on the letterhead of the Office of the Chief Signal Officer, Division of Telegrams and Reports for the Benefit of Commerce and Agriculture, Washington, D C. Addressed to a sergeant of the same service at Sacramento, California, it read as follows: "You will open the box containing the supplies for six months ending June 30, 1878, take out the carbon paper and reclose the box immediately; but in no instance are you to use any portion of the paper so taken out until January 1st, 1878."²²

Under-supervision is a lesser evil than over-supervision. As has been well said, "with under-supervision, a man can show his capabilities. With over-supervision, we only find out, at the most, that a man can follow orders."²³ Therefore, try to reach a happy medium. The ability to supervise and control your men properly is an essential attribute of good leadership.

WASHING YOUR DIRTY LINEN

The cycle of crime and punishment has always been fascinating to humans. Fortunately we in the Air Force are seldom faced with felonious acts; however, we are frequently faced with acts which are prejudicial to discipline and good order. One of the greatest weaknesses among our officers is an ignorance of the fundamentals of military law. This is a deficiency that they would do well to overcome since this type of ignorance can, on occasion, compromise their leadership.

Every commander is usually blessed with from one to a dozen delinquents, depending on the size of his organization. Some can be rehabilitated and others cannot. It is an inherent

21. Capt Donald H. Gustafson, "Practical Organization and Management of a Weather Station." Presentation before the 16th Weather Squadron Detachment Commander's Conference, 28-30 Sep 1954.

22. The document written by a 1st Lt H.W. Howgate to a Sgt R.B. Watkins, is the personal property of Lt Col R.W. Beatty, USAF, with whose permission it was used.

23. Captain Gustafson, "Practical Organization and Management of a Weather Station," presentation before the 16th Weather Squadron Detachment Commander's Conference, 28-30 Sep 1954.

function of command and of leadership to reward and punish. Your subordinates will watch very closely how you do both. Of one thing you can be sure: when actions meriting punishment are allowed to go unpunished, you will lose their respect.

We consider it neglectful and a dereliction of duty not to prepare Unsatisfactory Reports on poor materiel or procedures. Yet we tend to approach our unsatisfactory personnel in a wholly different way. We take evasive action. We either send the individual to school in the first quota that comes along, perjuring ourselves in the process; or we transfer him, or otherwise let him go merrily on his way unpunished. Such actions are wrong and do violence to every known principle of leadership and command. When such an individual comes before you, punish or admonish him in such a way as to encourage reform. The government has a great deal of money invested in his training, and you should therefore make every effort to see that he is rehabilitated and put to use. If however, you find him to be clearly hopeless and beyond salvage, start administrative action and separate him from the service.

Whatever you do, don't foist your sub-standard individuals on others. If you can't reform or rehabilitate them, separate them. The nature of our mission is such that we, above all others, cannot tolerate a sub-standard individual in peacetime, if only because he would be a weak link in war.

There have been many changes in our system of courts-martial and punishment in keeping with civil laws and the higher standards required of our people. We have trained legal officers to advise us; procedures are simpler; and there are a greater variety of punishments to fit the offense. Seek the advice of your legal officer and know the manual of courts martial. Above all, know the portion pertaining to non-judicial punishment.

In a recent presidential order--Executive Order No 10565--commanders have been given greater authority in the manner of punishments, and with it a concurrent responsibility to use the authority wisely. If you fail to "wash your dirty linen" when you have to, you become as culpable as the culprit. Wear a glove of silk if you will, but don't be swayed by sentiment into letting offenses go unpunished. Be fair and impartial, but be relentless in eliminating delinquents. If you don't, you will have chaos. Your good men will gravitate to other organizations, and your newer men will do badly. On the other hand, if you punish quickly and wisely you will gain the respect and admiration of your subordinates because nothing is more obnoxious to good men than a delinquent who goes unpunished. No one understands better than they that they must carry his load as well as their own, and that they would therefore be better off if he were punished or eliminated.

You are valueless to the Air Force if you do not maintain discipline. If you do, you are a definite asset to the service; and, in all probability, are known as a capable and respected leader.

SPEAK UP

A prominent social scientist has observed that "the man-hours spent by subordinates both on and off the job in preoccupation with what the boss thinks were added up, the total would be staggering." He went on to say that, "no matter what method or technique you may use, to be a leader, you must speak up. You must have something to say. You must explain. You must persuade. You must convince your listeners of your leadership."²⁴

Keep your people informed. Tell them what you are thinking and what you plan. If you want the willing cooperation of an individual or a group, bring up a problem and let them recommend the action to be taken. A little guidance on your part is all that is required. You can normally get the recommendation you want. If you keep your subordinates informed, they will better understand what they have to do. It will save them and you many hours of useless effort, and serve to keep you too better informed. The management experts call it up-and-down communication, which may or may not be a good name. The fact remains that it is a technique of leadership that will pay you dividends. Try it for a while and it's an odds-on bet that you will always use it thereafter.

24. Tom Wolff, "Leaders Must Speak Up," Personnel, (American Management Association) May 1954, p.421.

Most people resist change and yet the same people hate monotony. Odd but true. Strike a happy medium and startle your subordinates a bit by asking them an occasional detailed question about their work. You may catch them without a satisfactory answer once or twice, but not the third time. The results will be good. A competitive atmosphere will develop. The men will show increased initiative and alertness. They will take a new interest in what they are doing. They will practically dare you to catch them napping again.

As one management expert points out, "You can buy a man's time. You can order a man's physical presence in a given place. You can even buy a measured number of skilled muscular motions per hour or day. But you cannot buy enthusiasm. You cannot buy initiative. You cannot buy loyalty. You have to earn those things."²⁵

When a man knows what is going on and can occasionally voice an opinion, he feels that he belongs. The detachment becomes his detachment. When the results are poor, they are his results. When they are good, he feels he had a hand in obtaining them. From this develops pride and loyalty; and these two are worth more to the efficient functioning of your unit than almost any other factors you can name. When in addition to that pride and loyalty, the man knows that his superiors are genuinely interested in his welfare, you are not only on your way to enlightened leadership, you have arrived.

MEASURING MEN

We have lately developed a system of measuring people which I will call the error system, because it scores them by the number of errors or mistakes they have made. It is a pretty good system of measuring efficiency as long as we don't lose sight of what we are after. There is the danger of destroying initiative by sticking too closely to such a system. The average man can learn to beat any scoring system. He will try to beat it, not so much because he feels he must, but because he--like most people--gets a personal satisfaction out of doing so successfully. If a man knows he will be penalized for making errors, he soon learns to avoid taking actions which may result in them.

