

**The Noncommissioned Officer Corps
on Leadership, the Army, and America**

Quotes for Winners



**The Information Management Support Center
Pentagon, Washington DC 20310-6602**

January 1998 (Second Edition)

2016 Reprint, with Minor Changes

IMCEN Books Available Electronically, as of September 2001
(Before the 9/11 Terrorist Attacks on New York and the Pentagon, September 11, 2001)

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms (2000). Thoughts on many aspects of the Army from the Chiefs of Staff from 1979–1999: General Edward C. Meyer, 1979–1983; General John A. Wickham, 1983–1987; General Carl E. Vuono, 1987–1991; General Gordon R. Sullivan, 1991–1995; and General Dennis J. Reimer, 1995–1999. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Material is primarily from each CSA's *Collected Works*, a compilation of the Chief of Staff's written and spoken words including major addresses to military and civilian audiences, articles, letters, Congressional testimony, and edited White Papers. [This book also includes the 1995 IMCEN books *General John A. Wickham, Jr.: On Leadership and The Profession of Arms*, and *General Edward C. Meyer: Quotations for Today's Army*.] Useful to all members of the Total Army for professional development, understanding the Army, and for inspiration. 120 pages.

The Sergeants Major of the Army: On Leadership and The Profession of Arms (1996, 1998). Thoughts from the first ten Sergeants Major of the Army from 1966–1996. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Useful to all officers and NCOs for professional development, understanding the Army, and for inspiration. Note: This book was also printed in 1996 by the AUSA Institute of Land Warfare. 46 pages.

The Officer/NCO Relationship: Words of Wisdom and Tips for Success (1997). Thoughts and advice from senior officers and NCOs on key Army officer/NCO relationships. Includes chapters on the platoon leader/platoon sergeant, company commander/first sergeant, battalion commander/battalion CSM, and overall officer/NCO relationships. Scope includes several centuries of military experience. Useful for officers and NCOs at all levels. 1st edition 50 pages; 2nd edition 48 pages.

The Noncommissioned Officer Corps on Leadership, the Army, and America; and The Noncommissioned Officer Corps on Training, Cohesion, and Combat (1998). Two books of NCO wisdom and experience from the days of the Romans to 1997. Useful for all NCOs, officers, and soldiers. Also useful to young officers for their professional development, to better understand the Noncommissioned Officer Corps, and to benefit from NCO experience. 72 and 77 pages.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders (1995, 1996). Focuses on leadership and the effective staff support of leaders and units. Material is based on the writings of senior officers, senior NCOs, practical experience, and an analysis of the Army's leadership and staff manuals from WWII to the 1990's. The leadership chapters apply to leaders at all levels. The chapters for the staff focus primarily on how the battalion and brigade staff can better support the chain of command from the battalion commander through squad leaders. 224 pages.

The US Army Noncommissioned Officer Corps: A Selected Bibliography (1998).
A bibliography of significant NCO-related materials. 34 pages.

Electronic copies of the above books are available in two ways: [Note: Info current as of September 2001]

1. E-mail the IMCEN XO, currently LTC Dean Mattson, at MATTSDE@HQDA.ARMY.MIL, or call (703) 697-1365; DSN 227-1365. Address: Information Management Support Center, 6602 ARMY Pentagon, Washington, DC 20310-6602.
2. Download from the Center for Army Lessons Learned's Website at <http://call.army.mil>, click on *CALL Products*, then click on *Special Products*.

2016 versions online at cissm.umd.edu/ (as of 2017)



SCHOOL OF PUBLIC POLICY

CENTER FOR INTERNATIONAL &
SECURITY STUDIES AT MARYLAND



DEPARTMENT OF THE ARMY
INFORMATION MANAGEMENT SUPPORT CENTER
6602 ARMY PENTAGON
WASHINGTON DC 20310-6602



16 December 1997

REPLY TO
ATTENTION OF

JDIM-ZA

To the reader:

In this book Noncommissioned Officers talk to you about leadership, the Army, and America. By building on their wisdom and practical experience you can become a better leader and increase the effectiveness of your unit. You will find thoughts and tips from the Romans to the present, showing how important the Noncommissioned Officer Corps is, and has always been, to Nations everywhere. As the bulwark of the Army, the thoughts of our Noncommissioned Officers are an invaluable legacy that can assist NCOs, soldiers, and officers at every level to meet the challenges of today and tomorrow.

You can get a copy of this and other Information Management Support Center books in Microsoft Word by contacting LTC Dean Mattson at DSN 227-1365 or (703) 697-1365, or by e-mail to MATTSDE@HQDA.ARMY.MIL.

A handwritten signature in black ink, appearing to read "Michael L. Selves".

Michael L. Selves
Director of Information Management
Headquarters, Department of the Army

Preface and Acknowledgments

This is a book of quotations by and about noncommissioned officers, and spans centuries of the Army's experience in peace and war. It includes all members of the Total Army: the Active Army, the Reserve Components (Reserves and National Guard), the Army Family, the Civilian Corps, Veterans, and the Retired Corps, and has three purposes:

1. To share some of the knowledge and practical experience of members of the Army's Noncommissioned Officer Corps. NCO knowledge and experience is invaluable, for the challenges of military service can only be met through leadership, training, and teamwork, and NCOs provide more than three-quarters of the Army's leadership.
2. To recognize the contributions of the Noncommissioned Officer Corps to the Army and the Nation, for as Tom Clancy wrote, noncommissioned officers are "the guys who make the Army work."
3. To encourage more writing by and about the Army's Noncommissioned Officer Corps. NCO wisdom is both practical and profound, and forms a body of knowledge essential to the accomplishment of the Army's mission.

Grateful acknowledgment is made for the support provided by the staff of the Pentagon Library, Center of Military History, U.S. Army Sergeants Major Academy Historical Office, U.S. Army Sergeants Major Academy Learning Resources Center, U.S. Army Museum of the Noncommissioned Officer, and the Office of the Chief, Public Affairs (Command Information), in particular Debbie Reed, Dr. Robert Wright, Linda Gaunt, Marijean Murray, L. R. Arms, Bill Morris, and especially Dr. Robert Bouilly. I am very grateful to the following individuals for their help in special areas: Susan Borcharding, Gerhard Borcharding, John E. Morris, and especially Dr. Ernest Fisher, author of *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*. I would particularly like to thank the following individuals for their sustained support and help: Michelle A. Davis, LTC Dean Mattson, Michael Selves, CSM Jimmie Spencer, Dr. Andrea M. Williams, Kenneth B. Williams, Dr. Margaret Scheffelin, and Clifford Yamamoto.

A special thanks to the Sergeants Major of the Army, and to the Noncommissioned Officer Corps, past, present, and future.

The Editor

Table of Contents

Foreword to the Reader

Preface and Acknowledgments

Leadership 1

Leadership	1
Sergeant Major Leadership	2
Authority and Responsibility	3
Leadership Developing from Leader to Leader	3
Leaders Are Made, Not Born	4
Leadership Evaluation by Soldiers	4
Evaluating Leadership	5
Leadership and Respect	5
Leading by Example	6
Sharing Hardships	6
Leadership Presence	7
Leadership Through Inspiration	7
Mentoring	7
Encouraging Soldiers and Building Confidence	8
Leadership Caring	8
Leadership Climate	9
Leadership Climate and Equal Opportunity	10
Keeping Soldiers Informed	10

Noncommissioned Officers and Soldiers 12

Soldiers	12
NCOs and Soldiers	12
Developing Soldiers	13
NCOs Closest to the Soldier	13
From Soldier to NCO	13
That First Leadership Position	14
Corporal	15
Squad Leader	16
Sergeant	16

Leading Through Supervision 17

Supervising	17
Counseling, Communicating, and Listening	17
Helping Soldiers with Problems	19
Giving and Taking Criticism	20
Evaluation Reports	20
Recognition	21
The Value of Recognition from NCOs	22
Correction	22
Punishment	23
Anger	24
Setting, Maintaining, and Enforcing Standards	24

Table of Contents (Continued)

Running the Army and Keeping on Track 25

Executing the Mission	25
Running the Unit	25
Making Plans	26
Leadership and Management	27
Priorities and Focus	27
SOPs (Standard Operating Procedures)	27
Problems and Problem-solving	28
Decision-making	28
Follow-through and Attention to Detail	29
Improving the Army	29
Change and Dealing with Change	30
Dealing with Frustration	31
Good Admin Support	31
Good Personnel Support	32
Good Logistical Support	32
Good Post Support	33
Dealing with and Reducing Bureaucracy	33
President Lincoln Cuts Through Red Tape	34
Using Time	35

Qualities That Lead to Success 36

Attitude	36
Bearing	36
Character	37
Compassion	37
Competence	37
Confidence	38
Courage	38
Courtesy	40
Dedication	40
Dependability	41
Determination	41
Discipline	42
Doing What's Right	43
Flexibility	43
Heart	43
Honesty	43
Honor	44
Humor	44
Ingenuity and Innovation	45
Fairness and Justice	45
Loyalty	46
Preparedness	47
Responsibility	47
Selflessness	48
Sobriety	49
Swearing (<i>Not Swearing</i>)	49

Table of Contents (Continued)

Strength	49
Thinking	49
Working Hard	49
In Conclusion: Values	50
Values	50
Values and Army Themes	51
Values and Success	52
America and The Army	53
America	53
Fighting for Freedom	53
The Army and The Nation	54
The Mission of the Army	55
Readiness	55
The Value of Army Life	55
Recruiting and Retention	56
Some Things Never Change	58
Brawling	58
Too Many Details	58
Food Fights	58
Griping	58
The “Old” Army	58
Problem Days	58
RHIP (Rank Has Its Privileges)	58
The Youth of Today	58
Helping Soldiers	59
Soldiers and Officers	59
Conclusion: Making a Difference	59
List of Sources	60
Index of Personal Names	70

Leadership

Leadership

The purpose of leadership is to accomplish the mission-to get the job done. This challenge to get the job accomplished is the same whether a soldier is a squad leader, a leader in a staff assignment, or a company first sergeant. This challenge also applies whether the people being led are active-duty soldiers, Army Reservists, National Guardsmen, civilians, or retirees. -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

Contrary to what many believe, leadership is both an art and a science.... Leadership must be studied as a science and applied as an art. -MSG Douglas E. Freed, "Learning to Lead." *Army Trainer*, Fall 1987, p. 29

If you're technically and tactically proficient, if you comply with the Army's standards and policies, and if you lead by example, you won't have any problem. If you don't, you'll have problems with your soldiers. You can't fool them. You never could, and you never will. -SMA Glen E. Morrell, "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 8

Leadership is the overriding encompassing competency.... This competency tightly meshes with FM 100-5 [*Operations*]- the most essential dynamic of combat power is competent and confident officer and noncommissioned officer leadership. Leaders inspire, direct, motivate, give cause to and provide the will to win in conflict, and this, too, is powerful stuff. -CSM Marcelino Malavet, "Regimental Command Sergeant Major." *Military Police*, Jan 1994, p. 4

A leader does not "choose" the best or most opportune time in which to lead. A good leader takes the challenge whenever and wherever it presents itself and does the best he or she can. -SMA Richard A. Kidd, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, p. 13

You must...love being a soldier; love being around other soldiers; love leading, training, and caring for soldiers and their families; be technically and tactically proficient; be dedicated, motivated, physically fit, mentally alert, and morally straight; believe in your fellow soldier, in your Army, and in your nation; strive to be all you can be. And, if you're a leader, want the same for those in your charge. -SMA Richard A. Kidd, "Being a Soldier." *Soldiers*, May 1994, inside back cover

As the enlisted leadership, we are always there, and because we are always there, soldiers expect more from us. They expect us to understand them, help them, suffer with them- and if necessary, to live or die in combat with them. We are theirs, and they are ours. They are a reflection of ourselves, and we are what they have made us. Those NCOs who consider themselves a success should never forget that they are a product of successful soldiers with whom they served and *led*. -CSM John W. Gillis, "NCO Leadership at the Company Level." *Armor*, Nov-Dec 1981, p. 9

The one thing that makes a group especially important...is its dedication to an ideal or principle greater than the individual himself.... Leadership cannot exist apart from the human need for a sense of meaning. Soldiers derive that sense from confidence in their abilities to succeed, respect from their superiors and associates, membership in an important group, and service to an ideal greater than themselves. -MSG John McLennon, "How Do You Set Their Souls on Fire?" *NCO Journal*, Fall 1991, p. 13

Leadership is character in action. -*The Noncom's Guide*, 1948, p. 15

We don't need "leaders" who stay warm on cold days by oil barrels while their men freeze on the grenade ranges. If they get cold, the leader ought to get just as cold. And when he marches back to the barracks with them after that kind of day, they know he is one of them. -Drill Sergeant Karl Baccene, in "It's Tough to Be the First Domino." *ARMY*, Feb 1971, p. 41

The best NCO is an *aggressive* (but *tactful*) NCO who wants to be the *best* and wants to get the job done right *now*. If a guy is really aggressive, even though he may be *hardcore*, people will follow him, because they know they can depend on him. If they've got a promotion coming, they know he'll see that they get it. And they know if they goof up he'll see that they get what's coming to 'em for that, too. -an SFC, in "The Intangibles of Being a Good NCO." *Recruiting & Career Counseling*, Oct 1977, p. 11

There is no secret to good leadership and good units. Our profession is a way of life. We must set the standard of excellence, meet that standard, and help all soldiers to meet it.... Throughout my career I have observed that great leaders at all levels focus on the mission. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, pp. 53, 51

Leadership

During World War II the Army [interviewed] thousands of soldiers to get their ideas on leadership. [The top two qualities men thought good leaders should have are ability, and interest in the welfare of the men.] - *Handbook and Manual for the Noncommissioned Officer*, 1952, pp. 4, 5

It being on the non-commissioned officers that the discipline and order of a company in a great measure depend, they cannot be too circumspect in their behaviour towards the men by treating them with mildness, and at the same time obliging every one to do his duty. By avoiding too great familiarity with the men, they will not only gain their love and confidence, but be treated with a proper respect; whereas by a contrary conduct they forfeit all regard, and their authority becomes despised. -MG Frederick von Steuben, *Regulations for the Order and Discipline of the Troops of the United States*, 1779, p. 148

Noncommissioned officers can do much to prevent the commission of offenses by members of their command, both when on and when off duty...by studying their men and taking an interest in their welfare; by exercising restraint and common sense while at the same time preserving discipline. Some men can be handled only with stern and severe measures, while others are ruined if so handled. Sometimes a quiet talk from a noncommissioned officer whom the man respects [is the most] beneficial. -*Noncommissioned Officers' Manual*, 1917, p. 34

NCOs like to make a decision right away and move on to the next thing...so the higher up the flagpole you go, the more you have to learn a very different style of leadership. -CSM Douglas E. Murray, USAR, in "Broadening the Picture Calls for Tuning Leadership Styles." *ARMY*, Dec 1989, p. 39

Leading and training soldiers is a lot like being a parent. Teach them right from wrong, set the right kind of example for them by your words and deeds, and hope for the best! My first platoon sergeant, SFC Zopp, would always say: "There is no such thing as a "dud," it's just that some soldiers need closer and more continuous supervision than others!" -CSM Jimmie W. Spencer, in *A Treasury of NCO Quotations*, 1997, no page number

Sergeant Major Leadership

The title of sergeant major evokes many images: the steady, courageous leader whose very presence calms and settles his men on the eve of battle; the articulate, demanding senior NCO of the battalion who accepts only the highest standards of appearance, performance, and training; the experienced senior leader who always

seems to have the answer or knows where to get it; and the ever-present embodiment of higher level commanders whose ability to communicate directly with line troops is so often taken for granted. -*The Sergeants Major of the Army*, 1995, p. 4

[The Sergeant Major] ought to be the universall procurer of the souldiers good, procuring their payes, and that they be succoured in their necessities and wants.... It toucheth not onely the Sergeant Major to be a generall maister of all Militarie discipline, and the universall procurer of all necessarie things for the souldiers bodies (as I have sayd) but he is also precisely bound to be the procurer of their soules health. -*The Theorike and Practike of Moderne Warres*, 1598, pp. 110, 111

The sergeant major...lives by principle, searching his conscience daily and making decisions based on tolerance, humility, understanding, and real affection for all the men and officers concerned.... More than any other person, the sergeant major respects the fitness and necessity of the status quo. At the same time, he burns to see change and adjustment benefit the individual soldier. Deaf ears in both the officer corps and the enlisted ranks have thrust him into the role of interpreter. He belongs to two worlds. How well he does his job depends upon how well other people understand what it is. -SGM Robert B. Begg, "Sergeant Major." *ARMY*, Jan 1966, p. 39

If there is a good RSM there is a good regiment- a bad one and life becomes hell! -RSM R. Hopton, in *On the Word of Command*, 1990, p. 178

One of the greatest rewards that goes with the job [of CSM] is having the chance to shape the Army. You can influence the destinies of soldiers and make the Army better. You have a say in what the Army is going to be, through your day-to-day actions and your dealings with soldiers. -CSM Frank Meads and other CSMs, in "Command Sergeant Major: A New Breed of 'Old' Soldier." *Soldiers*, Mar 1981, p. 29

[Our BN CSM] is our voice in things that need to be ironed out at a higher level, things we aren't able to handle ourselves. -1SG Robert Spencer, in "Command Sergeant Major: A New Breed of 'Old' Soldier." *Soldiers*, Mar 1981, p. 31

When you're sergeant major of a battalion you pick up the phone and things really move. -SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 9

The serjeant major, being at the head of the non-commissioned officers, must pay the greatest attention to their conduct and behaviour, never conniving at the

Leadership

least irregularity committed by them or the soldiers, from both of whom he must exact the most implicit obedience. He should be well acquainted with the interior management and discipline of the regiment, and the manner of keeping rosters and forming details. -MG Frederick von Steuben, *Regulations for the Order and Discipline of the Troops of the United States*, 1779, p. 144

The sergeant major uses the knowledge and experience he's gained over the years to make the efforts of the enlisted men more effective. He knows the best routes to follow through (and outside) channels to carry out any order or request. He uses this knowledge to teach others, and to make the whole command operate more smoothly and effectively. Someday, the sergeant major is going to retire. When that day comes, he wants his hard-earned wisdom to go on working for the good of the command.

