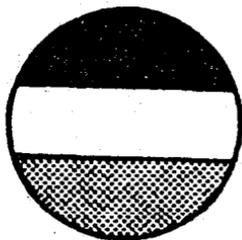


SOLDIER MANAGEMENT



**AND
MORALE**

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SOLDIER MANAGEMENT AND MORALE

"First in importance will be the development of a high morale and the building of a sound discipline, based on wise leadership and a spirit of cooperation through all ranks."

-GENERAL GEORGE C. MARSHALL

FOREWORD

The subject of Leadership is complicated to the theorist. Many and large books have been written on the academic side of the problem of being a good leader. Fortunately, the rules are capable of being reduced to a few simple and practical terms. The two short articles in this little pamphlet were prepared originally to do just that. **Soldier Management** was an outline which I prepared several years ago for a lecture on Leadership to the First (Senior) Class at West Point. **Soldier Morale** was prepared for a lecture to commanders and staff officers of X Corps in Korea in 1953 when the troops there were faced with the morale problems which usually follow an armistice. Together these two outlines might well be used as closely related leadership check lists which officers and noncommissioned officers can use to an advantage in their units. On looking back upon my experience in the Army serving under many immediate commanders whose ranks have progressed through the years from corporal to that of 4-star general, I recall no case where any one of my superiors was able to establish a climate of good leadership in his unit if he violated many of the simple rules given here. Conversely, all who observed well the simple rules were looked upon by their subordinates as good leaders. Many of them were outstanding.

Bruce C. Clarke

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SOLDIER MANAGEMENT FROM THE VIEWPOINT OF THE COMPANY OFFICER

AN OUTLINE

1. INTRODUCTION. a. From the company officer's viewpoint, soldier management and leadership go hand in hand. The purpose of this talk is to assist the young officer and the senior noncommissioned officer in his everyday problems of handling and managing soldiers.

b. There were fair, good, and outstanding units of all echelons in the past war. Primarily this variation in units was in direct ratio to the qualities of leadership displayed by the unit officers.

c. Leadership which produces success in battle can easily be adapted to other activities and produce equal or greater success.

2. WHAT MEN EXPECT FROM THEIR LEADERS. a. Men have a right to expect from their leaders:

- (1) Honest, just, and fair treatment.
- (2) Consideration due them as mature, professional soldiers.
- (3) Personal interest taken in them as individuals.
- (4) Loyalty.
- (5) Shielding from harassment "higher up."
- (6) The best in leadership.
- (7) That their needs be anticipated and provided for.

(8) All the comforts and privileges practicable.

(9) To be kept oriented and told the "reason why."

(10) A well-thought-out program of training, work, and recreation.

(11) Clear-cut and positive decisions and orders which are not constantly changing.

(12) Demands on them commensurate with their capabilities not too small nor too great.

(13) That their good work be recognized—and publicized where appropriate.

b. To the military leader, men are tools. He is successful to the extent that he can get the men to work for him. Ordinarily, and on their own initiative, people run on only 35% capacity. The success of a leader is measured by the extent to which he can "tap" the other 65%.

c. It is the men below who make or break an officer. Sometimes, but not often enough, those above recognize what the ones below do for them in this respect. Regardless of the recognition the officer should not lose sight of the basic truth.

3. SOME POINTERS ON LEADERSHIP. Some people are natural-born leaders. Others, possessing the ordinary attributes, can be fine leaders through the observation of certain procedures. Some of these are:

a. Almost every man wants to do what is expected of him. When he does not do so, it usually is because he has not been properly instructed. This is the only tenable attitude an officer or NCO can take toward his

subordinates. He will recognize the exceptions and know what to do about them.

b. Men admire a strict officer if he is also just.

c. An officer who tries to be a "good fellow" loses his grip early.

d. A new officer cannot be easy at first and then get strict. He can, however, be strict at first and then ease off as circumstances warrant.

e. Company and platoon leaders should know every man in their organizations.

f. Men must look to their titular leaders for rewards and punishments. The company commander, himself, must decide who shall be promoted. He can and should accept recommendations, but it must never be thought that he rubberstamps the first sergeant's list. The company commander personally assesses company punishment, not the first sergeant. He usually does this in the first sergeant's presence.

g. One should be able to select competent subordinates. If the commander makes a mistake in choice then the man should be replaced. Do not carry deadwood along for fear of admitting an error in selection. Handle your own mistakes; do not pass them along.