In lecturing on this very point, one of our detachment commanders put it this way,

Those of you who are baseball fans know very well that a top notch shortstop may often commit more errors than a poorer one. The reason, quite obviously, is that the best shortstops go after everything. They move more quickly and accept more challenges; in so doing, they often commit more errors than the man who accepts only those chances which come right at him.

To cite another baseball analogy, many of you remember Zeke Bonura, a slugging first baseman, who led the American League several years in fielding. Nevertheless Zeke was notorious for being a rather poor fielder. He could handle anything that came right at him, but he never moved for the ball. Whether Zeke could move or hit is beside the point, but the fact remains that many balls bounced into right field that a more capable fielding first baseman would have handled easily.²⁶

All of you are familiar with the experienced man who simply doesn't act when he should, or who shows little or no initiative. He is the man to work on, not the one who puts out willingly and in so doing often lowers his average.

Just think how much more value initiative is than stagnation, and be careful not to persecute your willing talent. If you had your choice what would you take in a deteriorating situation: ten special observations with one error; or no observations at all, and therefore no errors? The answer is obvious. Numerical efficiency indexes are fine in their place but they should never be the only index. It is your responsibility as a leader to prod those whose inclination is always to play it safe, and to see to it that they use every possible bit of initiative that they possess.

25. Clarence Francis, "The Cause of Industrial Peace," Personnel May 1954, p.423.

26. Capt. Herbert Edson, "Detachment Morale and Discipline," Presentation at the 16th Weather Squadron Detachment Commander's Conference, 28-30 Sep 1954.

PERSONALITY CLASHES

A house divided cannot stand. Many famous men have made this statement at one time or another from St. Matthew down, and it is as true in family relationship, theology and government as in the military service.

To believe that you will always have an organization of men who will all be good friends is to be naive. It is particularly naive in an organization such as ours, composed as it is of technically trained men who think more and question more than the average. They are infinitely more difficult to lead than their predecessors of other years who may have excelled in valor but who did not have their education or inquiring attitude.

Your subordinates are capable of much more sustained resentment, distrust and dislike than in the days when personal differences were settled behind the barracks. Smouldering feuds, often extremely childish in their inception, continue for weeks and months to the detriment of efficiency and esprit de corps. You probably know a shift that would prefer to operate short-handed rather than have a certain individual work with them. You are probably aware too of the individual who is so desirous of getting ahead that he leaves cleat marks on the backs of his contemporaries in the process. Such personality conflicts are dangerous and must be rigorously dealt with before they get out of hand.

It is your responsibility as a leader to discover these clashes and to eliminate them. Make it clear to those involved that there is never any excuse for personality clashes during duty hours. Point out to them that if they don't particularly like each other, not to have close dealings when the shift is over.

Above all, be sure that your own hands are clean in this respect. Be sure--that is--that you are not one of those officers who feuds with his associates or with staff officers at other echelons. Remember, you will always be looked up to if you can refrain from personal recrimination, and act accordingly, regardless of provocation.

DUTY HOURS

The Commander of MATS has said, and it bears repeating: "Commanders are never relieved of any duty whatsoever. They are on duty all the time, 24 hours a day, seven days a week."²⁷ A commander must always be on the alert to catch any of the symptoms which indicate decreasing efficiency or esprit de corps in his command. The commander who only knows how his organization operates between the hours of 0800 and 1700 is not really in command; he is, more than likely, just a figurehead. Command is a full time job and its working hours can be put in a single word --always. I am not advocating that our commanders become like the legendary Egyptian Pharaoh who is reputed to have gone all his life without sleep. I do advocate that you have your organization so established that there is someone readily available either to act for you or to notify you when emergencies arise. A man can never lead if he is running behind. Be available during good times and bad. Don't draw back whatever the hour or the situation. Be available when needed and when you hit, hit hard.

You have all worked for commanders whom you have never seen before daybreak or after sundown. You have also known commanders who dropped in at all hours. I am pretty sure I know which of the two you preferred.

I needn't tell you that the most important work in a weather station begins shortly after midnight. You can discover more at night about the morale of your people, their efficiency, their enthusiasms, their personal desires and their problems than at any other time. Darkness encourages conversation. The reticent and timid will speak at night. Take advantage of this phenomenon and find out what's going on.

Remember that the hours of command are continuous. Don't be misled into thinking that your work week is only 40 hours. You are commissioned and paid with no such restriction in mind. To set arbitrary limits on your working hours is to violate your trust. To avoid your responsibilities is to vacate your command.

27. Lt. Gen. Joseph Smith, Cmdr, MATS, Minutes MATS Sixth Commander's Conference, 1-2 June 1954.

THE POWER OF EXPRESSION

The ability to write clearly is an art that all commanders should cultivate. It could be that we remember most great leaders because they were generally clever in putting their thoughts in writing, or because they could get their point across in speech. General Nathan Forrest is a good example of a commander who, though he butchered the English language, still got his point across. It could be that he deliberately tortured his more grammatical subordinates. In his case it worked.

The ability to write clearly will win many battles for you when your tongue fails to do so. There is nothing that a staff officer likes to see better than a one-page request, or a suggestion in good, every-day English, which comes to the point immediately. On the other hand, if you want a turn down, even if you are volunteering for the worst assignment in the Air Force, make your request in four pages of incoherent English.

There is a story of the wise old general who asked his staff and commanders to find the most ignorant man in his command for duty in his headquarters. This caused quite a commotion among the staff who found it difficult to select the man since all were trying to get rid of their foul balls. When the selection was finally made the general gave the man a desk outside his door. Thereafter when a staff officer came in with a directive or order for signature, the general would hand it to his new assistant. If the latter could understand it, and the general was satisfied that he could, it was signed and issued. The story goes that, after that particular individual came on the job, there was never a misunderstood order issued by that headquarters.

You can be sure that if an order or directive can possibly be misinterpreted it will be. It is always wise therefore to try your orders or directives on a subordinate prior to putting them out for everyone to see. The trick is to write your orders, directives and letters not only so that they can be understood but so they cannot possibly be misunderstood. It is an art to be able to do so, and one that is well worth mastering.