On the personal side, the sergeant major is as quick with a compliment as he is with a criticism. He can judge when a word of encouragement will do more than a lecture on SOP. And he knows his men, so he's alert to catch problems before they can cause real trouble for the soldier or for the command...

He explains the commander to the enlisted men and the troops to the old man. He is a sounding board and a safety net. He is a trouble-shooter and an improviser. He is the buffer for conflicting viewpoints and the smoother of troubled waters.... The sergeant major is a man who has gone the whole route. He's experienced everything, both good and bad, that the Army has to offer. -CSM Bob L. Williams, "The Sergeant Major." *Infantry*, Sep-Oct 1969, p. 19

Authority and Responsibility

A *Caporal*...hath an absolute command of his Squadron, neither may any in it disobey him. -*Military Essayes of the Ancient Grecian, Roman, and Modern Art of War*, 1671, p. 219

Leaders are given authority, status, and position so they may be of greater service to subordinates, units, and the country. -*NCOPD Study*, Vol 1, 1986, p. 56

NCO authority is awesome, and it comes with an equally awesome responsibility: to use that authority wisely and well. -SGM Carlo Roquemore, "How NCOs Support Military Justice." *Sergeants' Business*, Mar-Apr 1990, p. 2

The Serjeant [is] an Uncommissionated Officer. -*Military Essayes of the Ancient Grecian, Roman, and Modern Art of War*, 1671, p. 219

Because you have additional responsibility, you are also given additional authority.... Your authority will rarely be challenged once you have earned the respect and

confidence of the soldiers in your unit. -CSM Roy C. Owens, "Thoughts for New Sergeants." *Infantry*, May-Jun 1988, p. 19

The stripes on your sleeve mean that you have the authority of the whole Army behind you. -*Handbook and Manual for the Noncommissioned Officer*, 1952, p. 12

"Noncommissioned" in the military sense, then and now, means that entry to or occupation of a position of responsibility and authority is based not upon formal education and "commissioning," but upon demonstrated competency and continued performance, and that personnel in that position are key or essential for effective operation of units. -FM 22-600-20, *The Duties, Responsibilities and Authority of NCO's*, 1977, p. 14

It is...the duty of the man who exercises the sacred right of command to forget his own importance. -*Instructions for the Non-Commissioned Officer*, 1909, p. 5

Nearly everybody needs a little humbling from time to time. -SGT Bill Mauldin, *Up Front*, 1945, p. 184

Never underestimate the power of a sergeant. -LTG W. L. Weible, "Here's Why, Sergeant Bowles." *Combat Forces Journal*, Nov 1954, inside front cover

Leadership Developing from Leader to Leader

[The challenge to NCOs at all levels is to] guide, mentor, and/or preach if necessary. Set the example. Encourage self-development, but you be the catalyst. Let them know that you are ready to help. The reward will be inside you and will be visible in your soldiers. Do it right, and they will pass it down to the next generation of NCOs. -CSM John D. Woodyard, "Are You a Whetstone?" *NCO Journal*, Summer 1993, p. 18

Leadership goes right down the line. -SFC Herbert McGhee, in "Preparing for the Storm: Enlisted Leadership in Action." *NCO Journal*, Spring 1991, p. 12

Leadership grows within the man.... You become a better leader as you become a better man. -*The Noncom's Guide*, 1962, p. 38

Faults of leadership are usually reflected in those of their assistants. -"The Noncom." *Infantry*, Sep 1945, p. 6

A good leader is like a good athlete. He must, first of all, have a love for the game. Then he must learn the fundamentals, practice them until he gains a degree of excellence and, finally, continue to strive for higher proficiency for as long as he remains active in the sport. -SMA Silas L. Copeland, "Winding Down of War Calls for Top Leaders." *ARMY*, Oct 1971, p. 27

Leadership

No orders, no letters, no insignia of rank can appoint you as leaders.... Leadership is developed within yourselves. -SGM John G. Stepanek, "As a Senior NCO Sees It." *Army Digest*, Aug 1967, p. 6

One of the things that makes our Army great is we train and plan for all of our soldiers to be leaders. When the time comes, whether at peace or at war, the American soldier has and will rise to the occasion. -SMA Julius W. Gates, "NCOs: Maintain the Momentum." *Field Artillery*, Dec 1987, p. 46

The three pillars of leader development [are] institutional training, unit expertise, and self-development.

1. The Noncommissioned Officer Education System that is now linked to promotions and our functional courses, such as the First Sergeant Course, serves as our institutional training.

2. The second pillar is our unit leader development. The most important place for a noncommissioned officer is in a unit- leading and training soldiers and being developed by unit leaders based on the commander's training plan.

3. The third pillar is individual study and self-improvement. This includes staying current on new battle doctrine and enrolling in self-development training and education. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 4

The most enduring legacy that we can leave for our future generations of noncommissioned officers will be leader development. -SMA Julius W. Gates, "From the SMA." *NCO Call*, May-Jun 1990, inside front cover

We have to, over a period of time, develop our NCO corps. We have to train those young men that we want as NCOs; and we must act to keep the very best we can. They are the Army's future. -GEN Edward C. Meyer, "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, p. 8

Leaders Are Made, Not Born

A man cannot lead without determination, without the will and the desire to lead. He cannot do it without studying, reading, observing, learning. He must apply himself to gain the goal- to develop the talent for military leadership.... Leaders are developed! They are guided by other leaders; but they are made- largely self-made. -MSG Frank K. Nicolas, "Noncommissioned Officer." *Infantry*, Jan 1958, p. 79

If leaders were born, there would be no requirement for leadership schools or Officer and NCO Candidate

Courses. Of course, much technical information is taught in these courses, but great emphasis is placed on teaching...how to lead. -DA Pam 360-303, *The Challenge of Leadership*, 1969, p. 1

Leaders are made, not born. -GEN John A. Wickham, address to SGMs, *Collected Works*, 1987, p. 143

Leadership is not a natural trait, something inherited like the color of eyes or hair.... Leadership is a skill that can be studied, learned, and perfected by practice. -*The Noncom's Guide*, 1962, p. 38

Truthfully, it can be said that noncommissioned officers are made, not born, no matter how much rumor to the contrary. -SFC Daniel D. Brown, in "*The NCO*" *In Their Own Words*, 1991, no page number

Though some personalities lend themselves to leadership easier than others, everyone can lead, for leadership is learned. -Michael L. Selves (former NCO), in *A Treasury of NCO Quotations*, 1997, no page number

Leadership Evaluation by Soldiers

Who judges leadership, who determines that you are an NCO leader? Some will say the Army does, because the Army promotes you. Some say your superiors do, because they judge your success or failure. I say, the soldier determines what leadership is, because he is the one who must follow you into combat.... Those who think we should concentrate on values other than the hard values of the battlefield- those simple values of living or dying, winning or losing- are wrong.... Battles can be lost in many ways, but they can be won by leadership- demanding, hard driving, yet sensitive leadership. Your soldiers know this, and look to you to provide that leadership. -CSM John W. Gillis, "NCO Leadership at the Company Level." *Armor*, Nov-Dec 1981, p. 8

[If you are more worried about] personal rewards, evaluations, or what "the boss" is going to think...than about the mission and the soldiers, resolve it immediately or get out of the leadership business. Your soldiers will recognize and "tune out" a phony in a very short time. -CSM John D. Woodyard, "My LT and Me." *NCO Journal*, Winter 1993, p. 10

What do young soldiers want? During my travels to units throughout the Engineer Corps, I have asked this question many times. The number one response is: a good, fair, caring, and strong leader. -CSM Roy L. Burns, "Retaining the First-Term Soldier." *Engineer*, Apr 1995, p. 65

Leadership

Soldiers...expect their sergeants to be professional, set the example, and kick them in the butt when they need it. -SMA Julius W. Gates, "Noncom Know How." *Soldiers*, Aug 1987, p. 21

Private eyes, known for stalking from within shadows, are watching you. Your every action is discreetly noted. Chapters can be written on your appearance. Comments on your attitude can fill volumes. These "private eyes" are not mysterious soldiers, but young, inquisitive observers. They're watching to pattern themselves after you in their pursuit of successful soldiering.... To succeed, private eyes make numerous, split-second evaluations every day. For most, appearance and attitudes speak louder than words. -MSG Stephen J. Sanderson, "Private Eyes- They're Watching You." *EurArmy*, Oct 1988, pp. 4, 5

It is very clear to subordinates whether the leader has the unit's best interest at heart, or his own. -Michelle A. Davis (NCO family member), in *Command, Leadership, and Effective Staff Support*, 1996, p. 150

Evaluating Leadership

If you want a practical guide to leadership, think back over your own Army service. What were your best leaders like? What was wrong with the poor ones? Who is the best leader in your company or regiment? Why? In the virtues and shortcomings of others you will see...what a leader should and should not do. -*The Noncom's Guide*, 1962, p. 44

We need to examine ourselves from time to time: to see if we measure up as good leaders.... Pull out that worn copy of FM 22-100 and read it again. You may find it a whole lot more interesting this time. -SMA Silas L. Copeland, "Winding Down of War Calls for Top Leaders." *ARMY*, Oct 1971, p. 27

When NCOs stand in front of their soldiers, they will see a reflection of themselves. Look into their eyes, and you'll know how well you are leading. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 33

If a noncommissioned officer fails to get the respect his rank entitles him to he had better start looking more closely at the guy he shaves every morning. -MSG Frank J. Clifford, "How to Be a Noncom." *Combat Forces Journal*, Dec 1954, p. 25

Training and leading are full-time jobs. If you want to see how big each is, take a piece of paper and write "Training" on the top left and "Leading" on the top right. Now list below each area the responsibilities you have to your subordinates. You will run out of paper long before you run out of responsibilities.

Recommitting ourselves to leading and training is like spring cleaning the garage. We get rid of junk and outdated ideas that are taking up space and are prohibiting us from storing important and current information, thoughts, and ideas. -CSM Robert A. Dare, "NCOs for the XXI Century Army." *NCO Notes*, No. 96-2, Sep 1996, p. 2

Faults [can attach] themselves like barnacles. -SGT Ben Moskowitz, "Revise Article 15." *ARMY*, Nov 1952, p. 82

Soldiers...will tax the abilities of those appointed over them with their demands for aggressive, positive leadership to provide the guidance they need to become professionals. -SMA William A. Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 9

There are no bad units with good leadership, and there are no good units with bad leadership- at least not for long. What will your unit be like? -CSM Roy C. Owens, "Thoughts for New Sergeants." *Infantry*, May-Jun 1988, p. 19

Leadership and Respect

Even when soldiers behave in immature or hostile ways, your duty is to treat them with respect by responding professionally.... Any time you, as a leader, degrade a soldier, you have violated your contract to make subordinates winners. -MSG John McLennon, "How Do You Set Their Souls on Fire?" *NCO Journal*, Fall 1991, p. 13

A quiet, imperturbable temper, combined with firmness and resolution, will of itself enforce obedience and command respect. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 148

The noncommissioned officer...who always does his duty and requires others to do the same, will always command respect, admiration, and obedience. - *Noncommissioned Officers' Manual*, 1917, p. 17

You will initially receive respect, based upon your leadership position, but you can only retain...respect and confidence through daily examples of courage, candor, competence, and commitment.... Soldiers...want to have a leader to look up to. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, pp. 36, 42

When a new battalion commander called to say he would be late for a scheduled briefing from an NCO in the S3, it told us a great deal about what kind of commander he would be. This kind of respect for subordinates' time means a great deal to soldiers. -MSG Arnold L. Taylor, in *A Treasury of NCO Quotations*, 1997, no page number

Leadership

Never say “lower enlisted soldiers”- always say “junior enlisted soldiers.” Don’t use the term “common soldier”- we are all soldiers in a common cause. -SMA Gene C. McKinney, address, 1996 AUSA Convention

Leading by Example

Now more than ever our young soldiers need heroes. They look up to us, as their leaders, for guidance and moral strength. We are constantly in their eyes. They watch, evaluate, compare, categorize, judge, and form opinions about us based on what we demonstrate to them. If we disillusion or disappoint them by improper conduct, we lose them. It is as simple as that.... Our young soldiers [yearn] for discipline and guidance. As leaders we must ensure we don’t let them down. -CSM Joshua Perry, “Regimental Command Sergeant Major.” *Military Police*, Jun 1990, p. 4

Our young soldiers are at an age and period in their lives when they are easily influenced. If exposed to the right role model and leadership, their character traits can be positively influenced, and they can become better soldiers as well as better citizens. -CSM David P. Klehn, “Vantage Point.” *Military Intelligence*, Jul-Sep 1989, p. 3

A Corporal, being an Officer...his carriage and behaviour should be, such that all his Squadron might take good example thereby. -*Anima'dversions of Warre*, 1639, p. 195

You are supposed to be a yardstick for the men to measure their own performance of duty. -*The Noncom's Guide*, 1948, p. 20

A good example will be copied both consciously and unconsciously. -*The Noncom's Guide*, 1955, p. 466

It’s a fishbowl environment out there. You spend 24 hours a day with your soldiers. You can’t B.S. your way and be a good leader. If you’re not honest with them, they’re so close they can see it. When they need you to do something and you say you’ll do it, and you blow it off, they’ll see that too. You’re forced to become a good leader or you get pushed out of the way to make way for someone else to fill the gap and take on the responsibility. -MSG Earl Shelley, Desert Storm, “Moving Beyond Victory.” *NCO Journal*, Summer 1991, pp. 16-17

The worst NCO I ever met was the equivalent of a Jedi master in the art of “Do as I say and not as I do.” -SGT Gary St. Lawrence, “Learning from NCOs.” *INSCOM*, Aug-Sep 1989, p. 5

The ability to lead by example has stood the test of time and rigors of battle. -*NCO Guide*, 1992, p. 2

If the leader or mentor “walks his talk,” an unbreakable bond forms. The “Do as I say, not as I do,” philosophy generates nothing but contempt and lack of initiative in soldiers. -SGMs Bobby Owens, Miles Pitman, Ben Moore, Arlie Nethken and Bill Miller, “The Warrior Spirit.” *NCO Journal*, Spring 1994, pp. 8-9

Soldiers do what they see their leaders do. -MSG Garry J. Grilley, “To Close a Unit: Organize, Organize, ORGANIZE.” *NCO Journal*, Winter 1994, p. 15

Be you Corporal or General your appearance, your words, your actions, even your very thoughts carry their influence with them either for good or bad. -“Talks by the ‘Old Man.’” *National Guard*, Aug 1914, p. 241

When you’re first sergeant, you’re a role model whether you know it or not. You’re a role model for the guy that will be in your job. Not next month or next year, but ten years from now. Every day soldiers are watching you and deciding if you are the kind of first sergeant they want to be. -a 1SG, in *Polishing Up the Brass*, 1988, p. 102

The Serjeant Major is the first Non-Commissioned Officer in the Regiment, and...must be master of every point connected with the drill, interior economy, and discipline of a Regiment.... He should set an example to the Non-Commissioned Officers by his activity, zeal, and personal appearance. -*A Dictionary of the Military Science*, 1830, p. 231

Sharing Hardships

Come on my boys, my brave boys! Let us pray heartily and fight heavily. I will run the same hazards with you. Remember the cause is for God and yourselves, your wives and children. -Sergeant-Major-General Philip Skipton, 1642, in *An Anthology of Military Quotations*, p. 175

The hardships the soldier must endure, the leader must also endure. -*What the Soldier Thinks: A Monthly Digest of War Department Studies on the Attitudes of American Troops*, WWII, Nov 1944, p. 5

One of the most important codes [is] shared hardship, which binds your men to you. -TGGs Special Text No. 1, *Leadership for the Company Officer*, 1949, p. 66

You cannot afford to be a prima donna. Always be willing to set the example, fully participate in all activities, and share the hardships as well as the

Leadership

triumphs. -CSM Charles T. Tucker, "NCOs: The Passport to Effective Training." *Engineer*, Fall 1985, p. 9

In war, if a great end can be accomplished by dispensing for a short time with the conveniences of daily life, it shortens the total amount of suffering and deprivation to do so; and commanding officers should not hesitate to dispense with the comforts to which they may be accustomed, and soldiers should endure, without murmuring, what has a tendency to shorten their sufferings in the aggregate. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 268

It is our sergeants above all who live by the words of a young George Marshall when he said, "When all are tired, cold, and hungry at the end of the day, it is the leader who puts aside his personal discomfort to look to the needs of his soldiers." -GEN Carl E. Vuono, *Collected Works*, 1991, p. 381

Leadership Presence

The most valuable resource is the soldier. He, or she, must trust the leader. If the troop is unable to see the squad leader, platoon sergeant, or platoon leader, how can the trust be gained? The principle of visibility is an exercise that must be practiced in a sincere manner. You are only able to do this in the soldier's territory, not in the platoon office. -CSM James W. Frye, "From the Regimental Sergeant Major." *Military Police*, Winter 1984, p. 3

When a soldier looks up on the battlefield he will not see his first sergeant, sergeant major, company commander, battalion commander...he won't even see his platoon sergeant! HE WILL see HIS sergeant! -*NCO Lessons Learned*, Oct 1989, p. 12