h. An officer should not look for cheap popularity with his subordinates. They expect the officer to play his part according to his position. They do not begrudge him his rank, pay, or prerogatives if he uses them in the interest of his subordinates and superiors.

i. Military courtesies start between officers. Observation of these courtesies between seniors and subordinates is not belittling to either; they are evidences of alertness, pride, and good manners.

j. An officer can expect the same attention from his men that he gives them—it works both ways.

k. The officer should give orders in a manner which indicates he expects compliance. He should be clear and positive and should follow them up.

l. An officer should not issue orders which he cannot enforce. Along that line, it is a wise officer who refrains from criticism of a situation until he learns the reasons therefor, and can make logical, constructive suggestions.

m. An officer must develop initiative in his subordinates. They learn by doing. In so learning they make mistakes. Learn to *underwrite the honest mistakes* of your subordinates.

n. An officer must not belittle the importance of his subordinates. He must give them responsibilities and then back them up. A good officer does not by-pass subordinate commanders. He uses his NCO's and adds to their prestige by so doing.

o. An officer should be as good as his word. He should not make promises of rewards and punishments he cannot fulfill. He should fulfill those he makes.

p. A good officer will know the names, background, and individual characteristics of his men. He must have a genuine personal interest in them or they will not have it in him. Each individual has problems. There

is no easier way of getting a grip on men than by helping them to solve the personal problems that give them great concern.

q. Be enthusiastic and cheerful. These attitudes in a leader, as well as their opposites, are contagious.

r. Do not be too familiar with your men. Good soldiers do not expect it. It is not necessary to call your men by their first names or nicknames even if you sleep in the same foxhole with them. Doing so does not increase your leadership ability or your grip on your men.

s. Morale is a natural product of good leadership. Morale is not produced only by USO shows. Diversions are important, however, good morale comes from doing well a worthwhile job and receiving recognition for it. (See article on Soldier Morale which follows.)

t. Every man experiences fear in a crisis. The leader cannot show it. He must fortify himself with a scale of values which enables him to control his emotions. The only fear that should worry a good leader is the fear of being afraid.

u. Do everything you can to increase the personal pride of your men. Cleanliness, neatness, and orderliness are evidences of personal pride. A proud outfit is a good outfit.

v. When a man has punishment coming to him be sure to give it to him, but in an impersonal way and to a degree that fits the circumstances and the offense. When he pays his debt, forget the incident.

w. Listen to the suggestions of your subordinates. If they are adopted pass on the credit to them.

x. Be intellectually honest. An officer cannot be expected to know everything. He cannot bluff his men and retain their respect. When he does not know he should say so.

y. Be loyal. Criticism of your superiors in front of subordinates lays you open to the same treatment. Remember, loyalty works both ways.

z. Rank should be used to serve your subordinates. Rank is not a reward nor a license to exercise your idiosyncrasies. Rank has one object: to enable the officer to fulfill his responsibilities.

aa. An officer's presence when the conditions are unpleasant and when the going is tough—"sharing the situation with the men"—is all-important.

ab. Above all, set the proper example. Men will look to the officer for their model. The higher the rank the greater the obligation to those below to set the proper example.

4. CONCLUSION. Basis of the officer-enlisted man relationship in the American Army. We have heard the charge that the officer-enlisted man relationship is based upon the Prussian system as brought to this country by Baron von Steuben. There is nothing wrong today with the following instructions written by Baron von Steuben at Valley Forge and published by the Continental Congress. It is when we get away from them that we get into difficulties.

"Instructions for the Captain"

"A captain cannot be too careful of the company the state has committed to his charge. He must pay the greatest attention to the health of his men, their discipline, arms, accouterments, ammunition, clothes, and necessaries."

"His first object should be to gain the love of his men by treating them with every possible kindness and humanity, inquiring into their complaints, and when well founded, seeing them redressed. He should know every man of his company by name and character. He should often visit those who are sick, speak tenderly to them, see that the public provision, whether of medicine or diet, is duly administered, and procure them besides such comforts and conveniences as are in his power. The attachment that arises for this kind of attention to the sick and wounded is almost inconceivable; it will, moreover, be the means of preserving the lives of many valuable men."

"Instructions for the Lieutenant"

"He should endeavor to gain the love of his men, by his attention to everything which may contribute to their health and convenience; he should often visit them at different hours; inspect into their manner of living; see that their provisions are good and well cooked, and as far as possible oblige them to take their meals at regulated hours. He should pay attention to their complaints, and when well founded, endeavor to get them redressed; but discourage them from complaining on every frivolous occasion."

