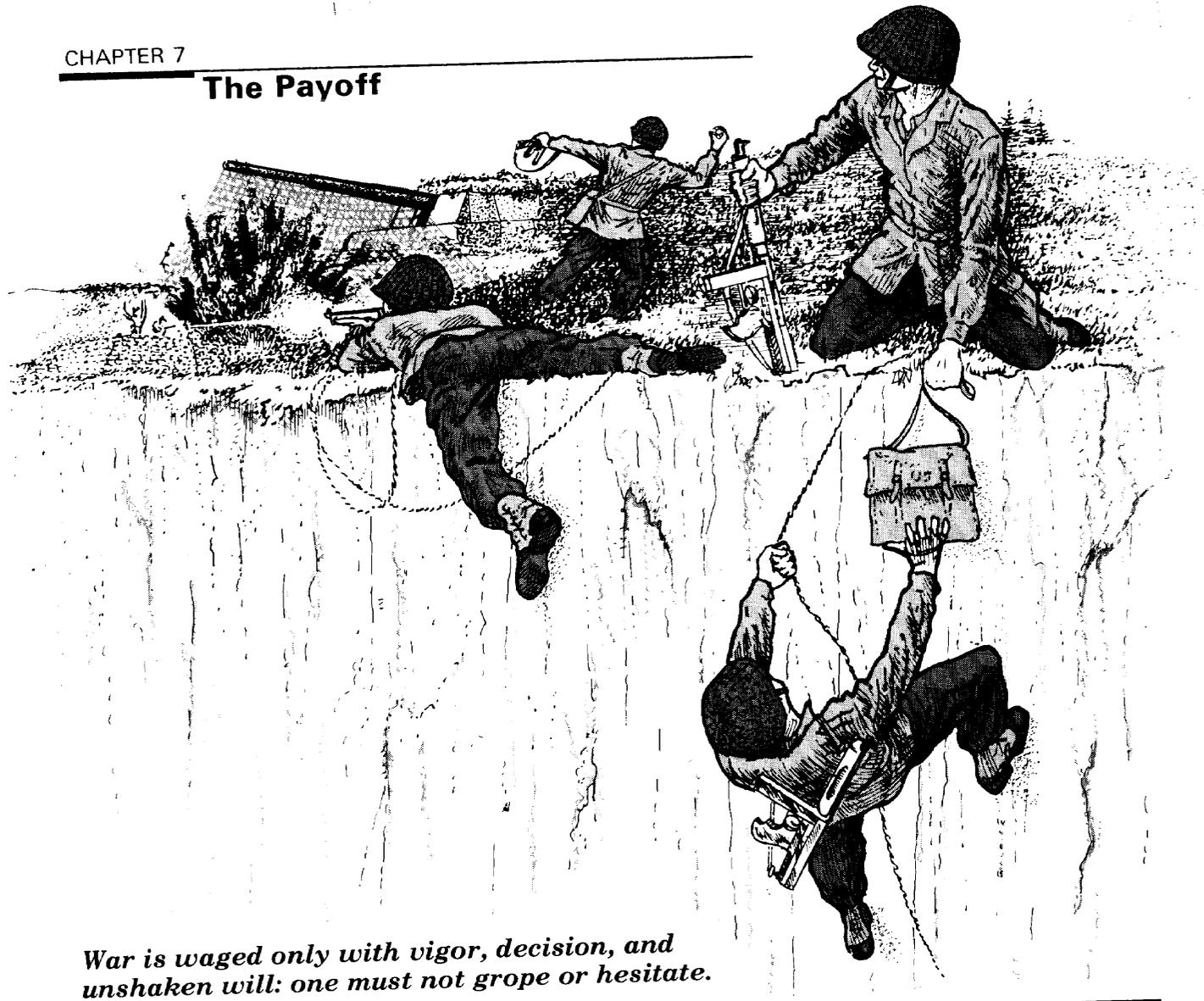


The Payoff



War is waged only with vigor, decision, and unshaken will: one must not grope or hesitate.

Napoleon Bonaparte (1769-1821)
Emperor of France and Famous Military Commander

This chapter discusses the payoff for applying the fundamentals discussed in this manual. That payoff is in leaders and soldiers who are prepared for war. It is in an Army that has the competence, confidence, motivation, and will to win on the battlefield.

RESULTS OF EFFECTIVE LEADERSHIP

If you apply the principles discussed in this manual and strive to BE the kind of leader described in Chapter 4, KNOW the things discussed in Chapter 5, and DO the things discussed in Chapter 6, you can develop ordinary soldiers who are willing and capable of doing extraordinary things in combat.

The chart that follows gives some examples of what a leader must BE, KNOW, and DO. When developing your subordinates, identify the skill, knowledge, or attitude you want to change. If performance does not meet standards, use your experience to develop an appropriate action plan to close the gap. Use the BE, KNOW, DO framework to help you determine if you want to change a skill, a knowledge, or an attitude.