Back at headquarters is where you solve the biggest problems and prepare yourself to tackle still others, but the best study of soldiering is soldiers themselves, and you cannot do that sitting behind a desk.... It was important, I thought, that besides visiting the troop units we also get to what I call the "two-four-sixes," the detachments of only two people here or four there or six over that way. -SMA William G. Bainbridge, *Top Sergeant*, 1995, pp. 346, 201

Don't command from the golf links [or] other pretenses at leadership by remote control. -SFC Forrest K. Kleinman, "Tips on Troop Leading." *ARMY*, Aug 1958, p. 43

If the first sergeant and sergeant major are tied to a desk, they are short-changing their NCOs and soldiers. That should never be allowed to happen. I am not saying that

first sergeants and sergeants major do not get involved in paperwork. Certainly they do. But they have to balance that desk time with field time. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, p. 23

Leadership Through Inspiration

Wake up in the morning thinking of new ways to inspire men to do things.... You add on to the ego [a soldier's] got, not tear it down. -Drill Sergeant George Baker, in "Drill Sergeant." *Army Digest*, Aug 1968, pp. 21, 22

Inspiration is the best means of influence. -SSG Christine L. Lansaw, in "The NCO" *In Their Own Words*, 1991, no page number

Sergeants must inspire soldiers to be more than they ever thought they could be. -CSM James A. (Art) Johnson, "Vantage Point." *Military Intelligence*, Apr-Jun 1991, p. 3

You [SGMs] must develop technical and tactical proficiency in yourself and your subordinates and instill in them a spirit to achieve and win. Instill in them the thirst for running with the swift- running with the swift instead of with the halt and lame. -GEN John A. Wickham, *Collected Works*, 1987, p. 144

In the building of our lives we have the examples of men who have gone before- men who are with us now...to whom we may look for inspiration. -*The Old Sergeant's Conferences*, 1930, p. 135

Mentoring

We have to identify [those we want to retain] early, take them under our wings and develop them, teach them what they need to know, and send them to the noncommissioned officer education schools. If we do this in a timely manner, they will be much better leaders. At the same time, they will make the unit stronger. Ultimately, this will make the U.S. Army stronger. -SMA Glen E. Morrell, "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 6

[1SG Felix Helms] was tough as nails, but he always looked out for my best interests.... He was always trying to teach me something. I'd be on my way out the front door for the day and he'd call me in and say, "Come here, let me show you how to run a suspense file." Or, maybe it was how to counsel or how to set up a duty roster. It doesn't really matter. When you get down to it, it's not about what skills he taught me, it's the fact that he gave a damn about me. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, pp. 15-16

Leadership

CSM [John] Woodyard believed that mentorship was a fulltime responsibility. We found out, after his untimely death, that nearly 30 NCOs from previous assignments routinely corresponded with him seeking advice, support, and to discuss successes and failures.... Obviously, he made a positive impression on his fellow NCOs from years gone by and his counsel withstood the test of time. -LTC Gary J. Motsek, "CSM Woodyard's Counsel, Influence Touched Many Lives." *NCO Journal*, Winter 1994, p. 22

Someone saw something in you once. That's partly why you are where you are today. Whoever it was, had the kindness and the foresight to bet on your future. In the next 24 hours, take 10 minutes to write a grateful note to the person who helped you. -CMSgt Kathy Ballard, in "Banquet Honors Outstanding Airmen of the Year." *Spacemaker*, 16 Feb 1995, p. 10

Leaders don't develop subordinates so much as they give them the means by which they can develop themselves. -MSG John P. Fillop, "An Architecture for Effective Counseling." *Army Communicator*, Winter 1988, pp. 10-11

Closely related to training is the concept of mentoring or guiding others. To be an effective mentor, you need the experience and wisdom of your years. You also have to care. If you really care about your soldiers, then you will devote the necessary time and attention to guiding them. Mentoring can take place anywhere. It is a key way to lead and to strengthen Army values. -DA Pam 600-25, *US Army NCO PD Guide*, 1987, p. 18

An effective way to help junior officers and NCOs realize their potential is to look at them two grades higher than they are at the present time, and focus on that. -COL Donald L. Langridge, in *A Treasury of NCO Quotations*, 1997, no page number

Mentoring and teaching are so important because the payback is so great. -CPT Edward L. Woodus and 1SG David Spieles, in *A Treasury of NCO Quotations*, 1997, no page number

Encouraging Soldiers and Building Confidence

The platoon sergeant's job is one of challenge. It requires long hours, patience, and a desire to see others succeed.... You have a chance to make a difference, a chance to watch people grow.... As a platoon sergeant you may not get a lot of pats on the back. But the soldiers look to you for words of encouragement.... Bringing out the best in each soldier...gives the most satisfaction. -SFC Jack D. Pferdner, in "The Platoon Sergeant." *Sergeants' Business*, Mar-Apr 1989, pp. 14, 15

All behavior in a stressful situation can be thought of as the result of either confidence or despair. The confidence factor grows whenever the soldier controls or eliminates a threatening situation by his own actions. When the same or a similar situation occurs again, he anticipates that he will be able to cope with it successfully because of his prior experience.... Accordingly, the Infantry leader must develop a soldier who knows what to do and when to do it, who *wants* to do it, and who *can* do it when the pressure is on. -1SG Walter D. Stock, "Leading to Confidence." *Infantry*, May-Jun 1978, p. 20

The great thing about the British Army today is the encouragement to the young man to give of his best, to do well, and be interested.... We believe that if you take the positive qualities of the soldier and develop them along the right lines to get the proper response and the encouragement, you will achieve the result you desire. -RSM J. C. Lord, *To Revel in God's Sunshine*, 1981, p. 133

A soldier with low confidence needs your support and encouragement. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 32

Forward! If any man is killed, I'll make him a corporal! -CPT (LTG and former 1SG) Adna R. Chaffee, 6th Cavalry, the 1870s Kiowa-Comanche campaign, *Indian-Fighting Army*, pp. 133-134, 280

What sergeants do is build in the soldiers enough confidence in their ability to do their job under any circumstances so that they will do it under pressure. -GEN Donn A. Starry, "Sergeants' Business." *Military Review*, May 1978, p. 7

A soldier's confidence will grow if you show that you respect him and have faith in his ability. -*The Noncom's Guide*, 1965, p. 49

A sergeant major once said, "Good sergeants aren't made; they're grown." But growth requires room. Where leaders lack confidence, there isn't room. But one leader with confidence can create a climate where sergeants can grow. -"Sergeants Make It Happen." *Field Artillery*, Aug 1989, p. 24

Leadership Caring

Many junior leaders get confused about the term "taking care of soldiers." They think that taking care of a soldier is releasing a man at 1630 to go home...when, in fact, taking care of soldiers is training them properly- making sure they're prepared for the next soldier of the month board, for example, which may mean not letting them go at 1630. -1SG Lloyd Smith, in "A Time to Become 'Accelerated.'" *ARMY*, Mar 1989, p. 49

Leadership

Soldiers...are supposed to take care of themselves; all you do is tell them how. -94-year-old SGM William Harrington, in "From the Parade Grounds of the Past to the Center Stage of the Present." *ARMY*, Dec 1989, p. 43

When we say, "Leaders care for their soldiers," we mean they are genuinely concerned about the problems soldiers face from day one! Leaders care "bone deep" not just "skin deep." When a soldier has a personal problem, the caring leader strives to assist in dealing with the problem head-on, whether the problem occurs during the soldier's reception or during reassignment to a unit. -CSM Roy L. Burns, "Bridge the Gap." *Engineer*, Feb 1993, p. 45

We talk about leadership and say that to be a good leader you must have candor, commitment, courage, and competence. If you truly care...you will do all those things. If you *care* about our nation, if you *care* about the Army, if you *care* about the soldiers and their families, you'll ensure you possess those qualities. -SMA Richard A. Kidd, in "SMA Speaks about Promotions, Leadership." *Korus*, Apr 1995, p. 7

A Serjeant or Corporal of a company must visit the sick in the infirmary twice every week.... If any Serjeant or Corporal is a patient in the infirmary, he must be aiding and assisting to the Doctor in keeping order and decency among the patients, and in detecting any mean practices committed in the infirmary. -*The Military Guide for Young Officers*, Vol 1, 1776, p. 248

Everybody tries for a pass every night these days. As usual, most of us NCOs do without and let the boys have them. -SGT Henry Giles, WWII, *The G.I. Journal of Sergeant Giles*, p. 16

Take care of each man as though he were your own brother. He is. -SMA William O. Wooldridge, "Understanding Soldier Problems." *Army Digest*, Apr 1967, p. 5

If a soldier knows you care about him, he's more apt to work harder for you and the Army. The biggest thing I've learned as a leader...is to let a soldier know that you care for him, that you think a lot of him, and that you expect a lot from him. -Drill Sergeant David Blouin, in "Getting Back to the Basics." *Sergeants' Business*, Mar-Apr 1989 p. 5

The perception from the junior enlisted ranks is that senior leaders are mainly worried about protecting their own interests and retirement benefits. But I think if a private sat in on this [1996 Senior Enlisted Leadership Conference as] I have, it would change his perception of the Army dramatically. It's not just *what* these sergeants major say, it's how they feel. You can see it in their eyes- they really care about helping all soldiers. -SSG

Joseph Lister, in "Senior Enlisted Leaders Discuss Current Issues." *NCO Journal*, Summer 1996, p. 22

The strength of the noncommissioned officer corps comes from their genuine concern for the soldiers. -SGM Tommy Johnson, in TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps*, 1994, p. 32

Leadership Climate

Every good soldier wants to live in an organized environment, secure in the knowledge that he or she will not be threatened or harassed by others, confident that his or her efforts will be recognized, and aware that the nonproductive soldier will be invited to leave. In such an environment, soldiers will be proud of their units and will demonstrate that pride with their performance and behavior. -SMA William A. Connelly, "The Soldier Remains Our Ultimate Weapon." *ARMY*, Oct 1979, p. 24

Leaders must create and sustain a leadership climate where fighting skills, innovations, competence, character development, and caring are rewarded- a climate where young people can grow to the fullest of their natural talents, and where young people can make mistakes and still survive. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 44

The Army cannot tolerate an atmosphere of permissiveness. On the other hand, mistakes which are made in the learning process must be accepted lest we stifle creativity and enthusiasm. -*NCOPD Study*, Vol 2, 1986, p. J-9

Squad leaders, platoon sergeants, and first sergeants...create the leadership environment in which today's Army concepts thrive or expire. -SMA Leon L. Van Autreve, in *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*, 1994, p. 353

We ought to work to develop an environment...where the mission is accomplished, but the "Can Do" attitude is replaced by the "Can Do, But Do It the Right Way" attitude.... We must refuse to promote a mindset and philosophy that goes against the honor, honesty, and commitment to high ideals the NCO Corps should stand for.... NCOs know what to do in combat when given an unlawful order. But, in peacetime garrison and field settings, ethical problems are more subtle, if not more prevalent.... We need to teach our young NCOs that if it can't be done within the system, if it can't be done legally and ethically, then it doesn't need to be done. -MSG Jack D'Amato, "'Nobody's Business' Creates Ethical Dilemmas." *NCO Journal*, Winter 1995, pp. 6, 7

Leadership

“Zero Defects” is a dumb motto, except in matters of integrity. -CSM John W. Gillis, “A Matter of Integrity.” *Armor*, Jan-Feb 1982, p. 9

Leadership Climate and Equal Opportunity

The success of our nation is dependent upon the contributions of everybody doing his best to make our nation great. -CW4 Harry Hollowell (former SGM), in *Buffalo Soldiers at Fort Leavenworth in the 1930s and Early 1940s*, p. 53

While serving in [the French Foreign Legion] I had learned that there were good and brave men outside my own country, and that courage, obedience, self-abnegation, and national pride are not the monopoly of any one race. -George Manington, 1895, in *Rank and File*, p. 413

[During WW II, when a Japanese-American unit from Hawaii was fighting in Europe Ernie Pyle asked] “Sergeant, why did you push on against that cluster of houses? You knew it was crowded with Germans.” [The sergeant] replied in words that became famous both in Italy and America: “We had to. We fight double. Against the Germans and for every Japanese in America.” Reported Pyle: “And they’re winning both their wars.” -James Michener, *Hawaii*, pp. 789-790

Our country is founded on the proposition that all men are created equal. This means that they should be equal before the law. They should enjoy equal political rights, and they should have equal opportunities for education, employment, and decent living conditions. This is our belief, and we know it is right. We know it is morally right. And we have proved by experience that the more we practice that belief, the stronger, more vigorous, and happier our Nation becomes. -Harry S. Truman (former CPL and CPT), address, 1952, *Harry S. Truman: The Man from Missouri*, pp. 41-42

We want the Army to be society’s model of fair treatment. We want to assure that all soldiers are treated fairly, not because it is necessary but because it is right. -SMA Silas L. Copeland, “Let’s Build a Better Army.” *Soldiers*, Jul 1971, p. 5

Many improvements [in quality of life] do not cost much...improved human relations, for one, and assuring the self-esteem and pride of all soldiers. How we as leaders treat one another can set an example. If we are intolerant of the origins or sex of soldiers, then chances are they will be, too. Our oath is modeled on the Constitution, which upholds the precepts of equality. -SMA Glen E. Morrell, “The NCO: More Vital Than Ever to Readiness.” *ARMY*, Oct 1983, p. 30

Look past color and sex and simply see soldiers. -CPL Johnnie Lee Smith, in “What Do My Soldiers Look for in Their NCO Leaders?” *Sergeants’ Business*, May-Jun 1988, p. 11

Sometimes you have to fight for your opportunities, and determination and perseverance pay off. When the 1098th Transportation Company’s first female coxswain was told she could not go on an exercise because she was female, she came to see me as the company commander. After she said what she had to say about doing her job and leading her crew, she deployed. Leaders respect dedication and competence, and will support those who demonstrate those qualities. -MG Daniel G. Brown, in *A Treasury of NCO Quotations*, 1997, no page number

Keeping Soldiers Informed

There’s nothing that bothers soldiers more than not being informed about what’s going on or what training we’ll be doing. Without lead time they can’t be expected to react properly. -Platoon Sergeant David A. Lamberson, in “On Leadership.” *Soldiers*, Mar 1985, p. 31

The worst is when we get no news. -CPL Frederick Pettit, Civil War, *Infantryman Pettit*, p. 118

NCOs [must] fully brief soldiers about all aspects of each mission in case they have to operate alone or in teams. -CSM Austraill Cobb, “JRTC and Combat Success.” *NCO Journal*, Summer 1991, p. 11

Soldiers who feel informed about what is going on in the organization feel valued. They tolerate honest mistakes if the leader admits the error. If the leader tells them everything possible they come to believe in themselves, their leaders, and the organization. In their eyes *they* are the organization. Pride is taken in successes and shared hardships become a bond. While not recognized then, the uniqueness of this special experience is rarely forgotten. I was there. -CSM Brent H. Cottrell, “Keeping the Troops Informed.” AUSA files, no date or page number

It was very obvious, very quickly that the most important thing we could do to continue the success and the momentum...was to keep people informed. -CSM Richard B. Cayton, Desert Storm, in TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps*, 1994, p. 22

[Soldiers] want to know why they’re doing tasks and how those tasks fit into the overall mission. -SGM Harold G. Hull, “Good NCOs Change, Not Good Leadership.” *NCO Journal*, Summer 1994, p. 23

Leadership

Keep your men informed: get the word to the man who does the job. -DA Pam 350-13, *Guide for Platoon Sergeants*, 1967, p. 4

The leader should replace rumor with truth. Rumors are bits of information that are not based on definite knowledge, and they destroy confidence because they increase uncertainty. When preparing soldiers for combat, the leader can begin rumor control by stressing integrity. When a soldier discovers that his leaders have lied to him once, he stops believing everything. The leader can also begin an effective information program through which he should disseminate as much information as possible. Soldiers must be convinced that they are getting the whole story- the good and the bad. - ISG Walter D. Stock, "Leading to Confidence." *Infantry*, May-Jun 1978, p. 25

The soldier wants to know *why*.... Credible answers often require reevaluation of traditional ways of doing things to make sure that they are based on sound logic and judgment. If so, they should be explainable. If not, they should be changed. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

Part of your job [as PA soldiers] is to interview officials who visit your unit. Do not allow great soldiers such as the Sergeant Major of the Army to visit your unit without getting an interview with him. He is a wealth of knowledge on what's going on in our Army.... Some helpful hints that will go a long way as you do your job: Always look like a soldier. Never visit training unless you dress in the same uniform as those training. Wear a helmet, load-bearing equipment, and battle dress uniforms if that is what the soldiers training are wearing. Never show up in the field riding in the unit sedan wearing the class B uniform to write an article. Be a part of the training taking place. Lastly, take pride in yourself, your unit, and your public affairs mission. - CSM Art Johnson, "Public Affairs Soldiers." *INSCOM*, May-Jun 1995, p. 33

A good command information program makes good soldiers better soldiers.... NCOs tend to view public information as something outside their area of responsibilities and expertise, they, nevertheless, have an important role to play. Don't forget that many of the faces seen on television are young soldiers- and that their appearance and the message they convey will impact on millions of viewers....