PASSING THE BUCK

As a commander you are looked to for leadership in many things. You are the buffer between your organization and what, for want of a better term, is known as "the outside." You are the defender and protector of the people of your unit, and they will watch you like a hawk to see how well you take care of them.

Being a tenant on a base presents many difficulties but it also presents many opportunities. If you get along well with the base commander and his staff and assume your family share of base duties, they will do everything they can for you. But if you do not get along, and, in addition, shun those duties, about all you can expect is frustration both for yourself and your subordinates.

It is a frequently heard cry that higher headquarters exists for the sole purpose of hindering the lower echelons. Yet how few people realize that the next higher echelons usually do everything they can to deflect or modify the unnecessary or impossible directives before they even reach the operating units. As the recipient of a directive, how many times have you screamed out in mortal anguish that the fools at higher headquarters are set on ruining everything; that they don't know what they are doing; and that it's not much use trying to straighten them out? How many times is your wailing listened to by half your subordinates who become your sympathizers and agree with every word you say? Yet how many times have you yourself passed the buck to higher headquarters by recommending approval of requests and applications you know should have been turned down? How many times have you forced the next higher echelons to make decisions you should have made yourself? Remember Shakespeare's lines that you can "smile and smile and smile and still be a villain"?²⁸ Who has been the villain in such cases: the people higher up or you?

If you get what you believe is a sorry directive, don't become too upset. Think about it. Talk it over. If, after due study, it doesn't appear feasible or practicable, send it back with your reasons. If it originated on the base where you are a tenant, Talk it over with the originator. But whatever you do, remember your men will be watching. To quote Kipling again,

28. William Shakespeare, Hamlet, Act 1, Scene 5.

When pack meets with pack in the jungle,
And neither will go from the trail,
Lie down till the leaders have spoken.
It may be fair words shall prevail.²⁹

Just remember that most new directives seem unreasonable because they represent change; and that if they are not logical they will soon pass away into well-earned oblivion. After all, someone thought them a good idea or they would not have been issued. You should therefore give them careful consideration before deciding that they are worthless. Every officer should view an action stemming from a high headquarters in its broadest intent. This requires a certain amount of intelligence and imagination. It also requires an attitude of fair-mindedness and self-discipline which every leader should strive to cultivate.

In dealing with other echelons, winning your point is usually worth the effort. Your men want to see you win, and you will gain their respect if you do. It would be a mistake however to think that you must always win. There are times when moral honesty and integrity require that you take a stand, regardless of the consequences. At such times, it is better to lose than to win. To surrender to expediency in such circumstances is almost always to forfeit respect, not win it.

DISCIPLINE

It is curious but true that relatively few battles have been lost because of a lack of materiel. Most have been lost due to failures of leadership and discipline. The two are closely related. You feel sometimes that you can almost forecast the results if you know the state of discipline within a command and how good a leader the commander is. In fact, the situation reduces itself to the simple linear equation: Leadership + Discipline = Results. When you have a combination of the two, you have added strength to your organization without adding people.

Since the beginning of World War II there has been a marked decrease in the discipline of our armed forces. This has largely been due to a shift in public opinion against old-time standards of discipline. It has also been due to poor leadership at many levels. We may as well face the fact that the iron discipline which used to be characteristic of the armed forces is gone forever. The fear of severe reprisal and the use of cruel and unusual punishment--in short, leadership based on fear and coercion--no longer exists. There must therefore be an increase in the effectiveness of leadership to make up for the relaxed disciplinary standards of our day.

Fortunately, good leadership generates good discipline. Happily, too, discipline based on fear cannot be depended on in an emergency in the same way as that which derives from good leadership. The leader who insists on discipline will obtain better results than one who fails to do so. Discipline is not just something for the combat troops in war time. It is mandatory in peace and war for both combat and non-combat. We must have it in peacetime because a disciplined force is an economical force, and because too, discipline must be in being to be effective when needed.

SELLING IDEAS

As a leader and manager of government resources you are expected to have ideas on how to improve the service. Most commanders have from time to time, had such ideas, but it is a fact that very few have succeeded in selling them to higher headquarters. Some of the ideas that failed to get across may not have been very good to begin with. It's a safe bet however that a few were very good, and that the only reason they failed to gain acceptance was that their originators did not know how to "sell" them. As our Deputy Commander put it not long ago, when you fail to sell your idea it is either no good or the manner of presentation in selling the idea is no good.³⁰

29. Rudyard Kipling, "The Law of the Jungle," Stanza 6.

30. Colonel Norman L. Peterson, AWSDC, AWS Staff Meeting, 17 Sep 1954.

To quote Colonel Peterson again,

You have probably returned from trying to sell an idea to someone feeling deflated and low in spirit. When asked what happened you have stated "He was too stupid to understand." We have all been guilty of that. But in the final analysis who was stupid? Was it the person we were trying to sell or was it us?³¹

Whatever you have to get across, always present it in such a manner that your audience will understand it. Gauge the level of your recipients at all times and make your presentation with clarity and enthusiasm. Whether you are selling something to your superiors or subordinates, present it clearly and effectively. You will get little support from either unless you do. If the idea is good and is well presented, you need have no fear of the result.

CRYING WOLF

Aesop, I believe, told of the dog that barked at everything with the result that his master lost confidence in him. One day a wolf showed up and was carrying off the sheep. The dog sounded off as in the past but his master paid no attention to him. The moral of this fable is of course, "don't cry wolf."

You are appointed to a position of leadership because it is believed that you can do the job. Occasionally men acquire command positions by default but not for long. Someone has believed that you had the stuff or you wouldn't be in a position of command. Therefore, stand on your own two feet and solve your problems yourself. Don't scream for assistance at every trivial problem that arises. If you insist on doing so, the time will arise when you will have a real problem and no one will pay any attention.

When a problem arises which affects your mission and you are unable to arrive at a solution, seek advice and assistance. Before you do so be sure you have exhausted every approach that you know of. Problems of a trivial nature have a habit of solving themselves; either that, or they cease to be problems. Usually a little thought is all that is required to solve them. Don't bombard the base or your next echelon with petty matters. They will just think that you are a little irrational and start ignoring you.