Your success as a leader in combat will depend on your ability to get soldiers to do things that are against their nature. Soldiers are used to certain creature comforts, such as being well fed, warm, dry, and safe. They expect these things and depend on leaders to take care of them. In training and in combat, soldiers

LEADERSHIP IN ACTION

BE	As a Leader, You Must:	Examples:
	Be a person of strong and honorable character.	<ul style="list-style-type: none"> ● Determination. ● Compassion. ● Self-discipline. ● Role Modeling. <ul style="list-style-type: none"> ● Initiative. ● Flexibility. ● Consistency.
	Be committed to the professional Army ethic.	<ul style="list-style-type: none"> ● Loyalty to the nation, the Army, and the unit. ● Selfless service. <ul style="list-style-type: none"> ● Integrity. ● Duty.
	Be an example of individual values.	<ul style="list-style-type: none"> ● Courage. ● Candor. <ul style="list-style-type: none"> ● Competence. ● Commitment.
	Be able to resolve complex ethical dilemmas.	<ul style="list-style-type: none"> ● Interpret the situation. ● Analyze all the factors and forces that apply. <ul style="list-style-type: none"> ● Choose a course of action that seems best for the nation.
	KNOW	
	Know the four factors of leadership and how they affect each other.	<ul style="list-style-type: none"> ● The Leader. ● The situation. <ul style="list-style-type: none"> ● The Led. ● Communications.
	Know standards.	<ul style="list-style-type: none"> ● Sources of Army standards. <ul style="list-style-type: none"> ● How standards relate to warfighting.
	Know yourself.	<ul style="list-style-type: none"> ● Personality and performance. ● Strengths and weaknesses. <ul style="list-style-type: none"> ● Knowledge, skills, and attitudes.
	Know human nature.	<ul style="list-style-type: none"> ● Potential for good and bad behavior. <ul style="list-style-type: none"> ● How depression and sadness contribute to fear and panic, and how fear affects performance.
	Know your job.	<ul style="list-style-type: none"> ● Plan and communicate effectively. ● Supervise, teach, coach, and counsel. ● Display technical and tactical competence. <ul style="list-style-type: none"> ● Develop subordinates. ● Make good decisions that your soldiers accept. ● Use available systems.
	Know your unit.	<ul style="list-style-type: none"> ● Unit capabilities and unit limitations.
	DO	
	Provide purpose.	<ul style="list-style-type: none"> ● Explain the "why" of missions. <ul style="list-style-type: none"> ● Communicate your intent.
	Provide direction.	<ul style="list-style-type: none"> ● Plan. ● Maintain standards. ● Set goals. ● Make decisions and solve problems. <ul style="list-style-type: none"> ● Supervise, evaluate, teach, coach, and counsel. ● Train soldiers and soldier teams.
	Provide motivation.	<ul style="list-style-type: none"> ● Take care of soldiers. ● Serve as the ethical standard bearer. ● Develop cohesive soldier teams. ● Make soldiering meaningful. <ul style="list-style-type: none"> ● Reward performance that exceeds standards. ● Correct performance not meeting standards. ● Punish soldiers who intentionally fail to meet standards or follow orders.

have to sacrifice most creature comforts and some or all assurances of personal safety. In training you must motivate your soldiers to do physically demanding tasks with little sleep and in all weather conditions to prepare them for the rigors of combat. You owe it to them and to the nation to mentally and physically prepare them for the hardships they will have to endure on the battlefield. This requires expert leadership; it is what you, as a leader, have been charged to do.

WILL AND WINNING IN BATTLE

Will is normally used in the leadership context to express determination or persistence. The normal manifestation of will is an individual demonstrating extraordinary mental discipline to accomplish an exceptional physical feat. We often use expressions such as “gutting it out” when referring to a particularly difficult task.

Your job as a leader goes beyond teaching your soldiers how to fight and survive; you must also develop their will to fight and win. Some people call this the “winning spirit” or “warrior spirit.” It is the ability to forge victory out of the chaos of battle—to overcome fear, hunger, deprivation, and fatigue. The soldier who can overcome these physical factors and continue to

apply his skill and knowledge learned in training will ultimately have the ability to overcome any opponent in combat. As a leader, your ability to give your soldiers this will to win starts with the example you set, the attitudes you express, the expectations you establish, and the standards you enforce.

You can, and must, develop this kind of will in yourself and your soldiers. It takes personal commitment from you to take this responsibility seriously and to lead with determination and will. Building strength of will in yourself and your soldiers is not something that is just good to do; success on the battlefield demands it!

SUMMARY

The value of the fundamental leadership doctrine found in this manual is to help you prepare yourself and your soldiers for war. Success as a combat leader hinges on your ability to get soldiers to do things that are against their nature. This is your challenge and it requires expert leadership.

The ultimate test of a leader’s or soldier’s will may be in a combat situation with the outcome resulting in who wins or loses—who lives or dies. Building strength of will or the “winning spirit” is not a frivolous training phrase, but an absolute requirement for success in war.