Soldiers' information needs are seldom greater than when there is a change in routine operations. If expected to perform well in a deployment, soldiers need a lot of answers.... Most of all, they want to know that their families will be all right while they are away. Only when these information needs are satisfied do soldiers reach peak morale and performance.... Leaders who withhold bad news damage their own credibility with soldiers, who then turn to other sources for information that may be inaccurate. In those instances where the news is bad, the need for a quick and frank response is even greater. This limits the length of time bad news is in the spotlight and squelches rumor.... The soldier who knows the facts before reading or hearing about them from outside news sources is better prepared to evaluate that information. - MSG Ron Hatcher, "Soldiers & the Press." *NCO Journal*, Spring 1991, pp. 14, 15

[GEN Bruce] Clarke believed that officers could triple their effectiveness by the simple art of giving their sergeants the makings for explaining to the men "why." -Clarke of *St. Vith*, 1974, p. 184

The best way to get the word out in the Army is to talk to the NCOs. -GEN Carl E. Vuono, "Priorities, Challenges, and Expectations of Leaders." *Military Police*, Apr 1989, p. 22

*

Noncommissioned Officers and Soldiers

Soldiers

The most impressive thing about any Army is the individual soldier. He will always be the one responsible for taking and holding the ground in support of our foreign policy, mission, goals, and objectives. Even with sophisticated technology and advanced equipment, an Army cannot fight, sustain, and win a war without individual, quality soldiers. -SMA Glen E. Morrell, "The Army as an Institution." *Sergeants' Business*, Mar-Apr 1987, p. 4

The Army is like a funnel. At the top, you pour doctrine, resources, concepts, equipment, and facilities. Then, out at the bottom comes one lone soldier, walking point. -GEN Harold K. Johnson, 1966, in "Reunion: Retired SMAs Sound Off on the State of the NCO Corps." *NCO Journal*, Fall 1996, p. 16

[I think of the whole process of "people" programs] as a kind of inverted pyramid. At the top is the broad base of policy. Many high-level staffs and agencies help establish these policies, each of which carries considerable weight. Beneath the policies in the inverted pyramid are the implementing policies and instructions. There are numerous sources and channels for these, each of which adds to the weight and increases the pressure. Finally, at the bottom, is the apex of the inverted pyramid, the unit: the company or battery, and the platoons, squads, and sections that make up the Army. The entire pyramid's weight is concentrated here. This is the focal point where the noncommissioned officer can play a major role. -SMA Leon L. Van Autreve, "The NCO at the Apex." *ARMY*, Oct 1974, p. 17

The soldier is the system. -SGM Edgar Torres-Berrios, "Futuristic Combat Gear Built Around the Soldier." *NCO Journal*, Summer 1992, p. 17

Soldiers really...charge my batteries. -CSM Doug Russell, "NCO and Enlisted Affairs Report." *AUSA News*, Jul 1992, p. 7

Soldiers...are our most precious resource and reflect our success as leaders and mentors! -CSM Roy L. Burns, "Bridge the Gap." *Engineer*, Apr 1993, p. 49

Soldiers are the Army's...greatest weapon. -CSM Ronnie W. Davis, "Today, Tomorrow, and the 21st Century." *Armor*, Nov-Dec 1995, p. 5

NCOs and Soldiers

A noncommissioned officer's job is not easy and we expect a lot from those who are selected to lead, train,

and care for the best soldiers in the world.... The reward for being a noncommissioned officer is the honor and privilege to lead and train America's finest men and women during peace and war. -SMA Julius W. Gates, "Sergeant Major of the Army Julius W. Gates." *INSCOM*, Aug-Sep 1989, p. 14

NCOs provide the leadership which is most apparent to soldiers on a day-to-day basis.... *NCOs lead soldiers day-in, day-out, every day.* -*NCO Study*, Vol 1, 1986, p. 30

Although officers may outwardly appear to command the most attention, it is the day-to-day interaction between a trooper and his sergeant that will ultimately determine a soldier's performance. From the early morning accountability formations in dark motor pools to the demand that [a] finance clerk get his squad member's pay straight, to the late night walk-throughs of a sleeping barracks, noncommissioned officers train and maintain the force best by their example of selfless dedication. -MG Paul E. Funk, "The NCO's Role Is Crucial in Setting the Army's Standards." *Armor*, Nov-Dec 1992, p. 4

The school of the Soldier is still the unit- explicitly his NCO. -GEN Edward C. Meyer, *E. C. Meyer*, 1983, p. 109

Young soldiers look at their first and second line bosses as "higher headquarters." The NCO is Department of the Army to them.... Soldiers must know that NCOs care, that they can approach the NCO for guidance and direction, and that NCOs can make things happen when a difficult situation arises. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 52

Forget the idea that any soldier in your unit is an 8-ball. Backward men are the challenge- not the bane- of leadership.... Provide opportunities to put their best foot forward for soldiers who had the reputation of being 8-balls [and eliminate] the term from the unit's vocabulary.... In some cases, it even pays to give an erstwhile 8-ball more responsibility. He may be a frustrated leader capable of developing into a fireball of a noncommissioned officer. -SFC Forrest K. Kleinman, "Tips on Troop Leading." *ARMY*, Aug 1958, p. 42

When [a soldier] calls, he needs you.... It might be in the middle of the night, or Saturday afternoon when I have guests over for a cookout.... The man needs someone he can call on and, to him, his platoon sergeant is that someone. -SFC Reuben H. Heutner, in "Platoon Sergeants." *Soldiers*, Sep 1975, p. 9

Noncommissioned Officers and Soldiers

You can expect telephone calls from [soldiers] at all hours of the day and night. They'll call you up and say, "First sergeant, the building is on fire. What shall I do?" You can't get mad. You tell him: Call the fire department. Next time he calls with the same question-then you can get mad. Or maybe they'll get drunk and call you. Alcohol gives a man false courage. By the time you get there he's sobered up, he's sorry he called, he says it was a mistake. But it's important to sit down and talk with him. You have to find out if there's a problem. When they call you, you have to go.... Everybody has personal problems. Sometimes there's something that will push a man to the breaking point. When he does break, the first sergeant has got to be there. -a 1SG, in *Polishing Up the Brass*, 1988, p. 102

[The 1SG] should memorize the roster of the company in alphabetical order, so that he can at all hours form the company and call the roll, day or night. Much natural shrewdness is required in this duty, to associate in the memory the name, face, and voice of the soldier and his proper position in the ranks; for the men are frequently in the habit of answering for absentees, and if they find that the sergeant can be deceived in this respect they are very likely to practise it on him. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 133

Soldiers go where their sergeants lead them. -1SG Pedro Olivari, in "Stay in Your Lane." *NCO Journal*, Spring 1995, p. 5

Developing Soldiers

Seeing a person grow to the standards of a soldier because of your teaching has got to be satisfying. To have his parents tell you that they are proud of him at the completion of training, and knowing you are responsible, is very rewarding. Seeing that same soldier a couple of years after graduation as a mature soldier makes it even more gratifying and rewarding. It makes you proud that you are part of the system and not the problem. -CSM John M. Stephens, "Fighting the System." *Armor*, Jan-Feb 1985, p. 7

Seeing someone develop to the point where they recognize the importance of what they're doing is one of the best feelings in the world. -1SG Miles A. Retherford, in "The First Sergeant." *Sergeants' Business*, Mar-Apr 1989 p. 17

It isn't financial reward that makes our PLDC people work long hours out in the nasty weather; it's the warm inner feeling they get from having a hand in shaping these eager junior leaders. -SFC Joe Zambone, "PLDC: Do-It-Yourself Leadership Kit." *National Guard*, Jan 1988, p. 26

[The Chaplain's relations with the unit noncommissioned officers are as important as his relations with the commissioned officers. The NCOs] have a more intimate knowledge of the outlook and feeling of the enlisted men than the commanding officer. If there is any particular desire or an occasion for dissatisfaction among the men, the noncommissioned officers know it first and usually understand it best. - TM 16-205, *The Chaplain*, 1944, p. 28

NCOs...focused on those things that touched soldiers most directly. -reference Desert Storm, TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps*, 1994, p. 7

You, the NCO, are closest to our soldiers. Therefore, your care and concern is most evident. Your personal example will have the most direct effect on our ability to retain the quality soldiers needed to meet the challenges of the 21st century. -GEN Dennis J. Reimer, "CSA Counts on NCOs to Keep the Spirit Alive." *NCO Journal*, Spring 1996, p. 5

Our subordinates see the Army through us- their immediate leaders. They do not realize or appreciate the size and complexity of our Army, or how it functions. The chain of command for our young soldiers for all practical purposes stops at the battalion level. -MSG Archer W. Miller, "Strengthening the Backbone." *Engineer*, Summer 1980, p. 7

If you treat a person the way you see them, they'll stay that way; but if you treat that person the way you *want* them to be, then chances are they'll change. -SMA Gene C. McKinney, "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, p. 16

NCOs Closest to the Soldier

It is the noncommissioned officer to whom the soldier first turns when he needs information, counsel, or other help. -SMA Leon L. Van Autreve, "The NCO at the Apex." *ARMY*, Oct 1974, p. 18

Because you live and work directly with and among soldiers, you have the best opportunity to know them as they really are. You are the first to identify and teach soldiers how to best use their strengths; the first to detect and train soldiers to overcome their shortcomings. You are in the best position to secure the trust and confidence of soldiers. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 3

From Soldier to NCO

Good NCOs are not just born- they are groomed and grown through a lot of hard work and strong leadership

Noncommissioned Officers and Soldiers

by senior NCOs.... The transformation that takes place when you say, "Jones, you are in charge" is amazing. -SMA William A. Connelly, "Keep Up with Change in '80s." *ARMY*, Oct 1982, pp. 29, 30

Identifying good soldiers- potential leaders- and turning them into good noncommissioned officers is a complex process. The bottom line is simple, however: weed out the poor performers, teach the right soldiers the right things, and recommend the best soldiers for promotion and retention. The only way to prepare good soldiers to become noncommissioned officers is to place them in leadership positions and increase their responsibility according to their ability. This process takes time and patience.... Noncommissioned officers make noncommissioned officers! -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

Anybody who comes into the NCO Corps has to be recommended by an NCO, whether it be a squad leader, section leader, platoon sergeant, or first sergeant. We're the ones who really open the door for them.... One good indicator as to whether [a soldier] should become a future Army leader is whether you are willing to let that person lead one of your loved ones. That's the kind of person we need. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, p. 6

[In training] we placed each MP, E3 through E7, in the position of leader as well as follower. This rotation of responsibilities proved to be highly successful in establishing a working atmosphere of cooperation and teamwork throughout the ranks. Once each individual experienced the hardships and stress of being the *one* individual responsible for the mission's success, the importance of ensuring our subordinates are as prepared to lead as our assigned leaders became clear. -SSG Michael A. Goethals, "Small Unit Leadership Training: A National Guard Course in Leadership and Combat Skills." *Army Trainer*, Spring 1989, p. 17

That First Leadership Position

When [a corporal] first receives his appointment, his calibre meets with the severest tests. Soldiers, for a time, will be apt to try the material he is made of, which they do in many ways, and by progressive steps, and, if not checked, will increase to a complete disregard, and terminate in an entire inefficiency of the corporal. - *Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 104

The time comes to every newly-made corporal when he has to show his mettle- and that does not mean loss of temper or ability to knock down and drag out. It means

moral force.... It is then that you have to summon your moral force to the point of letting your men understand that it is a business proposition and that you mean for the squad commander (not you personally) to be respected and obeyed. -*Instructions for the Non-Commissioned Officer*, 1909, p. 6

When the noncommissioned officer receives his first set of chevrons, he becomes a different individual. He is no longer "one of the guys," but the man his subordinates *look to for leadership*. He is no longer responsible only for himself but for all those who work for him. -CSM Johnny W. Greek, "The Noncommissioned Officer." *Engineer*, Fall 1980, p. 32

Today, as in the past, our junior NCOs have a tough job. It is especially difficult because their challenges are the greatest at a time when their experience level is low. It is important for junior NCO leaders to know their job thoroughly and understand the skills of the soldiers they lead. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 51

When you pin that first stripe on, you're going to have to make a mental adjustment. You're going to have to weigh being a good friend on the one hand with being a good leader and dispatching your duties and responsibilities on the other. When you do, I think your peers must understand, "He was selected to be a leader." I think most of them do. Sometimes you're tested by your peers. That's where you have to let everybody know: "Look, I was selected and I'm going to be the best possible leader that I can be. If I have to get on you now and then, that's the way it's going to have to be. I'm going to make you be good soldiers. At the same time, I'm going to develop you and give you a chance to be leaders, too." -SMA Glen E. Morrell, "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 8

[When I was promoted to SGT, my platoon sergeant, Franco,] sat down with me and explained that I was no longer one of the boys. He said my job was to train my soldiers so they could do whatever our leaders asked us to do and to make sure that none of them got hurt doing it. -SMA Julius W. Gates, "Noncom Know How." *Soldiers*, Aug 1987, p. 21

If you have just become a sergeant, you march in the footsteps of all the noncommissioned officers who have gone before you, and the Army offers you a full life if you are a true professional. The more you strive for professional expertise, the more you contribute to the Army, your soldiers, and your own satisfaction... "Doing the job" involves all sorts of things. It means correcting soldiers who do not perform properly, are out of uniform, fail to salute, or are making a nuisance of

Noncommissioned Officers and Soldiers

themselves. It means leading your troops in combat or on a training exercise. It means leading your soldiers as they do unpleasant tasks such as cleaning latrines or conducting police call. It may also mean requiring clerk-typists to work long, hard hours so that other soldiers can receive their pay, take their leave, have the supplies they need, and have their personnel actions completed. All of your jobs are important, because you are the key link in the entire chain of command. -CSM Roy C. Owens, "Thoughts for New Sergeants." *Infantry*, May-Jun 1988, pp. 18, 19

[As a new SGT] suddenly, I was faced with a dilemma. I was no longer "one of the guys." All the other soldiers weren't my peers anymore. According to the Army, they were all subordinates. When I tried to maintain that "one of the guys" attitude, I found that I was continually running into the same stubborn obstacle: responsibility.... I had to put aside the camaraderie and casual association I had enjoyed with "the guys." -SGT Gary St. Lawrence, "Learning from NCOs." *INSCOM*, Aug-Sep 1989, p. 5

The rank of (buck) sergeant is the toughest enlisted rank in the Army. -SFC Douglas C. Sleeth, "Building Teams That Work." *NCO Journal*, Winter 1993, p. 6

Before he could be recognised in the full status of NCO [Christian von Prittwitz] had to stand four watches- one every four days. At the first watch the private soldiers appeared and claimed a gift of bread and brandy, at which the senior private would give a *Hoch!* for the Herr Baron. The company NCOs came to the second watch for beer and tobacco, but the Feldwebel [1SG] reserved his visit for the third watch, when he was supposed to be presented with a glass of wine and a piece of curled tobacco on a tin plate. -*The Army of Frederick the Great*, p. 31

[Conduct] an NCO Induction Ceremony for newly promoted Sergeants and Corporals.... When all candidates have been inducted, the CSM proposes a toast or appropriate salute to the newly inducted NCOs. All assembled NCOs then pass down the line of newly promoted NCOs, shake their hand and say, "Congratulations, Welcome into our Corps." (This is a very important part of the ceremony.) -*Army National Guard Noncommissioned Officer Handbook*, 1989, pp. A-3, A-6

When I earned my third stripe, I couldn't believe an extra bit of cloth on my sleeve equated me with automatic leadership. There was no blinding flash, no bolt of lightning, no clap of thunder; but it happened all the same. How? Because the noncommissioned officer is the product of hundreds of NCOs who shaped him and he will be the mold of the NCOs who follow. He is part of an endless chain stretched from the birth of this

nation to whatever comes beyond tomorrow, and every past, present, or future NCO is living proof. -SFC Daniel D. Brown, in "*The NCO*" *In Their Own Words*, 1991, no page number

Part of the pride you felt when they first pinned on your stripes was the realization that you became, at that moment, the newest link in an NCO chain. It's a chain which stretches back through more than two hundred years of distinguished history and across a thousand distant battlefields.... You honor [the NCOs of the past] through the courage, candor, commitment, and competence you strive for and display every day.... Their devotion to duty and our nation's ideals, their sense of honor and courage tempered in the heat of battle, are the source from which today's NCOs draw strength. You are part of that legacy, faced with responsibilities and future challenges. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, pp. 12, 45

Corporal

The office of a Corporal is verie antiente. -*A Discourse of Military Discipline*, 1634, p. 10

Caporal [is] an *Italian* word, deriv'd from *Capo*, which signifies a Head; this *Caporal* being the Head of his Squadron.... This *Caporal* of ours hath work enough to do for all the pay or wages he gets. -*Military Essayes of the Ancient Grecian, Roman, and Modern Art of War*, 1671, p. 219

The [term] *capo de squadra*, head of the square [is] a reminiscence of the days when men were formed into square blocks, squads or squadrons, which passed into *caporal* and so into our English corporal. -J. W. Fortescue, *A History of the British Army*, Vol. 1, p. 94

Both Marlborough and Napoleon [were] nicknamed "corporal" by their troops. -quoted in *A Perspective on Infantry*, p. 88

The secret of Marlborough's pre-eminence as a commander was not merely his brilliant generalship, but his genuine concern for the welfare of his troops. "He secured the affections of his soldiers by his good nature, care for their provisions, and vigilance not to expose them to unnecessary danger, and gained those of his officers by his affability; both one and the other followed him to action with such a cheerfulness, resolution and unanimity as were sure presages of success." It is significant that Marlborough was known throughout the Army as "Corporal John" or "the Old Corporal." -J. M. Bereton, *The British Soldier*, p. 23

The corporal is the backbone of the NCO corps. -*Army National Guard Noncommissioned Officer Handbook*, 1989, p. A-8

Noncommissioned Officers and Soldiers

The corporal who leads a rifle squad in battle, should...have every whit as much character, intelligence, and competence as the man who flies a plane or mans a ship's gun battery.... There is simply no comparison between the operator of a machine, however intricate its mechanism, and the leader of men in ground battle, each man exposed to every reaction to which flesh is heir, and each dependent for his very life on the character and competence of his leader. -GEN Matthew B. Ridgway, *Soldier: The Memoirs of Matthew B. Ridgway*, 1956, p. 270