Another thing to remember is that there is a proper time and place to present your problems. You would think a commander a little confused who used the weekly base staff meeting as a place to complain about a leaky faucet or a broken light bulb. Yet, this happens quite frequently. Normally the individual making the complaint has never approached the people on the base who are in a position to help him. Chances are that the trivialities he complained about will be taken care of, but he will most assuredly be given the slow treatment thereafter. But even worse will be the loss of confidence the base commander and his staff will have in him as a commander from that day on.

Most people are kindhearted and eager to help. The surest way however to kill these desirable attitudes is to run hither and yon with streaming eyes. Remember that in military life as in theology, God helps those who help themselves.

PROMOTIONS

It is your responsibility as a commander to make recommendations for promotion or to effect promotions, depending on your level of command. It is a responsibility that you can neither evade nor delegate. As a leader, it is your obligation to groom subordinates for your own position. Don't fear capable subordinates. They will help, not harm you. Your work is easier with good subordinates. The more capable they are, the more time you will have to expend on the art of leadership and the improvement of your organization.

You must be completely objective in the matter of promotions. Make a poor selection and you will upset your unit for quite some time. Base your selection on ability, experience and leadership, and you cannot go wrong. There is no room here for sentiment. Don't be swayed in

31. Colonel Peterson, AWS Staff Meeting, 25 Sep 1954.

favor of the subordinates with whom you come in daily contact. Too many promotions in the shadow of the flag pole will bring you everlasting grief.

There is a story about Frederick the Great, a fairly skilled gentleman in the art of leadership and the direction of military organizations. Frederick had a loyal staff officer who worked hard but was definitely no ball of fire. Several of Frederick's staff officers approached him with the suggestion that he promote this officer, citing his devotion and years of service. Frederick answered by pointing to a donkey tied nearby who had been used for many years for the purpose of transporting his field desk and papers while on a campaign. The staff officer and the donkey, he agreed, were both hard workers, and had served him long and faithfully. He was grateful to both but could see no reason to promote either one.

Any promotion you make must be in the best interests of the service. You must always promote the best man. If you don't, you have done an injustice to the better man. Injustice of this sort is the one thing that will kill the respect of your men and destroy the esprit de corps of your organization faster than almost anything else you could do.

Another way to lose the respect of your subordinates is to tell them beforehand that they are to be promoted, especially, if as happens nine times out of ten, something comes up which makes the promotion impossible. Don't make this mistake. When a promotion is an accomplished fact notify the individual, but never before.

Promotions are not largess to distribute as you see fit. You are just the agent of government in the matter of recommending and promoting. Promotions are the rewards and prerogatives of ability and skill and must be made for the good of the service. They are not charity. They must be handled with diplomacy, tact and complete honesty. The ability to select the proper man for advancement has always been a mark of true leadership. It is an art that must be developed at the lower echelons of command. Be sure to give the matter your most careful attention. You will be well paid for your trouble now and in later life, and the service itself will benefit.

AWOLs

In all the wars of our nation we have had almost as many protracted AWOLs and desertions as we have had killed in action. This business of going over the hill can cripple an organization. In fact, numerous AWOLs, if only for a few days each can ruin a command.

There are many reasons which cause a man to "go over the hill" and the psychologists have gone to town on the subject. It can be fear, poor discipline or just poor material, but I have always noticed that most people go AWOL in comfort. AWOL in isolated locations is almost unknown. Since man's bravery is normally proportional to his distance from danger, one would think that the farther he is from the front the less likelihood there would be of his taking off. This is simply not the case. Few men go AWOL because of fear. Most go AWOL in the search of pleasure.

That AWOL rates are as high as they are is due to a failure in leadership at the squadron and detachment level. Most AWOL cases occur early during first enlistments and can usually be attributed to the fact that the men have no sense of belonging. Now I have mentioned that before, and the means of eliminating this feeling of not belonging. We have a few career basic airmen who keep the AWOL rate up and I have suggested what to do with them. The basic problem is how to handle the first offenders.

When a man commits an offense--whether it be AWOL or anything else--punish him. Don't give him a second chance. The punishment may be lighter for a first offense than for a second offense, but unless you want a repeater, punish the offense the first time. Whatever you do, "Never put out an order and say that the punishment will be such and such for the second offense. You are just giving everyone the opportunity to sin without fear of reprisal. Just say offenders will be punished by such and such and do just that."³²

32. Col. Norman L. Peterson, AWSDC, AWS Staff Meeting, 10 Aug 1954.

The new executive order will do much to help commanders at all levels. But with or without the order never let a violation go unpunished unless you want a repeat performance, especially in an AWOL case. When faced with such a case, act rapidly. You will seldom be bothered with that offense at your station thereafter.

MANAGING YOUR SUBORDINATES

There are generally three types of people in the world. They are the conservatives, the optimists and the pessimists. All three types are necessary. The trouble is they must be handled properly to be useful. Like the mathematics teacher in weather school, I am going to take out the conservatives from this discussion as having no bearing on the problem. The conservatives are generally amenable to logical suggestion and therefore to good leadership. They will seldom bring up a new idea or kill a good one.

The optimists generally have the most vision of the lot. They will bring up the most new good ideas. They will also bring up the most bad ones. The optimists can make you great if handled properly. But blind concurrence in their ideas can also get you killed or relieved of your command.

The pessimists disagree with every new idea because there are many more bad ideas than good ones, and statistics are on their side. They have few ideas since most pessimists lack imagination. Listen to the pessimists and you will discover every possible reason why something shouldn't be done. Blind concurrence with the pessimists won't get you killed. Neither will it get you promoted.