SOLDIER MORALE

The one question most frequently asked by visitors to military units is: "How is the morale?" This question usually leads to a discussion of many things and usually ends in an agreement that the morale is "Excellent." I am aware of no commander who ever rated the morale of the men in his unit as anything but "Excellent." But I am sure that the morale in some units is "more excellent" than in others.

What is morale? Our manual on leadership defines morale as the mental and emotional state of the individual. As such, it is naturally influenced by many factors.

THE BASIS OF GOOD MORALE

Although morale is a complex and intangible quality, it must have a solid basis of these three factors which lead to a general feeling of confidence, well-being and accomplishment. Military leadership and management play a large part in providing the three factors, although the military commander alone cannot provide them all to the full extent needed:

1. Doing well,
2. An important job,
3. And receiving recognition.

ADJUNCTS TO MORALE

During the course of this article I will refer to these elements, but first let's consider the several adjuncts to

morale which have an influence on units but which in themselves alone do not produce good morale if the basis of good morale is missing.

Good Management. We all like to be in a unit where there is good management, where things run smoothly, where things are planned, where men do not have to "hurry up and wait." The basis for good management is prior planning, thorough organization, and continuing supervision.

Well Informed. Men like to be kept informed ahead of time as to things that affect them or are apt to affect them. It is far better for the commander to keep his men informed, than to have them seek to get such information from rumors. Most soldiers enter into training programs and other military activities with vigor and enthusiasm if they know their purpose and the reason.

Well Trained. This is an important part of factor one. If a unit is not well trained its men know it. This fact adversely affects their confidence, especially if they anticipate there is a possibility of using that training in a critical situation. Every soldier likes to feel that he is playing on a winning team—he knows he can't win if he isn't well trained.

Chances for Advancement. Making progress is morale raising to all men. Knowing that there is an opportunity for advancement and that only excellent performance and preparation lead to promotion in a unit helps the morale.

Good Physical Condition Good physical condition goes hand-in-hand with good mental condition. These two elements are basic to achieving good morale.

Good Administration. Men like to know that the administration in their unit is good, that their pay accounts and individual records are correct, that the date they are due for rotation home will not be overlooked, that their allotments are going through on schedule. These matters are very personal to a man and affect his confidence in his unit.

Confidence in their Equipment. We are the best equipped Army in the world. There is always better equipment under development than is in the hands of troops. There would be no progress unless that were true. The talking down of our equipment as being obsolete, the statements that we do not have the latest and best are detrimental to morale.

Confidence in their Leaders. Men expect their leaders to know their jobs, to share the hardships with them and to take a personal interest in their problems. The men like to see their leaders where things are going on—where the weather is bad or the night is dark and wet.

Comfortable Quarters. With a little encouragement men will fix up comfortable quarters under most any condition. They should always be made as comfortable as the circumstances permit.

Good Mess. The food issued to the American soldier is the best that any Army ever received. There is no

excuse in the Army for other than a good mess. Where messes are not good, command attention is lacking.

Good Mail Service. The importance of this should be apparent to all. The soldier counts on his mail—he looks forward with anticipation to every mail call.

Good Medical Attention. Confidence in the medical service is of tremendous importance to any unit, especially to a combat unit.

Post Exchange Facilities. The Post Exchange gives the man a source of small necessities and little luxuries so that he can vary the routine of issue items and have some things in accordance with his own wishes.

Leaves and Passes. A constant and well-implemented policy in such matters provides breaks in routine which are most beneficial. The leave program should be planned so that each individual knows approximately when he is going. He can then plan for it.

Religious Services and Character Guidance. It is especially important that an Army made up mostly of young soldiers be provided with facilities for religious services in accordance with their preferences and a program of character guidance with a view to continuing in the service the wholesome influence of home and community life.

Awards and Letters of Commendation. These means of recognition of good work play a most important part in factor three of the basis of good morale. A good commander is ever alert to detect and recognize good work.

Diversions. There are many important activities that fill up spare time, thereby keeping the soldier pleasantly and profitably occupied and adding to his contentment. Among these are:

- Movies
- U.S.O. Camp Shows
- Dayroom and library facilities
- Athletics
- Well equipped hobby shops.