It must be stressed that an officer who serves for a reasonable period as a corporal will gain experience which no military academy can ever give him. The well-known French saying may well be applied to Israel: "Every section-leader carries in his knapsack a brigadier's baton." Whatever respect one may have for military colleges and the general and technical training they give, no military college graduate is fit to bear the title and responsibility of "officer" before he has served for a period as a section-leader. -GEN Yigal Allon, *The Making of Israel's Army*, 1970, pp. 265-266

The preparation for the unique responsibility of the Regimental Sergeant Major has always been the same in one important respect- a steady progression through the ranks; learning and accepting the implications of each rank in preparation for the next. Recognised in this way, the duties of the Lance Corporal are as necessary and important in the full apprenticeship as any other rank. -AcSM Michael Nesbitt, in *On the Word of Command*, 1990, p. 193

I was soon raised to the rank of Corporal, which...brought me in a clear twopence per diem, and put a very clever worsted knot upon my shoulder, too. -William Cobbett, who enlisted in the British army in 1784, and rose from private to Member of Parliament, in *Rank and File*, p. 11

A wise Corporall, that thinketh to come to credit, will use dilligence in his place because it is his first step of preferment. -*A Path-Way to Military Practise*, 1587, no page number

Whoever has advanced to the rank of a corporal has taken the first step on the ladder to the highest power. -Schiller, *Wallensteins Lager*, 1800, lines 435-436, translated by Susan Borchherding in letter 6 Jan 1997

Squad Leader

The idea of a noncommissioned small unit leader is older than the United States Army. The very first colonists who built Jamestown [in the 1600s] had squad leaders. Their mission was called "watch and ward." -*Time-Honored Professionals*, no page number

The squad leader is the whole catalyst in the Army [and] has the most difficult job in the Army.... Although we direct and make sure things go in the right direction, we rely on the squad leader to get it all done. -CSM Robert L. MacKissock, in "First Line Leader." *Soldiers*, Jun 1985, pp. 31, 28

Squad leader: anchor to the chain of command- the last link should be strongest. -*Infantry*, Jul-Aug 1970, article title, p. 22 and Table of Contents

The squad leader is the first link in the chain of command and in the NCO channel of communication. Through this channel, the squad leader transmits the pulse of the unit to his superiors. -CSM Johnny W. Greek, "The Noncommissioned Officer." *Engineer*, Fall 1980, p. 33

Unlike other leaders you deal directly with your men and not through the chain of command. This requires strong personal leadership. -DA Pam 350-12, *Guide for Squad Leaders*, 1967, p. 1

Readiness...starts right here at the squad level. Being a squad leader is one of the best jobs in the Army. I can see and feel tangible results from what I do. -SSG Phillip Scott, in "It's Not a Game with Us." *ARMY*, Aug 1989, p. 50

Sergeant

A Serjeant is a *French* word.... In the high *Dutch* he was called *Feltwebell*, but now the word Serjeant hath prevailed over all. -*Military Essayes of the Ancient Grecian, Roman, and Modern Art of War*, 1671, p. 220

*

Leading Though Supervision

Supervising

A noncom must know the jobs of his men. That does not mean that you must be able to perform each job expertly, only that you understand their work well enough to supervise them intelligently. -*The Noncom's Guide*, 1954, p. 52

Supervision is the art of checking on the progress of actions and orders without undue harassment. -DA Pam 350-13, *Guide for Platoon Sergeants*, 1967, p. 3

The vast majority of soldiers want to do a good job and the secret of NCO superiority is finding out *how to let them do it*. -CSM James W. Frye, "From the Regimental Sergeant Major." *Military Police*, Fall 1983, p. 3

It is the duty of an officer or noncommissioned officer who gives an order to see that it is obeyed; carrying out orders received by him does not end with their perfunctory transmission to subordinates- this is *only* a small part of his duty. He must personally see that the orders so transmitted are made effective. - *Noncommissioned Officers' Manual*, 1909, p. 15

Oversupervision of soldiers causes resentment, and undersupervision causes frustration. Performance that meets standards depends, to a large degree, on your ability to communicate what you want in clear, concise, and complete terms.... How well you communicate with your soldiers either builds or breaks down your relationship to them. It also affects unit discipline and cohesion.... Counseling is a fundamental responsibility of every leader. The Army feels it is important enough to devote an entire manual to it. FM 22-101, *Leadership Counseling*, acknowledges effective communication skills are an essential element of leadership counseling. -SGM Jack L. Hooper, "Communicative Skills- A Must for NCOs." *NCO Call*, Nov-Dec 1990, p. 4

Leaders at all levels make periodic and random assessments of the tasks that have been assigned.... The platoon sergeant spot checks a soldier's [task, not to check the soldier, but to see if the squad leader is checking the soldier]. In other words, the platoon sergeant is checking certain indicators to insure the *system* is functioning properly. -FM 22-600-20, *The Duties, Responsibilities and Authority of NCO's*, 1977, pp. 42, 41

By delegating, you...increase the power of your unit and yourself because you give your subordinates a chance to think and carry out their plans and thus increase their motivation and your means of accomplishing your mission. -*The NCO Guide*, 1989, p. 31

A soldier with a new job or task normally needs closer supervision than an experienced soldier at that same job or task. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 32

It will be necessary at times to give orders which are not pleasant. When such a time arrives, write out what you want to say- then remove every "no," "not," and "never" you have placed in the sentences. Now, rephrase the order so that it conveys the original meaning. You will have prepared a positive order which will be easier to give and easier to follow than the original negative message. -*The Noncom's Guide*, 1954, p. 445

The number one thing that leaders can do to reduce stress in their subordinates is to recognize how much stress they cause others.... Almost everything, from the way you dress to the time of day you eat lunch, affects others. More importantly, when you are in a bad mood, imagine how it affects the people who work for you. You might think it doesn't matter how much stress the boss causes, because that's just part of the job. However, if supervisors are able to minimize the stress they cause in others, they will see an increase in their subordinates' performance. Leaders can also reduce stress by recognizing positive behaviors or actions in their subordinates. -MSG Bruce W. Barnes, "Health and Stress Management." *Recruiter*, Nov 1995, p. 13

Counseling, Communicating, and Listening

Counseling is...an important part of your job.... Counseling your subordinates is critical to success. If your juniors don't know what they're doing wrong and what you want them to do to fix it, they'll never improve. Evaluate each success and failure on its own merits and, unless safety is involved, counsel your junior leaders in private. Look them in the eye and tell them just what you think they're doing wrong, but finish every counseling session with something positive about them. If you leave them with an "atta-boy," you won't lessen their mistakes, but they'll accept the counseling more readily than they will if they hear only a steady barrage of criticism.... No first sergeant, colonel, or general has the kind of control over the destiny of soldiers that you have, or the ability to mold them. -ISG Jeffrey J. Mellinger, "Open Letters to Three NCOs." *Infantry*, May-Jun 1989, pp. 21, 18

Training includes *footlocker* counseling. The counseling should cover observations about performance, but more importantly, it should convey to the younger soldier the experience, the values, and the historical knowledge of the senior. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, pp. 37-38

Leading Through Supervision

[In counseling] if you let your comments about shoddy performance cross over into shoddy person, everything you say from then on is null and void. The reason is simple. Deep down, most subordinates know when their performance is substandard. But most people don't consider themselves substandard. Attacks on them personally violate their dignity, and with that damaged, any positive results you might have gotten go right out the door. Keep cool. Maintain dignity! [Before counseling, let the soldier] have an opportunity to state his case. Let him state it fully [and] without interruption. Doing this will pay off big, because it will create the impression that you aren't a cocked pistol, waiting to go off. He will perceive you as one who is not only fair, but an NCO who makes judgments on facts, not fury.... Counseling, properly done, helps eliminate deadwood, encourages the fainthearted, and makes producers out of problem soldiers. -SSG John A. Sigmon, "Counseling." *NCO Journal*, Fall 1992, pp. 20, 21

You must talk to your soldiers. Now, I don't mean just in formation or groups, but one-on-one. Take time (at least 15 to 30 minutes a day) to really talk to a soldier, one soldier a day. It isn't easy to set aside the time for this...especially as you move further up the chain of command away from the "front line" of soldiers. But the benefits of each talk will be multiple. When one soldier leaves after talking with you, he'll tell the rest. So, by talking to one soldier, you talk to the unit.

Getting the soldier to open up will be difficult at first. You can start by talking about something he's familiar with, such as family, hobbies, etc. Before long, he'll talk openly about all kinds of things. Always remember the key to talking to soldiers is to do more listening than talking.

You also must ensure the session is not done in a threatening manner. Nothing will destroy communications faster than if the soldier thinks there will be negative consequences to that conversation. -CSM Daniel E. Wright, "Tips for Leaders." *Field Artillery*, Jun 1995, p. 3

Think hard for what's right when you counsel a soldier-the right words could stay with him for life. -CSM Matthew Lee, "Bridge the Gap." *Engineer*, No. 3, 1987, p. 3

Never sidestep a chance to work with a soldier; if you're busy, set up an appointment for later. If you can't do this, or if you get tired of it, it's time for you to go. -CSM John D. Woodyard, "Are You a Whetstone?" *NCO Journal*, Summer 1993, p. 18

Counseling *is* caring for soldiers, during good and bad times, during successes and failures.... Counseling is always caring, but...sometimes it's just listening and

hearing what's said. -SFC Mark Bergman, "Counseling Is Always Caring." *NCO Journal*, Fall 1994, p. 20

In these days with our ears bombarded with traffic in the cities, juke boxes, radio and television sets blaring out, very few people listen anymore. They hear but they do not listen. I get them on the square up here, standing at attention or at ease and I say, "Now listen to the sounds of Sandhurst." It's amazing what you can hear. Try it some day. -RSM J. C. Lord, *To Revel in God's Sunshine*, 1981, p. 135

Direct your junior NCOs as well as your senior NCOs to make speeches at graduations and give NCO Development Programs that require NCOs to build on their communication skills. -CSM Randolph Hollingsworth, "CSM Forum." *Military Intelligence*, Apr-Jun 1996, p. 5

It's important to tell the soldiers when they're doing well and when they aren't. If you felt they haven't done well but didn't tell, then they're upset when they don't get a promotion. If you don't tell them they're doing a good job then they will think no one cares. -Platoon Sergeant David A. Lamberson, in "On Leadership." *Soldiers*, Mar 1985, p. 31

Performance counseling informs soldiers about their jobs and the expected performance standards and provides feedback on actual performance:

- Counseling goal is to get all NCOs to be successful and meet standards;

- The best counseling is always looking forward. It does not dwell on the past and what was done, rather on the future and what can be done better;

- Counseling at the end of the rating period is too late since there is no time to improve before evaluation. -DA Pam 623-205, *The NCO Evaluation Reporting System "In Brief"*, 1988, p. 6

Nothing will ever replace one person looking another in the eyes and telling the soldier his strengths and weaknesses. [Counseling] charts a path to success and diverts soldiers from heading down the wrong road.... If the great officers and NCOs I had the chance to work for had not taken the time to counsel me, I seriously doubt that I would be the MI Corps Command Sergeant Major. -CSM Randolph S. Hollingsworth, "Vantage Point." *Military Intelligence*, Jul-Sep 1995, p. 4

We must...look the nonperformers in the eye and tell them they are not measuring up to the Army's standards. Some of them have never been told this before and honestly think their behavior is acceptable. We must tell them what the acceptable standards are, how they can reach those standards, and the action we will take if they

Leading Through Supervision

do not, and give them a reasonable amount of time to demonstrate measurable improvement.

I admit that this is not an easy thing to do. It is much easier to look the other way, to let someone else take care of it, or to wait until a set of PCS orders makes it some other NCO's problem. When we do counsel, we must document our actions, or advice, and any and all changes in the soldier's performance so that we can present an honest appraisal and recommendation to our superiors, who have the authority to rid our Army of these destructive members of our corps should our efforts prove fruitless. No matter what decision our superiors make, we must support that decision. -MSG Archer W. Miller, "Strengthening the Backbone." *Engineer*, Summer 1980, p. 7

When one of your soldiers does not perform well, don't just assume that it's because he is not a good soldier. First, ask yourself if *you* are doing something wrong. -CSM Roy C. Owens, "Thoughts for New Sergeants." *Infantry*, May-Jun 1988, p. 19

You just handed me a bucket of manure with holes in the bottom and with no handles, and it's leaking all over my boots. -former NCO Robert L. Laychak commenting on poor work, in *A Treasury of NCO Quotations*, 1997, no page number

Helping Soldiers with Problems

When soldiers get into trouble, they need firm but constructive support and guidance for correcting the problem at hand; they are not seeking sympathy or self-pity. Soldiers expect to see a role model, someone with the knowledge of what needs to be done, the physical conditioning to lead by example, the self-discipline to set standards, and the maturity to recognize, acknowledge, and reward success. -GEN Colin L. Powell and CSM Robert F. Beach, "The Strength of the NCO Corps Is a National Strategic Asset." *ARMY*, Oct 1989, p. 48

Knowing how to talk to a soldier in trouble isn't something you learn in a class. You learn it slowly, over the years. You learn it because you've been there. You learn it because you care.... I go to the unit at night to see what's going on. I leave the door open, I sit there in civilian clothes. You'd be surprised at who comes in and starts talking. Because if they hear you're OK, they'll come to you. -a 1SG, in *Polishing Up the Brass*, 1988, pp. 101, 102

To deal with...open-ended deployment, [SFC Walter] Bell said he spent a lot of one-on-one time with his troops. "I try to keep a type of open relationship.... We sit down and talk. Not only about our mission, but what goes on back home. I ask them, 'Are the kids OK? Are

you having any financial difficulties or personal problems? If there's something I can do for you, let me know.'" He emphasized, though, that soldiers have to care enough about their problems to speak up. "Just don't sit back and complain and moan like a lot of soldiers do until it's too late, and there's nothing I can do about it." -SSG William H. McMichael, "Preparing for the Storm: Enlisted Leadership in Action." *NCO Journal*, Spring 1991, p. 12

Sometimes the soldier just thinks he's got a problem. Well, if the soldier thinks he has a problem, then he really has a problem.... What NCOs and officers alike have to learn is how to listen to problems. You may have heard that problem many times before and half the time the soldier just wants to get it off his chest, but you have to listen. People will be surprised how many problems they can resolve just by being interested enough to listen. Besides, there is usually some validity in everything the soldier has to say.... Many times...a leader will receive information, guidance, or orders from above. He selects what he thinks is important and passes that to his subordinate who in turn does the same thing. By the time the word reaches the soldiers who do the work, the only thing they get is "Do it!" That's necessary sometimes, but most of the time it's not. NCOs, whenever possible, should take time to explain why. Soldiers will do anything you ask them to do if they know why, and why it's important. -SMA William A. Connelly, "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, p. 10

An NCO needs to be able to sit a soldier down and talk about problems. Any problem important to a soldier should be important to a leader. If a soldier thinks enough of you to bring you a problem, it means he trusts you. -CPL Johnnie Lee Smith, in "What Do My Soldiers Look for in Their NCO Leaders?" *Sergeants' Business*, May-Jun 1988, p. 11

[Helping] soldiers cope with personal problems...means more than referring the soldier to another person- the chaplain, a doctor, or counselor. Until the problem is resolved, you have a soldier with a problem in your unit, so it's your problem.... Let your soldiers know what you're doing to help them solve their problems. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980, pp. 33, 35

With the young single soldier, automobiles cause the most problems. He saves for a couple of months, long enough to make a down payment, and then goes out and buys a couple of tons of trouble. -SFC Robert N. Pearson, in "Platoon Sergeants." *Soldiers*, Sep 1975, p. 8

I was so wrapped up in my problems I just couldn't realize anybody else existed. I was too busy holding my

Leading Through Supervision

own personal “pity party.” -MSG Roy Benavidez, *Medal of Honor*, 1995, p. 90

Soldiers can solve 98 percent of their problems by just talking to someone about them. All you have to do is listen. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 346

Giving and Taking Criticism

When you criticize a poor piece of work or correct a mistake, do it in such a way that the soldier does not feel that he is a failure. -*The Noncom's Guide*, 1948, p. 21

Criticism leads to progress. -Harry S. Truman (former CPL and CPT), Message to Congress 1950, *Harry S. Truman: The Man from Missouri*, p. 46

People more often need help than criticism. -Mrs. NCO, 1969, p. 62

Listen to what soldiers have to say- they'll tell you everything if you listen openly. Criticize and they'll clam up. Ask what isn't working about programs even if company statistics indicate that they are running well. Soldier comments often provide insight into ways to improve things to save time and make things more meaningful. -COL David Reaney (former NCO), in *Command, Leadership, and Effective Staff Support*, 1996, p. 159

I never worry about hurting the feelings of the good officers when I draw officer cartoons. I build a shoe, and if somebody wants to put it on and loudly announce that it fits, that's his own affair. -SGT Bill Mauldin, *Up Front*, 1945, p. 180

Some crabby old character...would write a nasty letter about a cartoon that had annoyed him, and I would tell Jan [Furst] to write the guy and tell him to drop dead. She would write, “Dear Sir: Mr. Mauldin has asked me to inform you that he appreciates your kind letter of such and such a date, in which you were so kind as to offer a welcome criticism about such and such a cartoon, et cetera, et cetera.” -Bill Mauldin, *Back Home*, 1947, p. 120

Evaluation Reports

The Sergeant...is to ranke the Souldiers as hee shall thinke good. -*The Military Garden...Instructions for All Young Souldiers*, 1629, p. 3