Now there is a great deal of good in all these points of view. It is the responsibility of leadership to sift the thoughts of the optimists and the reasons "why not" of the pessimists, adopt the good ideas, and then let the conservatives do most of the work. The optimist will always be easier to work with than the pessimist. If his idea is not adopted he will come up with another one. On the other hand, the pessimist will sabotage the decision, if it goes against him, either by flank attacks or by just lying in the shrubbery and doing nothing. I believe this is called inertia. As one military authority puts it, "Inertia is a maddening thing which is rendered very difficult to combat by its negative character. Ideas and decisions are just passively resisted. They are not openly and honestly fought, nor are they energetically put to work."³³ No better advice was ever given than this in dealing with it, "As a leader, when you have made your decision, stick to it. Let the burden of proof rest with the dissenters. The words 'it won't work,' are not enough. Make them give you facts and logic. If they can't--see that they support your decision."³⁴

It is your responsibility as a leader to see that good ideas are filtered upward. Only about one good idea in a hundred is ever adopted because most are killed in the beginning. Lately we have instituted a system of committees to pass on ideas. Nothing much good ever comes of this since we have more pessimistic people than optimistic ones and committees are governed by votes and not necessarily by brains. Mr Charles F. Kettering, who was smart enough to invent the self-starter and many other things, had the following to say about committees,

As I look back over the years, it is pretty much a definite law that man is so constituted as to see what is wrong with a new thing, not what is right. I think that a critical view of history would indicate that man has tended to persecute the man with the new idea and then--if the idea is good--honor him. That is the way the thing works. To verify this you have but to submit a new idea to an average committee in an average concern--a committee made up of average men who do not have the research point of view. In the course of my life I have submitted a good many ideas to such committees. And I can tell you their reaction is to see the wrongness, to obliterate 90% of the rightness which the average eye can not see for the sake of 10% wrongness which the conventional eye always sees. Even though rightness is seen, the new field, the great possibilities that the new idea opens up, will not be visualized. That is because not one man in a thousand has imagination.³⁵

33. Colonel Riposte (Pseudonym), "Command Performance," Infantry Journal, Aug 1948, p.26.
34. Col. Norman L. Peterson, AWS DC, AWS Staff Meeting, 10 Aug 1954.
35. Charles F. Kettering, "How to Train Workers for War Industries," Newsweek, 13 Sep 1954, p.90.

Committees are fine for providing solutions and devising programs. They are very prone however to kill new ideas since they are normally hostile to them on principle, especially if the ideas come from an outsider.

See that the good ideas of your subordinates go upward. Watch for and combat inertia. Such resistance is at its destructive best against ideas stemming from echelons that cannot personally supervise the action putting them into effect. Whatever you do, remember that it will increase the respect of both your subordinates and your superiors if you always give credit where credit is due. This is one of the most important lessons of leadership.

EMPIRE BUILDING

There was once an old regimental commander who was asked how he maintained such good morale, and why his men behaved so well in garrison. This was in the days when the return of regiments to garrison duty was dreaded by the civilian populace over a radius of many miles. In those days the military services were more known for their sinners than for their saints. The old colonel said, "I feed them red meat and work them 12 hours a day."

Now I am not recommending 12 hours of hard labor daily unless it is necessary, but the old colonel had a point. Any experienced commander knows that an outfit that is over strength is the most difficult to lead. Too many men results in idleness, breakdown in esprit de corps and a rash of delinquencies. The harder an outfit works the better is its esprit de corps. Men must be fully employed to be happy but they must also have a common purpose.

Man is by nature an empire builder. Unless controlled he will gather to him every man and every bit of equipment he can. Whether he can use them is beside the point. If he gets enough, he can justify more to maintain and administer those that he has. Unfortunately someone will get wise to him and when the day of reckoning arrives he will lose all the fat and probably some of the lean. In addition, he will probably lose his command.

Earlier I referred to good management as being characteristic of good leadership. We have probably gone overboard on this business of management in that most of our people associate management with a reduction in personnel. That idea is all wrong. The principle of management that the Air Force is trying to get across is not to cut personnel arbitrarily but to get more out of what you have.

"It is axiomatic," says an AWS planning paper,

that an efficient organization incorporates a balanced utilization of money, materiel, manpower, and time. Over-allocation in any resource injects inefficiency into the entire organization, develops undesirable management practices and eventually the administrative and operational thinking of a command.³⁶

In other words, ask for and fight for what you need to do the job. If you end up with more, you encumber yourself with trouble and a great deal of extra and unnecessary work.

There is a very old principle of war which has not changed through the centuries. It is called the "principle of economy of force." It applies to men as well as material, and its principal lesson is that the road to glory cannot be followed with too much baggage.

Determine whether you are spending too much time in keeping your subordinates busy. There is nothing more frustrating than having to invent jobs for people. A good leader always keeps his men employed. If he doesn't he ceases to be a good leader. He becomes a partner to waste and inefficiency. He forces himself to work harder and longer. He has no time for thought, supervision, or the exercise of leadership. To build empires is foolish. You can only lose by trying to do so. Your rewards both mental and material lie in exercising your leadership to the fullest and not in amassing materiel and personnel you don't need.

36. Preface to Proposed T/O for AWS Reconnaissance Squadrons, 30 Apr 1954.

HONOR

Honor can best be described as integrity of character. It is moral strength and truth; and it must always be foremost in a leader's thoughts. With honor you have everything; without it you have nothing. In the words of former Secretary of War Patterson, honor includes "Honesty so compelling that even the appearance of guile or deceit is out of the question. A sense of duty that gives a guarantee of performance of unpleasant and unrecognized deeds and of unassigned tasks, and loyalty to superiors and subordinates, to the cause, to the nation, and to conscience."³⁷ It is, to put it another way, "a fine sense of ethics, justice and righteousness."³⁸

Now the military service is strong on honor not to change men or to combat sin. It is strong on honor because it is a mandatory requirement of leadership. During times of stress every commander from the president down must know the truth. Without it there would be chaos. If a subordinate leader's mission is to achieve a certain objective, whether it is bombing Timbuctu or establishing a weather station on Easter Island, the commanders at various echelons up the line want to know whether the objective has been attained. They are not interested in excuses or untruths. They must have the facts.

Honor is courage. As has been well said,

There must be no question of your courage, since your men become closely identified with you, and from this identification, absorb strength. If you demand a sacrifice from your men which you are not willing to make yourself, you will not likely get results. Nothing is worse for morale than a leader who leads from the rear.³⁹

The military service demands leaders who make good on any commitment they make. A man's word must be his bond. It must be as unassailable and as sound as a certified check.

This business of character and honor rubs off on subordinates. Whether you know it or not, many younger men will observe you closely and at times will seek to imitate you. History is full of organizations who took to the woods when their leader showed the "white feather." If the leader is a liar and a cheat, it's a good bet that you can find these characteristics quite frequently throughout his command.