Standards. Soldiers like to be in a "sharp" unit. They appreciate the achievement of high standards in discipline, dress, housekeeping, police, maintenance, training, and athletics. The lift in morale that comes from impressive military ceremonies is an important factor.

Most of the various adjuncts to morale are expected by troops as a matter of course. Therefore, the presence of them does not necessarily add to morale but the absence of any of them is quickly noticed and adversely affects the morale substantially.

EVIDENCES OF MORALE

In discussing the subject of morale with visitors, I often ask and am asked: "What do you look for in a unit in order to gauge the morale?" Since morale is influenced by so many factors, there are naturally many indications of the state of morale in a unit. The things I look into and note in making a quick size-up of a unit include:

Saluting. Is it well done? Do the men speak? Do they seem pleased to greet you? Do they come forward to report?

Dress. Is it uniform, neat, clean, worn smartly?

Good Housekeeping. Is the area neat, orderly, clean? Are offices cluttered up? Are bulletin boards neat? Are signs clean, neat, uniform? Are barracks neatly arranged? Has there been an effective effort to make the unit attractive?

Pride. Are they eager to show their accomplishments? Are they eager to point out their history? Do they have something good to sell and try to sell it?

Participation in Charities and Unit Improvement Projects. These extra-curricular activities indicate the unit spirit in an organization.

Athletic Program and Support of their Teams. An athletic program, enthusiastically supported, on the small unit level so that many men actually participate, is always a favorable indication of morale as is the support of unit teams in competitions. Competition between platoons is most beneficial.

Church Attendance. This is a good indicator.

Soldiers Deposits and Other Savings. A man who is saving his money each month is "banking on his future" and is usually a well adjusted and confident soldier. When there are many such soldiers in a unit there is a depth of stability in the organization.

Enlistment and Reenlistment Records. Except where unusual conditions exist, the records of enlistment and reenlistment are good indices of the relative morale in the units.

AWOL's. Where situations exist to make such offenses on the part of the man reasonably easy to commit, this item is an indicator of morale.

Size of Sick Call. Unless there are special reasons for it, a continuing large sick call is a danger signal in a unit.

Courts-Martial Rate. This often indicates morale in a unit, but it must be analyzed carefully for extraordinary influencing factors. For example, a very low court-martial rate may indicate not good morale, but a lax discipline.

Incidents and Accidents. Usually these occur in sizeable numbers only as a result of conditions existing over a period of time which set the stage for them. Because of this, they are an indication of the soundness of the basic structure of a unit which include the state of morale of its members.

Complaints to the Inspector General. These come about when men are not well informed and properly handled. Thus, they are an indication of morale.

OUTSIDE INFLUENCE ON MORALE

The factors, adjuncts and indications of morale covered so far have to do with those things that are generally within the ability of military leadership and management to influence. But there are influences on the morale of soldiers, especially those on duty in a far-off land, which stem from attitudes of officials, members

of Congress, the press, radio commentators and the public at home. These factors have to do with the last two elements of the basic premise:

2. An important job,

3. And receiving recognition.

It is necessary that the soldier feel that he is needed where he is in an important mission, that his sacrifices are of both immediate and of long range benefit to his country, his home, his family and himself. He will feel that importance so long as the people at home feel it. He is very sensitive to public opinion at home and, because of good television, radio, newspaper, and mail facilities, is constantly abreast of the attitude at home toward the importance of his job. The "home town" and other releases by Information Officers play an important part in the attitude at home. Unless the people at home help maintain in him the feeling that he is doing an important job for them, the heart of the basic premise upon which good morale is built is eliminated. Then the several adjuncts to morale cannot fully fill the void regardless of the efforts made.

The third element—"receiving recognition"—generally follows from the second, insofar as the attitude of the public is concerned. Visits, speeches and actions of officials, articles by newspaper correspondents and contents of letters which the soldier receives from home all affect morale. Because of this, every citizen shares with the military leaders the responsibility for the morale of the service personnel.

SUMMARY

The morale of a man in a military organization comes from many factors. It may well be summed up in one word, "Confidence." Confidence in his training, equipment, leadership, in himself, in his unit and in the support from home. The military commanders play a big part in it but so do civilian officials, members of Congress, the press, radio commentators and the general public at home. Together they must insure that the soldier does well an important job and receives recognition for it. So long as this is accomplished there is a general feeling of confidence, well-being, and progress in a military unit; and the report which states that the "morale is excellent" will be sound.