[On promotion boards] concise, hard-hitting, factual ratings with bullet-type comments carried the most

weight.... Conversely, vague, wordy, meaningless, or unsubstantiated ratings carried little weight and tended to penalize a soldier. -CSM Richard N. Wilson, “Bridge the Gap.” *Engineer*, Apr 1992, p. 73

Don't use puff ball bullets [on NCOERs]. Puff balls are phrases like “held his men accountable” or “enforced standards.” -Larry G. Hibbs, in “Bullets Can Kill an NCO-ER.” *Recruiter*, Feb 1994, p. 8

Over the years, I have developed my personal system for evaluating someone's performance during his or her tour of duty. You won't find it on the NCOER or the awards citation, it's just a question I ask myself as a soldier departs the unit. The question is: “Is the unit better off because he or she was assigned here?” -CSM Jimmie W. Spencer, “SMA Richard A. Kidd- A Great Soldier.” *AUSA News*, Apr 1995, p. 6

Write bullets [for NCOERs] without any adjectives first. Get the incident in there first, then go back and put adjectives in like they're diamonds.... The best rule of thumb is: the more specific, the better. A bullet comment should be one or two lines and should illustrate what a soldier did to receive a particular rating.... If you're doing the counseling properly, you're writing the bullets down each quarter. So when it comes time to do the evaluation, it's easier, because you've gone over the bullets two or three times during counseling. -SGM Walter Avery, in “NCOERs: Making Bullets Count.” *Soldiers*, Oct 1995, p. 22

I always used to say, “In order for me to write a good report on your work, you have to do something that I can write about.” -Edward J. Scheffelin (former NCO and officer), in *Command, Leadership, and Effective Staff Support*, 1996, p. 30

If you...do your job to the best of your ability, the rest seems to take care of itself. In all honesty, I've never worried about a promotion or an efficiency report. I've always gotten reports that were accurate, and I've always gotten promoted fairly. I can't say that I was always pleased with those reports, but looking back on them now, they were fair. That's how hard it is to be a good NCO. -SMA Julius W. Gates, “Noncom Know How.” *Soldiers*, Aug 1987, p. 21

[NCOs in the British Army] were always the subject of special attention in the review reports: e.g. those of the 20th Foot in Oct, 1753 were described as “Alert in their Duty without the smallest Confusion Noise or Bustle”; and those in the 38th Foot in May, 1787, appeared “very Soldier like, & keep up a strict Discipline.” -J. A. Houlding, *Fit for Service: The Training of the British Army, 1715-1795*, pp. 270-271

Leading Through Supervision

[Extracts from the first recorded efficiency report in the files of the War Department:] “Lower Senaca Town, August 15, 1813. Sir: I forward a list of the officers of the 27th Regt. of Inftry. arranged agreeably to rank. Annexed thereto you will find all the observations I deem necessary to make. Respectfully, I am, Sir, Yo. Obt. Servt. (Signed) Brig. Gen:

27th Infantry Regiment:

Lieut. Col., Comdg.- A good natured man. *First Major*- A good man, but no officer. *2d Major*- An excellent officer. *Captain [5]*- All good officers. *Captain*- A man of whom all unite in speaking ill. A knave despised by all. *Captain*- An officer of capacity, but imprudent and a man of most violent passions.... *First Lieut.*- Willing enough- has much to learn- with small capacity.... *2d Lieut.*- A good officer but drinks hard and disgraces himself and the service.... *2d Lieut. [5]*- Come from the ranks, but all behave well and promise to make excellent officers.... *Ensign*- The very dregs of the earth. Unfit for anything under heaven. God only knows how the poor thing got an appointment.... *Ensign*- From the ranks. A good young man who does well.” -“Efficiency Reports I Have Known.” *Infantry*, Jun 1947, p. 76

Recognition

Special attention will be given to...the public recognition through news releases, orders, and other appropriate means of the accomplishments and importance of the noncommissioned officers. -War Department Circular 70, *Noncommissioned Officers*, 1944, p. 1

A man who tries to do his best should get credit for it. -*The Noncom's Guide*, 1957, p. 128

Be quicker with a pat on the back than with a kick in the pants- it goes further. -DA Pam 350-13, *Guide for Platoon Sergeants*, 1967, p. 4

A pat on the back- applied at the proper moment in the circumstances- can have a dramatic influence in developing a leader. -SMA William G. Bainbridge, “First, and Getting First.” *ARMY*, Oct 1975, p. 24

We have a lot of civilians here, and when the young soldiers see them getting awards with checks attached, the soldiers get down if they don't get some kind of recognition too. -ISG Joe Golden, in “Top Duty.” *Soldiers*, Jul 1984, p. 10

Some of you old soldiers out there who have perhaps grown a bit cynical and too sophisticated for ceremonies think you have the option to decline an awards ceremony for yourself. (“Sir, just give me the orders, and I'll sew on my stripes tonight in the privacy of my home,” you might say; or “Sir, don't go to the trouble of setting up an awards ceremony; you can just give me the citation right here in your office;” or “I'll reenlist, sir,

with just you, the REUP NCO, one witness, the flag, and myself in your office.”) Does that sound familiar? Stop a minute to consider how selfish that sounds as opposed to how selfless you are supposed to be as a leader. A military ceremony is not yours even if you are the sole reason for the ceremony. It belongs to all soldiers. Don't miss any opportunity to stop and recognize well-deserving soldiers, especially the opportunity to reward young soldiers receiving their first awards or advancements- a simple tradition of our Army, packed with a powerful stimulus for soldiers. -CSM Joshua Perry, “Regimental Command Sergeant Major.” *Military Police*, Dec 1990, p. 5

Leaders miss an excellent opportunity if they fail to pin an expert infantryman's badge to the chest of a soldier who completes the grueling competition. Public ceremonies with dignitaries and families can follow, but the soldier will never be prouder than the moment he earns the expert infantryman's badge or any badge of distinction. -CSM Ron R. Semon and LTC Cole C. Kingseed, “Instilling Pride.” *NCO Journal*, Winter 1993, p. 4

Recognition of hard work and success in the military comes in many forms starting with a supervisor telling the subordinate how much the unit and military community profited by this soldier's sacrifice, loyalty, attitude, dedication, and hard work. Other forms of recognition include specific, descriptive bullets in official evaluations, presentation of mementos, and recommendation for awards. These methods of appreciation are all significant. The verbal pat on the back can be a meaningful memory; the memento can be displayed with pride; the evaluation bullets become, hopefully, part of a pattern of service that promotion boards recognize; but the approved award is something special- posted in the soldier's permanent file for all to see and worn on the service uniforms for all semi-formal and formal occasions.... Remember that an award is for those who significantly exceed standards and cause the unit and/or military community to be better than it was before the soldier's arrival. Awards given for a specific act or achievement speak for themselves. Doing your job well is what you are trained and paid to do. Take pride in that and enjoy the good things your bosses tell you, *but* do not think this automatically means you are going to get an award. When you receive an award, appreciate it for the statement it makes, even if it is not the level of award you think you deserve, or were recommended for. Concentrate not on the rewards for doing a good job, but instead on doing a good job. Rewards will always come if the mission is completed and your people are taken care of. The first and most important reward is your own satisfaction and pride of accomplishment. Anything else is just “gravy.” -CSM Brent H. Cottrell, “Leadership- Awards.” AUSA files, no date or page number

Leading Through Supervision

[The Public Affairs Office] can help you recognize soldiers.... Wherever I travel, I encourage the first sergeants and command sergeants major of installations and units to make better use of their PA personnel. - SMA Richard A. Kidd, in "No Kidding." *Public Affairs Update*, Jan-Feb 1995, pp. 17, 16

Each calendar year HQDA selects a theme that highlights an area of vital importance to the Army. Think back on the themes of previous years. Reflect on their meaning: Yorktown- Spirit of Victory, Physical Fitness, Leadership, Family, Values, Constitution, Excellence, Training. What do they have in common? They embody the essence of our Army and our American way of life.... This year's theme, in keeping with the collective meaning of past themes, is "The NCO." This year attention is focused on those of us who wear the chevrons. I don't believe that the activities of this year's theme should dwell on past accomplishments or "Rah-Rah, we NCOs are great" speeches. Rather, it should be a year of self-evaluation.... By selecting Year of The NCO as the 1989 theme, the Army has demonstrated the trust and confidence it has in our time-honored Corps. It also has recognized the vital importance of our role within its ranks. -CSM Joshua Perry, "Regimental Command Sergeant Major." *Military Police*, Jan 1989, pp. 3, 21

When a soldier exceeds the norm, whether it be personal or for the organization, you need to immediately recognize the achievement in a memorable and unique way. The more creative and unique you are...the more enjoyable [it] will be, not only for the soldier and yourself but others. Think globally. Arrange for a senior leader- company commander, first sergeant, or post sergeant major- to have lunch or dinner with some of your soldiers. Talk to the people at the dining facility and arrange it.... Dedicate a parking space.... A variety of command information channels can publicize a soldier's accomplishments.... Base newspapers normally run soldier features and highlight the accomplishments of service school graduates, winners of NCO and soldier boards, including the names of top NCO course graduates. Unit bulletin boards are the perfect place for "walls of fame" to showcase important unit events through photos of promotions, reenlistments, and award ceremonies.... Sometimes, just a hand-written "thank you" on a card can mean a lot. -CSM Christine Seitzinger, "Reward Your Huns." *NCO Journal*, Winter 1996, p. 5

[When WWII was over and Field Marshal Sir William Slim] spoke of what his army had done, it was always "you," not even "we," and never "I." -George MacDonald Fraser (former Lance-CPL), *Quartered Safe Out Here*, p. 37

Medals are lasting mementos of meritorious actions: they survive changes of fortune and station, are cherished with pride and reverence by descendants. - *Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 272

The Value of Recognition from NCOs

In all my years in the Army, among all the citations, medals, and promotions, I never appreciated any tribute more than I did [one] sergeant's words at [a] low point. -GEN Colin L. Powell, *My American Journey*, 1995, p. 194

NCOs are the toughest judges in the world because they live in the hardest area- where the rubber meets the road. Therefore, if they think you have done well, it really means something. -C. I. Yamamoto, in *A Treasury of NCO Quotations*, 1997, no page number

With senior non-commissioned officers throughout the National Capitol Region gathered at the Fort Myer NCO-Enlisted Club, [Secretary of Defense William J.] Perry received membership in two of the Army's most prestigious NCO clubs- the Sergeant Audie Murphy Club and the Sergeant Morales Club. Perry was also presented with the Enlisted Sword.... He said his certificates for membership in the Audie Murphy and Sergeant Morales clubs will join the one in his office proclaiming him an honorary sergeant-major, which is one of his proudest possessions. -C. Tyler Jones, "Perry Receives Enlisted Honors at Myer." *Pentagram*, 17 Jan 1997, p. 5

Correction

I love my soldiers, but if they're wrong, they're wrong and they know it. -1SG Walter Cason, in "Top Duty." *Soldiers*, Jul 1984, p. 8

Men who try to avoid small routine duties, such as policing around quarters, etc., should be given at once a task of a harder nature. -*Noncommissioned Officers' Manual*, 1917, p. 42

One cannot overlook any indiscipline or dishonesty. If these things are not stopped quickly small matters will become large ones. -RSM Lou Drouet, in *On the Word of Command*, 1990, p. 148

The leaders who are tough on subordinates and tell it like it is are the ones who really care. Leaders who let subordinates do sloppy work are the ones who don't care. -CW2 Landy Flowers (former NCO), in *A Treasury of NCO Quotations*, 1997, no page number

Leading Through Supervision

Implicit in the use of corrective action is the belief that the soldier concerned can, with proper guidance, become an efficient and competent soldier.... *Punitive and corrective* actions build perceptions that substandard job performance or noncompliance with orders will consistently result in unpleasant consequences for the soldier. -FM 22-600-20, *The Duties, Responsibilities and Authority of NCO's*, 1977, pp. 32, 35

Many a first-rate leader- many of the very best- have never in all their careers found it necessary to form the habit of being tough in manner toward their subordinates. You will be a far better leader if you can always come close to showing firmness, understanding, and sympathy in the right mixture. You can show the utmost firmness without getting tough. And if you can do that, you salvage the maximum of human morale even when you have to give severe punishment. -"The Noncom." *Infantry*, Sep 1945, p. 7

Some officers and non-commissioned officers have the impression that their men admire the leader who can administer a severe tongue lashing. Too often this is a case of the officer's being unable to control his anger, accepting every offense as a personal challenge to his authority. -TGGG Special Text No. 1, *Leadership for the Company Officer*, 1949, p. 58

By the nature of things, some men being intelligent and conscientious and other men being the worst of villains, both leadership and force are necessary; for while all men appreciate leadership, the villain is not likely to respect it unless the force is real and readily apparent. -SFC E. Lafayette Deal, "The Failure of Ex-Corporal Flump." *ARMY*, Feb 1958, p. 40

Retirement [is] the hidden goal of the *Sleeping Bear*.... He avoids leadership positions.... He is quick to criticize his PT instructor about what he saw from the office window.... The many months of hibernation and lack of activity have caused him to develop *degenerating arthritis*, particularly in his backbone. He is quick to recommend a troop receive punishment for minor violations rather than identify the problem and solve it. -CSM James W. Frye and SFC Michael L. Davis, "Straight Talk." *Military Police*, Summer 1984, p. 3

We must rid our ranks of those nonproductive "stripe bearers" who make up a small but cancerous portion of our corps. -MSG Archer W. Miller, "Strengthening the Backbone." *Engineer*, Summer 1980, p. 7

Recommend bars to reenlistment or elimination actions if appropriate. Weeding out the bad soldiers will encourage the good soldiers to stay. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980, p. 36

The bar to reenlistment signals the fourth quarter in a contest where there is no overtime for a lucky play in a sudden-death play-off. The final score is for keeps. It is a blunt warning that professionalism is the norm and not the exception. -SMA William G. Bainbridge, "First, and Getting Firster." *ARMY*, Oct 1975, p. 24

Punishment

A Serjeant hath power to beat both with his Halbert and his Sword. -*Military Essayes of the Ancient Grecian, Roman, and Modern Art of War*, 1671, p. 220

Focus on punishing the *act* that a person committed, not the person. And when a subordinate stubs his toe, don't stomp on his foot. -Michael L. Selves (former NCO), in *A Treasury of NCO Quotations*, 1997, no page number

The outstanding NCO does not hesitate to punish when the situation calls for it. Your soldiers expect you to know exactly what that situation is. They expect you to punish them when they fail because they do not try hard enough, or just do not care. They do not expect punishment when they fail because of a lack of ability, or circumstances beyond their control. Soldiers want *you* to take the proper action, to punish them when warranted, but not for you to report them to the company commander, and recommend an Article 15 for disciplinary actions that they know you are authorized to administer, and that you are responsible for doing so. What do *your* soldiers see when punishment is required? -CSM John W. Gillis, "NCO Leadership at the Company Level." *Armor*, Nov-Dec 1981, p. 9

NCOs serve an important role as advisors to commanders in deciding how to deal with a soldier accused of an offense. Misconduct should be dealt with at the lowest level that will meet the needs of the Army, the unit, and the soldier. Although the commander has final responsibility for this decision, your advice as an NCO should weigh heavily. Your candid assessment of the soldier's strengths and weaknesses is a great help. Especially valuable is your estimate of the soldier's potential for rehabilitation. -SGM Carlo Roquemore, "How NCOs Support Military Justice." *Sergeants' Business*, Mar-Apr 1990, pp. 2-3

Don't punish soldiers who are unable to perform a task; punish only those who are unwilling or unmotivated to succeed. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 33

[The Sergeant Major must banish] ugly crimes out of the Companies of his Regiment. -*A Discourse of Military Discipline*, 1634, p. 33

Leading Through Supervision

Anger

If by chance [the sergeant should be] angry with any Soldier of his, (in turning his back he is to forget that furie) and afterwards shew him self amiable and lovinge, and soe they come to the knowledge of his [humors], they shall have the more care not to anger him. -*A Discourse of Military Discipline*, 1634, p. 15

An officer or noncommissioned officer who loses his temper and flies into a tantrum has failed to obtain his first triumph in discipline. -*Noncommissioned Officers' Manual*, 1917, p. 33

When a soldier is threatened, he feels anger, fear, or despair, depending on his estimate of his ability to cope with the situation. Anger is a good sign; it usually indicates a high level of confidence. The leader's problem with an angry soldier is to channel that angry behavior in the right direction. -ISG Walter D. Stock, "Leading to Confidence." *Infantry*, May-Jun 1978, p. 24

If you react to anger with anger, too often you have a situation deteriorated beyond repair. If you respond calmly and professionally, you can frequently achieve a responsive, professional resolution for the situation.... If you respond to anger with anger, there are then *two* angry people instead of one. -Michael L. Selves (former NCO), in *Command, Leadership, and Effective Staff Support*, 1996, pp. 104, 105

Setting, Maintaining, and Enforcing Standards

People talk a lot about Ranger battalions. Every unit in the Army could be like a Ranger unit. What the Rangers have is a high set of standards that the leadership and the soldiers must meet. The leadership demands and ensures standards are met. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, pp. 22-23

Any time we see something wrong and don't correct it, we lose some of the professionalism that earns our soldiers' respect and confidence. Each time we look the other way and ignore a minor deficiency because we're in a hurry or it's not that important, it becomes easier to overlook other things. We tend to let more slide until, one day, we overlook something that causes an accident. With luck, it only costs damaged equipment. All too often the price is an injured or dead soldier. -SMA Glen E. Morrell, "Safety and the NCO." *Ordnance*, Winter 1986, p. 45

Enforcing the standards is a tough job. It requires intestinal fortitude and impartial fairness. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1988, p. 4