Study and cultivate this highest attribute of leadership. It doesn't take long for the word to get around both up and down. Unwavering honesty becomes known. Your signature on an order or request will become that much more valuable. You will not be asked by staff officers for explanations or additional information. But best of all you will be able to say to your subordinates as Gideon did 3000 years ago, "Look at me and do likewise."⁴⁰

THE POWER OF DECISION

During the civil war, the late General Robert E. Lee periodically gathered his hosts about him and headed north. According to most historians, General Lee made these annual harvest-time expeditions to gather supplies, force a withdrawal of Federal forces from Virginia, scare hell out of Washington and possibly end the war. Most historians agree that General Lee took great risks in doing what he did, but I feel sure that he never figured on losing his army. There are many pros and cons about General Lee. Admittedly he was a good and respected leader. He could be audacious at times and get away with it. This was not so much because he was such an expert strategist or tactician but because he had his opponents figured out. He knew that even if he was defeated north of the Potomac, they would not push the pursuit. He knew his Federal counterparts were indecisive. He knew that they would call a council of war, and that plans resulting from such a council usually called for no strenuous fighting. Until General Grant came along he tried it yearly because he knew his opponents. He had no staff to speak of, which was probably his

37. Quoted in AC&SS Ext Course No 322, p.35.

38. Ibid.

39. Ibid.

40. Judges, 17th Verse, 8th Chapter.

greatest weakness. But his commanders fought. They didn't direct his army for him.

As a leader and commander you must make decisions. You have a mission and that should guide your decisions. It is fine to draw your subordinates about you for comments and advice but you should never let them make the decisions. If they do, you have abdicated your function as a commander and have become a drone in the employ of the government.

Make your own decisions. The responsibility is yours and you may as well be hung for stealing a horse as stealing a chicken. The main thing is to be decisive; to make decisions when you have to. As one authority phrases it, "Decisiveness can be learned. If you can't make up your mind quickly, make it up slowly, taking advice. Then when you have made your decision, announce it decisively and stick to it until proven wrong."⁴¹

Never let your subordinate know that you are hesitant and undecided. The knowledge that you are will infiltrate your command. The fateful words "He can't make up his mind," will be heard on all sides and spread about. It would be fortunate if, as in Joshua's time, we had days when the sun would stand still. Since it won't stand still for us, and decisions have to be made, often on very short notice, the thing to do is to make them without delay or loss of time. Use your subordinates and staff for comments and advice, but make the decisions yourself. That is your job. If you make the decision you are the leader. If you don't, you are a figurehead and, in point of fact, just a follower.

AUTHORIZATIONS AND ALLOWANCES

Every day someone's home burns and all of their furnishings are lost. Every day someone must tell the insurance companies what they lost. If this happens 100 times daily, it is a safe bet that only one man in a hundred knows what he lost and had an inventory in a safe place. This doesn't mean that men who have inventories of their possessions rarely lose a house; it just means that most men are careless when it comes to preparing an inventory of their possessions.

In the military we don't have to prepare such inventories. All we have to do is to place a check beside the line item we have in our authorization tables. If an item is listed in our authorization document, we requisition it and sooner or later it will arrive.

Now this business of supply both for personnel and equipment has not always been this easy. It used to be a difficult and time-consuming job. It is less so now. Operating on the principle that anything that's complicated is wrong, the powers that be have decreed that every unit would be given a table which shows what it should have to do a job.

Having these tables handy as a guide is a good thing but like most good things it can be abused. The greatest abuse is in lack of logistic discipline. This is well illustrated in what I will call "the parable of the snow plows." In a certain Table of Equipment, an organization is authorized both air conditioners and snow plows. This could conceivably be a good thing for the organization if it were stationed in the Middle West. On the other hand, only the air conditioners would be useful if the outfit was in Florida and the snow plows would not be much good. Similarly, if the organization was located in northern Maine the snow plows might be useful but not the air conditioners. Now it is necessary that authorization tables cover all exigencies because the people who prepare them have no way of knowing where the units will be stationed. A medium bomb wing could be in Alaska or in the Sahara desert. That is why such tables must be reviewed by the wing commander to decide what items are needed and which are not since he knows where his command is to be located. Thus, if his wing is to be in south Texas he should requisition the air conditioners not the snow plows.

But failing to requisition items is not enough. You must notify higher echelons of the items that are not required. If you don't, the next thing you will see are headlines in the newspaper that three snow plows were shipped to Bermuda in what will be described as typical military SNAFU. Yet who is to blame? Higher headquarters is responsible of course. But if you were the commander at Bermuda wouldn't you be primarily to blame?

Just because certain things are authorized doesn't mean that you must ask for them. The Air

41. Edwin G. Boring, Ed., "Leadership Can be Learned," Psychology for the Armed Forces (New York, 1945), quoted in Infantry Journal, May 1949, p.3.

Force is very liberal in granting exceptions to tables when certain AFSCs and line items are not required. Supplies and equipment look good on shelves, in warehouses or under canvas but what good are they unless there is a use for them? There is a lot of concentrated wisdom in the slogan: "To ask for more than you need is inefficient; to waste what you have is sabotage." It is a slogan well worth remembering.

Know what you are authorized. Know all major line items. Know the AFSCs and grades in your T/O. When someone asks you what you have, be able to tell them. Remember that in many instances, supply is the tail that wags the dog. The same thing applies to personnel authorizations. You must know them. You cannot properly lead your men if you don't know what their specialty is and the part they are supposed to play in your organization.

If a table is wrong don't be afraid to submit changes but be sure it is likely to be wrong in most situations. Tables are built to cover the majority of situations and not just your particular one. If the error or omission is aggravated, be sure to make a complaint. If it hits you only, request an exception. Remember that the average AWS detachment is big business. It may cost the United States as much as a quarter of a million dollars a year to operate. You should be careful therefore to manage your resources with care and good sense. As its commander, you cannot do less.

This business of knowing what you have on hand and what you will need in the future is very important to the success of your mission. Only you can forecast accurately the number of people you will need. The next higher echelons will have some ideas on the subject, but if you think they can automatically arrange things so that replacements will coincide with losses you are living in a world of fantasy. Remember that the personnel figures of the next echelon are no better than the information you provide. It is a part of your responsibility to anticipate losses and to be able to judge the number of people rendered ineffective because of schools, leaves, levies or discharges. You can't forecast them all, but the more you can forecast the better off you will be.

Authorizations are useful things but they never take into account sick book jockeys and AWOLs. Good leadership will take care of these two evils, just as good planning (also a function of leadership) will take care of most of the rest of your personnel headaches.

ACTION IN EMERGENCIES

How many of us are prone to throw in the towel and give up, utterly deflated, when faced with an emergency, without ever finding out whether things were really bad to begin with? Human beings are prone to panic. The fable of Chicken Little who shook up every animal in the forest with the cry that the sky is falling is not without point for humans.

Since the tendency to panic is almost universal, I won't try to get to the root of it. There is however one type of individual who should never panic and that is the military leader. Yet I have seen grown men quail at the sight of a piece of paper prepared by some other grown man who was peaceful at heart. I have seen them burst forth from their offices gnashing their teeth and screaming because they read in the paper that they had undergone a reduction in strength or that their jeep had been repossessed. Normally, they exploded after reading only one paragraph. Had they read the second paragraph they would have learned what they should have taken the trouble to find out in the first place--that the mission was being realigned or that they were getting a staff car in place of the jeep. About the only thing likely to be gained by such behavior is to have their subordinates remark that "the old man has lost his mind."

Now if a man gets "all shook up" over a piece of paper what will he do in a real emergency? That's a good reason, when you think of it, to be prepared for emergencies by doing a little emergency planning and training. Make sure that your men are trained in their basic weapons. Have a plan ready and know what to do if your building is suddenly destroyed, or you have to operate your station on a few hours notice with a third of your current strength. Make sure you know beforehand how many consecutive hours you can work without cracking up.

You can learn to be panic-proof if you can lead and think. In the final analysis the reason for all of our training is to be able to think and act decisively during emergencies. Be sure you know what to do when the time comes.

EDUCATION NOT PUNISHMENT

It has come to your attention that one of your subordinates hasn't been doing his work properly. With the foam of wrath on your lips you scream for the culprit. He can't be found at the moment. That is good. It will give you time to subside a little and gather your wits. You are going to need them. Otherwise at the cozy gathering you plan on having there will be two poor performers present. One may be stupid, but it's a sure thing the other will be a fool.

Minor violations and poor performance due to laziness, poor attitude, lack of ambition will always be with you. While they must be met head-on, they should be met with tact and diplomacy. What is called for is education and not punishment.

Have you ever brought a man before you with the intent of crucifying him and then found out you didn't have the facts? Have you ever had a man before you who had more facts than you did, and who neatly and glibly built up his case so that in the final analysis you had to agree with him? If you haven't, you have probably not been in the business very long. Before you do anything get all the facts. Above all, be sure you know the man's good points. Every man has some. Consider your plan of attack. Then have the man report to you properly and in a military manner.

Have him take a seat and open the conversation. Remember your job is to instruct not punish. Bring out the facts but not as accusations. Find out what he has to say, and get his point of view. Always remember that there may be three sides to anything: his, yours, and the right one. When you have agreement on the facts, encourage him to speak frankly. This may sound like the couch treatment but often a man will disclose the root of the trouble during a wandering conversation. If he wanders too much get him back on the track by reminding him of the reason you have him before you.

Put the man at ease. Bring up his good points. Show him you know them and go over each one. Make it clear to him that you think he can do better than he has, and that you have his future at heart.

Close the session by covering the areas of trouble. Make suggestions but appear at a loss as to the remedy. Seem a little puzzled. Work the conversation around so that the man comes up with the solution to his own problem. Then compliment him on his solution and let him go. Nine times out of ten, you have gained the man's respect, and will probably never have to have him on the carpet again.

For the one man in ten for whom this treatment does not work, try again but don't try too often. If you do, it will lead to the belief that you are an easy mark. Here, harsher solutions are needed; and, as soon as you are sure the man is beyond redemption, should be resorted to at once.

ATHLETICS

For a few hundred years it was a common saying that Great Britain's wars were won on the playing fields of Eton. It was a broad statement but it had a considerable basis of fact. In peacetime, the athletic field, field exercises and maneuvers represent the best means of building up stamina and the ability to act under stress. Cost frequently prohibits field exercises and maneuvers which leaves organized group athletics as the most economical means of physical conditioning and of testing the individual under stress. It is a truism that units which are fully employed and have good athletic programs are usually not lacking in esprit de corps. The psychologists have established that the individual who participates in organized sports assimilates military training more readily than his contemporary who does not. They further state that the individual who is capable of being educated and has athletic ability provides the best military raw material.

In the Air Weather Service we are normally at a disadvantage when we engage in competitive sports with larger units because of our fewer numbers and peculiar duty hours. Yet, taken across the board we probably have better athletics on the whole than in many other career fields. Seldom do you find base teams on which the AWS is not represented. It is also noticeable that, when our commanders are athletically inclined and push the programs we have done pretty well and have more than held our own.

As a commander, you should encourage your people to participate in some organized sport. We have many people who are potentially good athletes but who have lacked either the opportunity or proper coaching to develop. If a commander is willing, there is a way. The average Air Force base normally has good athletic facilities and equipment. Encourage your men to use them. Mental fatigue may not be conducive to slumber but the combination of mental and physical fatigue brings sound sleep. In addition it provides an acceptable alternative to over-indulgence in alcoholic beverages and the post sun-down tendency to pursue sybaritic diversions.

I think all of us would do well to remember the inscription over the gymnasium at West Point. Written by General Douglas MacArthur, it reads: "Upon the fields of friendly strife are sown the seeds that upon other fields, on other days, will bear the fruits of victory." Throughout its 150 years of existence, the U. S. Military Academy has stressed athletics. It has taken awkward and backward men and turned them into topnotch athletes, and even star performers. The payoff has been that its athletes have not only excelled academically while in school, they have by their performance in later life shown how wise and how true the inscription referred to really is.

The idea of getting behind athletic programs as a means of fostering esprit de corps is definitely not new. It's as old as the battles of Marathon or the defense of Thermopylae. Group athletics existed in the phalanxes of Alexander, the legions of Imperial Rome, and among the troops of Meade's Army at Gettysburg. These were all victorious organizations and the implication of that fact should not be disregarded.

When your team plays, be there. If you have a man who is in the finals of a horse shoe tournament or a team engaged in league play, be sure that you put in an appearance. The excuse that you must leave a social engagement because your team is playing is legitimate and will not be questioned. Do everything you can to have first division performers. Remember that when a man can lose a game on one pitch, a muffed grounder, a fault, poor putt, or a missed pass or basket, he is operating under strain. That is good training. An athletic program should not be allowed to interfere with your mission; but if properly used, it will go a long way to facilitate your mission performance.