I don't know what possesses a professional who has been around five, ten, or 20 years to turn his or her back and walk away from a deficiency. The first tenet of our behavior as professionals must be to never do this. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 31

When you see an operation being performed incorrectly, take the time to stop and correct the deficiency. If you fail to do this, you have just established a lower standard. -*Army National Guard Noncommissioned Officer Handbook*, 1989, p. D-13

In the summer of 1991, the Sergeants Major Academy hosted a German Forces Noncommissioned Officer conference. One of the conferees, a former East German Army Sergeant Major...said all East German soldiers believed that American morale and discipline were poor and the only thing holding American soldiers in their units was the threat of severe punishment. Then he startled us with the following statement. "I see now that is not true.... I am struck by the high standards practiced by the sergeants in your armed forces. I will take these standards back with me to my place of duty in the former East and try to make them work there." -"Magic' Standards and the East German Visitor." *NCO Journal*, Winter 1995, p. 7

Too often, we accept word of mouth as the standard.... Always use the Army standard as your base, then build on it. -SFC Lawrence Kordosky, "OREs Just Tools of the Trade." *NCO Journal*, Spring 1995, p. 17

You often hear people say that while in command you have to start off tough and then you can ease up. This is not always the case. As a commander, if you think standards need to be tightened, you'll be surprised what NCOs can and will do if you ask them. -COL Donald L. Langridge, in *A Treasury of NCO Quotations*, 1997, no page number

Whenever the company commander and ISG try to raise unit standards, they may encounter some resistance at first. But as the unit begins to experience success this will change, and then the *soldiers* will want the unit to succeed. -LTC William F. Lemnitzer and ISG Armour R. Brown, in *A Treasury of NCO Quotations*, 1997, no page number

The Army is a wonderful place to serve as an NCO and officer because we have a standard for everything—dress, discipline, maintenance, and training.... The only time we get in difficulty as leaders is when we do not know what the standard is or we do not enforce the standard. -CSM Bill Peters, quoted by GEN Carl E. Vuono, *Collected Works*, 1991, pp. 97, 71

*

Running the Army and Keeping on Track

Executing the Mission

[It is important that the Sergeant] be a skillfull and valiant Souldier, and well experienced in Military discipline, yea of so great importance, that more tolerable it were for all the officers of the company (were it the *Captaine* himselfe) to be unskilled men and of little experience, rather than the *Sergeant*, who of necessitie ought to be an expert Souldier, and of great spirit and diligence. -*The Military Garden...Instructions for All Young Souldiers*, 1629, p. 3

NCOs are [a] relentless driving force. -SGM Alan Wright, in *NCO Lessons Learned*, Oct 1989, foreword

We must resist the temptation to selectively enforce orders or regulations because we don't necessarily agree with them. Avoiding this temptation is the mark of a good noncommissioned officer and leader, and of a true professional... Let us, the noncommissioned officers, be the means by which the Army can "bridge the gap" from today's Army to the Army of the future. -CSM O. W. Troesch, "A Special Brand of Leadership." *Engineer*, Winter 1983-84, p. 7

Our specialists fourth-class and below want a sergeant who acts like he or she is in charge. They want a professional who sets standards and then enforces them. They want a leader who will stick up for them. But, most important, they want somebody who knows the regulations, enforces them fairly, and gets on with the job at hand. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, pp. 29-30

NCOs are not ordinary people. They are men and women who stand apart from the crowd, who seek responsibility, take charge, and get the job done. -GEN Gordon R. Sullivan, "The Chief's View of NCO Leadership Challenges." *NCO Journal*, Winter 1994, pp. 7-8

[NCOs'] day-to-day performance as trainers, leaders, and warfighters is what sustains the Army's momentum. -FORSCOM PAO 1989 Army Theme Speech, "The Noncommissioned Officer." *Monthly Update*, Jul 1989, p. 12

An officer is in only one tank. Sergeants command the rest of those tanks.... So it's the NCO who makes the business work. -CSM Larry J. Hampton, "The Cutting Edge." *Army Trainer*, Winter 1985, p. 24

Experienced NCOs- "the nerves and sinews of the corps." -J. A. Houlding, *Fit for Service: The Training of the British Army, 1715-1795*, p. 270

Although the Department of the Army is always formulating new programs and experimenting with these schemes, it takes the full support and whole-hearted dedication of all enlisted ranks to make sure that the future's threats to our way of life can be overcome. -SMA George W. Dunaway, "'People Benefits' Will Get More Emphasis in '70s." *ARMY*, Oct 1970, p. 35

The buck stops at the sergeants. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980, p. 3

Your office, sergeant; execute it. -Shakespeare, *Henry VIII*, Act 1, Scene 1

[To be a sergeant] is a charge of very much fatigue, for to him it belongs to see all his Captains commands obeyed, he gives all the Under Officers (except the Clerk) their directions, what they are to do almost in every particular. -*Military Essayes of the Ancient Grecian, Roman, and Modern Art of War*, 1671, p. 220

A professional...is a dynamic, growing being who has learned from the past, acts in the present, but above all, focuses on accomplishing his mission. -SMA George W. Dunaway, "Let's PULL Together: Professionalism- Unity- Leadership- Loyalty: A Winning Combination." *Army Digest*, Jun 1969, p. 28

Nothing ever happens- someone makes it happen. -SFC Blair H. Dewey, "Tips for Mess Officers." *Infantry*, Feb 1950, p. 26

The complexities of the job increase as...responsibilities broaden. -*Army National Guard Noncommissioned Officer Handbook*, 1989, p. A-12

When directed to do a thing, if you can't do it at first, do not at once report you can't do it, but *try some other way, and keep on trying some other way* until you have either succeeded or have exhausted every possible means you can think of. *It is really astonishing how comparatively few things in this world can not be done, if one really wants to do them and tries hard enough to do them.* -*Noncommissioned Officers' Manual*, 1917, p. 21

Running the Unit

Regardless of the kind of unit you're in, it ought to be an "elite" outfit, because its NCOs can make it one. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 148

In units where the noncommissioned officers are highly motivated, mission-oriented, and supportive of each other, things *click*. -*The NCO Guide*, 1982, p. 106

Running the Army and Keeping on Track

Experience has shown that the efficiency, discipline, and reputation of a command depend to a great extent on its noncommissioned officers.... In garrison and in the field, in camp and on the march, in peace and in war, the noncommissioned officer occupies a most important position and plays a most essential part in the success or failure of a command. -*Noncommissioned Officers' Manual*, 1917, p. 17

Good NCOs are tremendously important to the Army; with them, a unit functions like a smooth-running machine; without them, the best of unit officers will lead a hectic existence and probably will see poor unit performance besides. -*The Officer's Guide*, 1970, p. 271

The soldier having acquired that degree of confidence of his officers as to be appointed first serjeant of the company, should consider the importance of his office; that the discipline of the company, the conduct of the men, their exactness in obeying orders, and the regularity of their manners, will in a great measure depend on his vigilance. -MG Frederick von Steuben, *Regulations for the Order and Discipline of the Troops of the United States*, 1779, p. 145

The company is a small colony, which can live in peace, harmony, and comfort or be disturbed by internal commotions and discomforts unendurable, depending, perhaps, more on the first sergeant than on any other person in the company. Much depends upon the captain; but without a competent sergeant to execute his plans, any benevolent designs on his part for the improvement of the company would be difficult to carry into execution. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 147

The discipline and good order of the company can only be upheld by the activity, intelligence, and thorough knowledge of [the 1SG]. -*Hints and Helps for National Guardsmen*, 1880, p. 24

The first sergeant of a company may truly be called the hardest worked non-commissioned officer in the Army. He has a direct responsibility for the proper care and use of the arms, equipments, and other property of the company; he is always on duty; must possess tact, sound judgment, superior intelligence, and have a thorough knowledge of all the details, orders, and papers pertaining to company administration. A good first sergeant is indispensable to the making of a good company, for without him the best efforts of the captain would be rendered abortive. -*Report of the Secretary of War*, 1889, p. 89

The backbone of any Army company is the first sergeant. -Ernie Pyle, WWII, *Brave Men*, p. 73

If a tactical unit were a wheel, the first sergeant would be the hub. -Michele McCormick, *Polishing Up the Brass*, 1988, p. 102

When referring to the First Sergeant, you are talking about the lifeblood of the Army. -"First Sergeant and Master Sergeant." *INSCOM*, Aug-Sep 1989, p. 21

Making Plans

When you first assume a leadership position (squad, platoon, or unit), all your initial efforts should be directed at determining what is expected in your unit, what is expected of you, the strengths and weaknesses of your subordinates, and other key personnel whose willing support is necessary to the accomplishment of your unit's mission. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 6

Where there is no long-range vision, there will be a lot of meaningless make-work. You have got to know the ultimate objective of your organization, and you have to make sure your troops know it. -1SG Larry Drape, address "The Do's and Don'ts of Quality NCO Leadership." 1990, p. 8

Without a knowledge of the big picture, of how the entire staff is interconnected, each section operates independently and perhaps at cross-purposes to the other. An understanding of how each section works is essential to every member of the battle staff. -SGM Phillip D. Cantrell, in "New Battle Staff NCO Course." *Soldiers*, Oct 1990, p. 6

In making a plan you must figure out three things: first, where you are; second, where you want to be; third, how you get there- and then you must *do it*. -SGM James L. Wright, in *A Treasury of NCO Quotations*, 1997, no page number

A leader without a plan is planning to fail. -SFC Roy Luttrell, "Who Am I?" *Recruiter*, Jan 1996, p. 4

The success of [an] entire operation is dependent on the thoroughness of the staff planning. -CSM Othel Tenell, "Transition." *Army Trainer*, Summer 1985, p. 44

Coordination with other staff members, unit commanders and first sergeants, and your supporting units is also critically important. -TC 12-16, *PAC Noncommissioned Officer's Guide*, 1991, p. 2-2

It is not always necessary that the subordinate's position be adopted. What is important to him is that he has been allowed to express his view and to participate. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

Running the Army and Keeping on Track

During your planning sessions think of all that could go wrong and build in necessary preventive measures. When you work solutions up front, the crisis is just an annoyance that is quickly handled and solved. -MSG Lydia R. Mead, "Increasing Training Effectiveness in the Reserves." 1995, AUSA files, no page number

Leadership and Management

A few of us are under the misconception that the art of managing is restricted to senior personnel at higher echelons or reserved for project managers. This is not true. Management consists of planning, organizing, coordinating, supervising, and controlling resources- all of the things that any NCO does on a daily basis. -CSM Robert H. Retter, "From the CSM." *Military Intelligence*, Oct-Dec 1985, p. 3

NCOs and officers are inherently leaders. At the same time, they manage resources; a soldier must have some managerial skills to be a great leader. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 44

As a sergeant advances through his Army career, he realizes that his ability as a manager becomes increasingly more important. -Warren E. Nordman, "Management and the NCO." *Recruiting & Career Counseling*, Oct 1977, p. 8

Necessarie it is for a Sardgent major to cary...aboute him a table booke or booke of memories, for hardly can he conceive and [hold all things] in memorie. -A *Discourse of Military Discipline*, 1634, p. 42

[Avoid] the pitfalls of lax administration. -ISG Milton Warden, in *From Here to Eternity*, 1951, p. 23

The Army is facing lean times ahead, but if we are creative, flexible, and assertive, we will survive with quality forces intact. Today's Army must do so much more with considerably less that we are far beyond the spirit of "work smarter, not harder." We must be brilliant! -MSG Lydia R. Mead, "Increasing Training Effectiveness in the Reserves." 1995, AUSA files, no page number

NCOs are at a level where we receive very broad orders, and NCO leadership has to translate that into an effective action. We have the responsibility to be specific in terms of each soldier's role in accomplishing that mission. In order to do that you have to know your job and your soldiers under you. You have to be both a manager and a leader. It's a position where you're exercising leadership at a very personal level. The soldier wants his leaders to know his job. -CSM Conrad E. Butler, in "On Leadership." *Soldiers*, Mar 1985, p. 30

Priorities and Focus

Leaders create a positive command climate by "focusing" the unit. They explain expectations of proficiency, leadership, and soldiers for the next six, 12, and 18 months of training. -CSM Ron R. Semon and LTC Cole C. Kingseed, "Instilling Pride." *NCO Journal*, Winter 1993, p. 4

By effort, thought, common sense, and experience, learn to tell the difference between the essential and the nonessential. -*Noncommissioned Officers' Manual*, 1917, p. 27

Do essential things first.... You must determine what is mission-essential, and assign responsibilities for accomplishment: spend the remaining time on near-essentials. -DA Pam 350-13, *Guide for Platoon Sergeants*, 1967, p. 18

Know what is needed, because on many occasions, what your men *want* and what they *need* are two different things. -CSM Eddie Velez, "An NCO Prepares for NTC." *Army Trainer*, Spring 1989, p. 19

NCOs [need] to get involved in activities within their own area of control and influence. They need to be concerned with the people on their left and right flanks, but...to be more concerned with those people and things in their own lane.... Don't be concerned about what happened yesterday. I'm not saying forget your past, what I am saying is to be more concerned about what's going on right in front of you, now. [Soldiers spend too much time and energy] thinking about things they can't affect, then they slight themselves, and sometimes other soldiers and the mission, in the things they can affect.... I believe that if you go back and look at the Creed of the Noncommissioned Officer it will lead you to success. -SMA Gene C. McKinney, in "Professionalism: Key to a Good Leader." *Korus*, Apr 1996, p. 14

SOPs (Standard Operating Procedures)

Think back to some of your old units that seemed to do things well. Every one of them had two basic things in common: a standard for everything they did, and a simple, easily followed procedure that got it completed. -SGM Phillip Di George, "Simplicity and Training." *Army Trainer*, Fall 1988, p. 31

To effectively serve the organization, [SOPs] must be dynamic tools that leaders continually review, revise, and- most important- use. They should not be cosmetic documents to be pulled out of filing cabinets each time the annual general inspection rolls around. In the dirty environment of war, where confusion and lack of leaders and command direction are often the norm,

Running the Army and Keeping on Track

knowledge of standardized operating procedures will often be the only constant to keep soldiers working in cohesive teams to accomplish their missions. -MSG John P. Fillop, "An Architecture for Effective Counseling." *Army Communicator*, Winter 1988, pp. 7-8

Good SOPs are a must! They answer most questions for you. -CSM Eddie Velez, "An NCO Prepares for NTC." *Army Trainer*, Spring 1989, p. 19

The three most important characteristics of a successful SOP are: (1) They must physically exist, not "being written." Any SOP is always better than no SOP. (2) Everyone in the unit must have it. (3) It must be usable. That is, small enough to fit in a pocket and preferably have some type of water-proofing. An SOP that fills a full-sized binder and falls apart in the rain is worthless. -SGMs Bobby Owens, Miles Pitman, Ben Moore, Arlie Nethken, and Bill Miller, "The Warrior Spirit." *NCO Journal*, Spring 1994, p. 9

A well-written SOP can assist when command and control is either difficult or lost completely. This helps to emphasize why all tank commanders need to have all the operational graphics posted on their maps. -1SG C. R. Johnson, "Make the BOS Work for You and Your Platoon." *NCO Journal*, Spring 1995, p. 7

Problems and Problem-solving

Problems come big, and problems come small. But solving them is the difference between success and failure. And that's what sergeants do; make a difference. -"Sergeants Make It Happen." *Field Artillery*, Aug 1989, p. 24

We've got a million problem finders. We need more problem solvers. I think that NCO schooling helps along those lines. -SSG Ben Johnson, in "The NCO Leadership Role." *Soldiers*, Jan 1991, p. 24

When the leader at the lowest level detects a problem that is not within his capability to solve, that problem should be passed up the chain until it reaches a level that has the guidance, resources, and capability to solve it.... NCOs are the key to keeping the chain of command functioning and credible. -SMA William A. Connelly, "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, pp. 7, 10

Knowing where to get...answers is just as important as having them. -MSG Douglas E. Freed, "Learning to Lead." *Army Trainer*, Fall 1987, p. 30

[Seek] the root of the complaint. -SGM Edgar R. Huff, *Roots of Two Black Marine Sergeants Major*, 1978, p. 90

Worrying doesn't solve anything, and actually makes things worse by taking your time and energy. The key is to only be *concerned*. -DACOWITS member (spouse of former NCO), in *Command, Leadership, and Effective Staff Support*, 1996, p. 105

Think- "Am I contributing to the solution or am I contributing to the problem?" -Michael L. Selves (former NCO), in *Command, Leadership, and Effective Staff Support*, 1996, p. 202

What does the reg say? -SFC Richard Collin, in order to make sure postal clerks of the 8th Postal Detachment were reading and checking the regulations before he would answer their questions, in *Command, Leadership, and Effective Staff Support*, 1996, p. 96

There will always be snafus. But good discipline under firm, decisive leadership can handle those, too. - *Handbook and Manual for the Noncommissioned Officer*, 1952, p. 16

If we look for excuses for failure, we will find them, but if we use that same mental energy to find solutions to our problems, then we will also find them. -SFC James S. Clauson, "News Call." *ARMY*, Sep 1980, p. 45

Decision-making

In making decisions, think "What is the right thing to do," and then figure out how to do it. -1SG Virginia Dame, in *A Treasury of NCO Quotations*, 1997, no page number

Make all decisions after a thorough and broad-based evaluation.... Evaluate which choice makes the best "long-range" sense. It's simple. If you were supervising two people painting a building and the ladder broke, would you instruct them to stand on each other's shoulders to finish the job? -MSG Douglas E. Freed, "Learning to Lead." *Army Trainer*, Fall 1987, p. 30

NCOs should actively participate in decision-making and the team concept by voicing their opinions. Who knows better what resources are needed to do the job than the individual who must do it? -CSM David P. Klehn, "Vantage Point." *Military Intelligence*, Jul-Sep 1989, p. 3