YOUR UNIT'S EDUCATIONAL AVERAGE

In our business we must have persons with intelligence. We would like to get the better-educated people, but the law of supply and demand governs how many of them we can get. At that, most of the people we do get are intelligent, which brings up an oft-stated fallacy. Most people associate stupidity with a lack of education. The fact is that there is no relationship. A man can be stupid and educated. He can be stupid and uneducated. He can be intelligent and uneducated or he can be intelligent and educated. The latter is what we are after.

Since the bulk of the men we get have a fair share of native intelligence, we can solve our problem to a great extent by educating them. It is your duty to bring every member of your command, not merely the noncoms, to the highest level of education and training possible.

There is much talk that it is difficult to integrate science and the military because leadership and technical skill are not compatible. The fact is that we have had scientists with armies ever since Archimedes was a Tech Rep at the Battle of Syracuse over 2300 years ago.

As a leader, you should know the educational level of your people, how they perform, their latent talents and their aspirations. But most of all, you should know the level of their intelligence and the limits of their capabilities. Gather the 66s and Form 20s of your subordinates about you and find out these things. Determine the average education of your command and then do what you can to raise the average, remembering always that no organization in the Air Weather Service should have an average educational level lower than 13 years of recognized schooling.

Never has a military service been so fortunate in the matter of opportunities for education. Use the service provided by the base I&E officer to help your men advance educationally. Encourage GED tests for all levels. The number you have who can pass one or both will surprise you. See that applications are made for High School Certificates. Encourage your men to enroll in college courses. If they are interested in mathematics and physics, bend over backwards to help them. Keep a chart on the bulletin board of your unit's educational level by month. Publicize each advancement, but never put up a list showing the levels of individuals.

I am not recommending such a program because I believe in education for education's sake. I recommend it because it is one of the easiest ways to improve our service and the reliance which can be placed upon it. As such, it becomes a function of leadership and command, and should be strenuously pursued.

GRACIOUSNESS AND HOSPITALITY

Every year a large number of young officers enter the service. They represent our future commanders. They are one of our most valuable assets and their permanent retention in the service is highly desirable. Their degree of respect for you is going to be one of the determining factors as to whether they remain in the service or leave just at the beginning of their peak of usefulness.

First impressions are always the best. It is your responsibility as a leader and commander to make them welcome and to make them feel that they actually belong. Another important factor is that their wives must also feel that they are accepted as members of the organization family. To believe that the feminine influence has little to do with an officer deciding on the service as a career is to be naive. In many cases, it has everything to do with his decision.

Unfortunately, we do not have the facilities to allow everyone to reside on the base. I like the story I read in one of our military periodicals of the commander of Corregidor in the 20s who met a young officer, his wife and child at the boat; apologized because their quarters were not ready; and invited them into his home until they were.⁴² Whether the physical facilities allow such graciousness or not, at least the spirit should be there. A little help in getting your new arrivals settled will go a long way to foster affection for the service and respect for you.

Your wife, although not an official member of the service, can be a great help to you in making your people feel at home. Her graciousness toward her younger service sisters can leave an indelible impression which sudden moves, and service hardships will never eradicate. No one knows better than she how to establish a household in the face of adversity or how to allay the fears of the young and inexperienced service wife.

Do everything you can to help your new members, officers and NCOs alike, in establishing their homes and get your wife to help. Encourage calls on the new arrivals and make them yourself. Make sure that the new arrivals feel welcome and wanted. Take special pains to encourage and help your new NCOs and their families. The lifetime loyalties and friendships formed this way are worth every sacrifice.

This business of hospitality is a contagious thing. It is habit forming. Graciousness and the practice of the little amenities that make life pleasant have always been an important part of service life. They have brought happiness and a sense of belonging to the many who have arrived at a new station, forlorn and melancholy and with the feeling that they were strangers. It is common sense to practice these amenities. It is leadership at its altruistic best.

COOPERATION

The spirit of cooperation may have suffered during the last few years. It may be that in the dog-eat-dog business of striving to get ahead, we have lost sight of its value. Yet, it has always been and always will be an important principle of war, and air operations have emphasized rather than diminished its importance. Every time you append a terminal forecast group to your sequence you are demonstrating the validity of this principle. Every time the climatology people prepare data for your use, the same thing is true.

Cooperation is mandatory in our mission. Unless you cooperate to the fullest and train your subordinates to do likewise, you are evading your fundamental responsibilities as a commander and leader. No leader has ever suffered because he cooperated when cooperation was asked for. The fact is that, more than likely, he enhanced his reputation in the eyes of all echelons by so doing.

42. Colonel Dupuy, "Pass in Review," Combat Forces Journal, Oct 1954, p.48.

Cooperation is not limited to your own arm of service. If you cooperate with your base commander and voluntarily "give a hand" when you can, the chances are that your immediate commander will not know of it for some time. However, when he or his inspectors arrive later on, the base commander will usually take great pains to tell him or them of what you did and of how highly he thinks of you for doing it. It will pay off in other ways. For instance, should you ask for 20 gallons of paint, improvement of your station, or different quarters or messing facilities for your airmen, your request will probably not be denied, though it otherwise might be. A cooperative lower echelon always stands to gain when it obliges a higher echelon. The higher echelon is after all more powerful; it has more resources at its disposal and can do you the bigger favor. You don't have to be subservient to reap these benefits. All that it takes is a spirit of cooperation and a willingness to oblige when others can use your help.

If you have an abundance of observers and forecasters but the AWS commander 200 miles away is short of them, give him a hand if you know of his difficulties. Where there is a will there is a way. Since feast is normally temporary you will probably learn that this is a good thing for you may run short, and the man you helped may be able to help you. Whatever else happens, you can be sure that you will be repaid for your kindness, and very likely with interest. Actions of this sort are like a chain reaction waiting only for someone to pull the trigger. Practice this kind of enlightened altruism and more benefits than you can know will be yours.

CONCLUSION

Trying to write on Leadership reminds me of the 1001 Nights. One can go on forever and always find something new and fresh to write about. Yet basic to the whole discussion is one salient fact: Leadership can be learned. Put another way, this means that leaders can be made, provided the raw material is good. As in everything else, a certain amount of aptitude is required. Given that aptitude, the proper motivation, and a little experience to build on, and there is no reason why anyone, who really wants to, cannot develop into a leader and become an increasingly better one as time goes on.