When you face a situation where the right ethical choice is unclear, consider all the forces and factors that relate to the situation and then select a course of action that best serves the ideals of the nation.... The key is not to act impulsively, but to use your NCO support channel and the tactical and technical knowledge you have gained to make sound decisions. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, pp. 17, 41

Running the Army and Keeping on Track

It is hard to go wrong in making decisions regarding soldiers if your focus is what is best for the health of the enlisted force. The “health of the enlisted force” means ensuring that soldiers are trained to standard and that their needs are taken care of. Sometimes people tend to separate mission accomplishment from taking care of soldiers. The focus needs to be that the two are inseparable. By focusing on both we *will* accomplish the mission. -CSM James R. Kumpost, in *Command, Leadership, and Effective Staff Support*, 1996, p. 121

An African proverb states: “If you don’t know who you are, anyone can name you. And, if anyone can name you, you’ll answer to anything.”... If you do not know who you are, how can you know your soldiers? If you do not know your soldiers- which includes your NCOs- how can you perform the mission properly? In my opinion, you cannot and you will not, or you will be unsuccessful because you will answer to what you think should be said or done and not to what is right.... Meeting the objective of placing positive leadership on our windshield and the zero defects mentality in our rearview mirror is easy to do if we look to the *NCO Creed*. -SMA Gene C. McKinney, “Meeting Leadership Challenges as a Team.” *Military Review*, Jan-Feb 1996, pp. 11, 10

Consider all your choices before you act. This applies to both day-to-day and career altering decisions. -CSM Sandra Matlock, in *Command, Leadership, and Effective Staff Support*, 1996, p. 114

The commander cannot make the best decisions unless he has the true picture. Soldiers *must* be absolutely honest. -CSM Steve Stoner, in *Command, Leadership, and Effective Staff Support*, 1996, p. 115

You can’t tiptoe wearing boots. -Maggie Stoner (CSM spouse), in *Command, Leadership, and Effective Staff Support*, 1996, p. 121

Follow-through and Attention to Detail

Your success as a...leader will depend largely on your ability to follow through. -*Handbook and Manual for the Noncommissioned Officer*, 1952, p. 21

We must mint what we mine. -MSG Forrest K. Kleinman, “By Jupiter! We’ll Do It!” *ARMY*, Dec 1958, p. 45

You have to see the big picture- the prime objective- but always remember that it is the nitty gritty that gets the mission accomplished. Attention to detail is crucial to any effective organization. As you go higher, this is a quality you will very much need- but you will also need to learn how to be discriminating in the details you can afford to involve yourself in.... Follow-through. No

matter what the level involved, issuing the order is only ten percent of the job. Ninety percent is following through; that is, being sure the order is understood and that proper actions are being taken. -1SG Larry Drape, address “The Do’s and Don’ts of Quality NCO Leadership.” 1990, p. 10

For example [in following-up], if the commander sends you a note to do something, after you have done it, write “done” with your initials and date, and return the note to the commander. This closes the loop. -SSG Lucia Freire, in *Command, Leadership, and Effective Staff Support*, 1996, p. 74

Basic attention to detail is critical in combat. It develops an inner discipline- one of the keys to success during Operation Just Cause. -CSM George D. Mock, in “NCOs Reflect on Inspections.” *Sergeants’ Business*, Jan-Feb 1990, p. 4

Every soldier has to understand there are certain tasks they must perform that may be boring or mundane but if it’s not done, then the whole system will break down. -CSM Esther J. Roberts, “Female CSM Has Human Answers.” *All Volunteer*, Feb 1981, p. 14

Attention...to details soon becomes a habit, which in turn is applied to more important matters. - *Noncommissioned Officers’ Manual*, 1909, p. 17

What you tell [an NCO] turns into action. -CSM Alexander Freitas, “The Cutting Edge.” *Army Trainer*, Winter 1985, p. 23

Tracking and following-up is key to making any program work. An example is the 704th MI Brigade’s method of tracking the sponsorship program. When the brigade was first notified of an incoming soldier, the S1 made a tentative assignment to a battalion, and sent a memo requiring the unit to assign a sponsor and send back to the Brigade the name of the sponsor and a *copy of the letter sent by the sponsor to the incoming soldier*. The suspenses were tracked using a logbook, and the letters were filed in the soldier’s folder. This system worked, and always brought good comments during inspections. -Ann Palmer, DAC (NCO/WO spouse), in *A Treasury of NCO Quotations*, 1997, no page number

The sergeant operates in an environment where the sparks fly. -*Army National Guard Noncommissioned Officer Handbook*, 1989, p. A-9

Improving the Army

Some of our new equipment is that much more advanced over what we used before. Most of us expect the Training and Doctrine Command (TRADOC)

Running the Army and Keeping on Track

schools or new equipment training teams to train new soldiers and their leaders in maintenance and the use of equipment- and they do, but this is an enormous mission and without the NCO corps' involvement, it will not be completed.... "Doers" are the true experts of the Army; if something does not work like the user manual claims it should, or if there is a better way to do it, then the NCO corps should change the book. We cannot be satisfied with just changing the way of doing something in our units, but must ensure that the idea is standardized throughout the Army.... Do you have a better way? Tell me about it. I am not too old to learn. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, pp. 29, 30

[In 1950, when Chief of Staff GEN J. Lawton Collins was considering stopping production of any more armored personnel carriers, GEN Bruce Clarke] asked the chief of staff to take a ride in a carrier before making his final decision. General Collins came to Fort Hood, Texas [and rode in] an armored carrier on a hot afternoon with a rifle squad...on a tactical exercise. As soon as the personnel carrier started rolling, the soldiers leaned back and went to sleep. The jolting chief of staff could not sleep and had no one to talk to- no one could have heard him anyway. Two hours later the carrier crunched to a halt and the chief of staff staggered out, followed by the squad leader. "Sergeant, doesn't the noise, dust, and vibration inside there bother you?" the chief asked him. Without hesitation the sergeant replied, "Not like walking, sir." The armored personnel carrier was saved. -Clarke of *St. Vith*, p. 181

You lose sight of reality if you do not include the basic worker in the testing, evaluation, and development phases. -MSG Beth Moore, in "Battle Lab NCOs." *NCO Journal*, Spring 1995, p. 12

As I travel around our Army, the one thing many NCOs and soldiers tell me is this: "When you talk with our leaders or commanders, ask them to listen to us. We know what we're doing. We have the experience and all we want to do is be part of the plan and then show them what we know. They won't be disappointed."... When we provide positive leadership, it allows for "active listening." And when we truly listen to our soldiers and NCOs, we find better ways to do things. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 11

NCOs and soldiers will be invaluable in enhancing the Army of the future. The opportunity for them is to test concepts, to buy things right off the shelf, to test them and to try to get them into the force quickly to improve our capabilities.... Feedback from the soldiers helped us truly evaluate a piece of equipment, get changes made

rapidly and get that into the system quickly.... The key for the noncommissioned officers will be to watch over their soldiers, allow them to use (new technologies) and really capture the feedback. -SMA Richard A. Kidd, in "Kidd's Post Ties Run Deep." *Fort Hood Sentinel*, 4 May 1995, p. A12

Combined arms integration does not take place only at the brigade or battalion level. It takes place at the company and platoon, and that is where the sergeants have to translate tactical doctrine into specific actions to be taken by the soldiers. NCOs knowing doctrine are the key to battlefield coordination.... Doctrine continues to evolve. It changes in response to the developing threat and technology, but it also changes as we develop experience with fielded systems and discover what we can and cannot do. NCOs are at the front edge of field experience, and they need to provide the information the system needs to keep current.... Another way NCOs contribute to modernization...is by taking an objective look at the systems and organizations we have and recommending improvements. Sergeants need to commit themselves to being "part of the solution" and recommending how we can better do the job. -GEN Carl E. Vuono, *Collected Works*, 1991, pp. 24-25

Change and Dealing with Change

Change is not necessarily improvement. Before you change anything, weigh the cost of time and effort against the value of advantages to be gained. Changes which do not clearly contribute to the welfare of your men or the unit's combat efficiency are merely idle exercise of authority. -SFC Forrest K. Kleinman, "Tips on Troop Leading." *ARMY*, Aug 1958, p. 43

Recommend changes to the system only after you have come to understand it. -SGM Dan Cragg, "To Noncoms on the Staff: Stay Loose; Keep in Shape." *ARMY*, Jan 1980, p. 50

One of the NCO's principal responsibilities is to recognize the oncoming changes and anticipate how to prepare for them. -CSM William J. H. Peters, "From the TRADOC CSM." *Army Trainer*, Spring 1985, p. 26

Change, by its very nature, is disruptive. The disbandment of intact teams, the creation of new teams, and all the associated changes in procedures and reporting relationships can cause units which once functioned smoothly to lose effectiveness. To offset this, stress the things that will stay the same. Reassure soldiers that while some things are changing, others are not. You must present a clear, time-phased plan so troops can see they will soon be through the transition and things will return to normal. Units where officers and NCOs welcome change and the opportunity it

Running the Army and Keeping on Track

brings will have the greatest success. -CSM Charles T. Tucker, "Adjusting to Change: The Leadership Challenge." *Engineer*, Spring 1986, p. 8

Every young soldier has heard the words, "Things are not what they used to be," from his seniors and from the older soldier and very often it is a good job they are not!
-RSM John Holbrook, in *On the Word of Command*, 1990, p. 154

Change is inevitable; those who approach change as a challenge rather than as an obstacle will be the ones who succeed. -SGM Thomas E. Stangel, "The Challenge of Change." *Army Communicator*, Summer 1994, p. 33

I've been in this Army in three wars. The Army has always been changing, and I've always changed with it. I'm still running the Army. -a 1SG, in *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*, 1994, p. 378

Dealing with Frustration

You must create a climate of understanding that allows soldiers to express their frustrations and apprehensions. This does not mean you should tolerate lack of discipline. But soldiers need opportunities to air their concerns. -CSM Charles T. Tucker, "Adjusting to Change: The Leadership Challenge." *Engineer*, Spring 1986, p. 8

Soldiers need outlets for their gripes, and if they can pick up a paper and see somebody griping for them they go back to work feeling better. -Bill Mauldin, *The Brass Ring*, 1971, p. 93

When we leaders get wrapped up in our work, or when tasks begin to pile high, we need to realize that SFCs, 1SGs, CSMs, LTs, or CPTs of the future are in our own organization. -CPT Donald H. Hutson and 1SG William H. Anderson, "The Role of Role Reversal." *Army Trainer*, Fall 1993, p. 47

Those were good days and we didn't have sense enough to know it. We bitched about everything. -SGT Henry Giles, WWII, *The G.I. Journal of Sergeant Giles*, p. 81

Constant griping is a form of morale sabotage. It weakens your authority and in time can rot away the discipline of your unit. -*The Noncom's Guide*, 1948, p. 18

Stress is based on your perception of a situation. For instance, have you ever stopped at a red light and gotten upset because you were running late? If your answer is yes, you are probably among the millions of Americans who let minor irritations stress them out. One way to prevent this is to understand that we make conscious

choices to get upset in these situations. Each of us is in control of our perceptions, and we can choose to respond positively or negatively to our environment. When something happens in our lives, we have a decision to make. We must ask, "How will I let this affect me?" Our choice is that we can either get upset at all of the red lights in the world, or we can accept them and make plans to compensate for them (like leaving a little earlier). As someone once said, life is only 10 percent of what happens and 90 percent of the way you respond to it... By practicing time management skills such as planning and prioritizing you can overcome the stress associated with having too much to do, and not enough time to do it in. -MSG Bruce W. Barnes, "Health and Stress Management." *Recruiter*, Nov 1995, pp. 12, 13

If you get one thing done a day, you're doing well. -Platoon Sergeant Edwin L. Lindquist, in *Command, Leadership, and Effective Staff Support*, 1996, p. 99

When you as a National Guardsman get frustrated, rub the figure of the Minuteman on the National Guard coin and remember that since December 13, 1636, the beginning of the American National Guard, others have felt the same. -CSM Larry Pence, National Guard CSM, in *A Treasury of NCO Quotations*, 1997, no page number

Good Admin Support

To get anything done you've got to have a good admin support structure in place. -Michelle A. Davis (NCO family member), in *Command, Leadership, and Effective Staff Support*, 1996, p. 73

The quickest way to change the attitudes of those *outside* the unit from negative to positive is to meet all those suspense dates from "higher." What followed, in every instance, was cooperation and assistance from "higher" in improving the unit. Because they got what they wanted, I got what I needed. -CSM John W. Gillis, "Additional Thoughts." *Armor*, Nov-Dec 1982, p. 7

Paperwork is only a means to an end. -*Handbook and Manual for the Noncommissioned Officer*, 1952, p. 19

If paper-work momentum is lost, unit efficiency will run a parallel downward track. -MSG Terry Dow, "The Battalion S1 Project: Mastering the Army Paperwork Load." *Army Trainer*, Winter 1988, p. 35

Few documents that originate at company level should have to be typewritten. Fill-in-the-blanks and handwritten reports should be used for the most part. -CSM William J. Cronin, "The First Sergeant." *Infantry*, Nov-Dec 1981, p. 41

Running the Army and Keeping on Track

Instead of tracking VC and NVA through the jungles of Vietnam, I was tracking paper through the jungles of bureaucracy.... I knew it was an important job and...I quickly learned how to shuffle that paper and make it come out the way I wanted. -MSG Roy Benavidez, *Medal of Honor*, 1995, pp. 99, 100

[Clerks] of Bandes ought to be men of sober and wise behaviour, perfect in accounts: for that hee is to take the names of every Souldiour, serving under his Captaines colours. He is to be carefull in keeping of his accounts, between his Captaine and the Souldiours, and to see that every Souldiour have his pay well and truely payd, and to provide them all thinges necessary, and especially in time of sicknes: the which will be a great credite, both to himselfe and his Captaine, and the onely way to winne the heartes of his Souldiers. -*Approved Order of Martiall Discipline*, 1591, p. 16

Good Personnel Support

The S1 is involved with so many areas that affect soldiers that there are always ways, if you just look, that you can make things better for the unit. -MSG Alma Pinckney, in *Command, Leadership, and Effective Staff Support*, 1996, p. 44

Our military establishment [must have] high pay...particularly for the noncommissioned officers who furnish morale and leadership of our straight combat units. -GA George C. Marshall, 1940, *Selected Speeches and Statements*, p. 65

If you want [noncommissioned officers] you must be willing to pay for them.... Let long deferred justice be done him. We do not ask it for the sake of the non-commissioned officer himself, although much might be said on that score. We ask it solely for the improvement of the service, for the benefit of the people of the United States, for whom the Army is maintained. -MAJ W. P. Evans, Ass't Adjutant General, "Pay of Non-Commissioned Officers." *Journal of the Military Service Institution of the United States*, Mar-Apr 1904, pp. 278, 279

Men like to know that their pay accounts and individual records are correct and that their allotments are going through on schedule. These matters are very personal to a man and affect his confidence in his unit. -DA Pam 350-12, *Guide for Squad Leaders*, 1967, p. 35

You can help your soldiers, the PAC, and Finance by being alert to the events that affect pay entitlements. Did the soldier get married or divorced, have a child, or move to a new off-post house? Did the soldier recently get a meal card or get permission from the commander

for separate rations? Chances are, if anyone in the NCO support channel or chain of command knows something like this happened, you do. You can fulfill your role as a leader simply by asking questions like, "Specialist Jones, have you taken your marriage license to PAC yet?" or "Private Smith, did your rent amount change when you moved?" Inquiries like these might make the difference between your soldier being paid on-time and the inevitable alternative: "Sergeant, I need to go to Finance this afternoon because my pay is all messed up." -SGM Richard L. Barnes, "\$\$ & Sense." *NCO Journal*, Winter 1996, p. 19

Never let the sun set on an unpaid man. -DA Pam 350-13, *Guide for Platoon Sergeants*, 1967, p. 4

The clerk must never forget he works for the man below as well as the one above. -MSG Gerald L. Crumley, "Treadmill to Frustration." *ARMY*, Apr 1961, p. 76

[NCOs] need to keep one copy of everything that has ever happened to them while in the service. If their file gets lost, they will have a backup copy. -SPC Ena Faulkner, in "Promotion Packets." *EurArmy*, Jan 1991, p. 29

As the date for going "wheels up" [for Desert Storm] quickly approached, it became obvious that numerous considerations in the personnel arena could not be left to chance, and if neglected, neither a high degree of training nor large amounts of high-tech weaponry could offset a lack of focus in the "people department"... As our soldiers began processing through the different stations [for deployment] many of them had neglected their personal affairs and were now hard-pressed to make quick decisions. A lot of time and energy was expended on completion of personal affairs and updating many of the things the soldiers' leaders should have been checking on a recurring basis: replacement of missing identification tags, update of shot records, "last-minute" dental work, and ordering of prescription lens inserts for protective masks. -MSG Gregory A. Drake, in *Personal Perspectives on the Gulf War*, 1993, pp. 19, 20

Good Logistical Support

Service troops in Infantry divisions are combat troops in the full sense of the word. -*What the Soldier Thinks: A Monthly Digest of War Department Studies on the Attitudes of American Troops*, WWII, Sep 1944, p. 12

Don't forget that the primary business of the Subsistence Department is to supply the troops- and remember that the Subsistence Department exists for the convenience of the troops and that the troops do not exist for the

Running the Army and Keeping on Track

convenience of the Subsistence Department. - *Noncommissioned Officers' Manual*, 1909, p. 137

[The Quartermaster Sergeant should] be courteous, obliging, and tactful with everybody- it will cost you nothing and will gain you the confidence, esteem, and goodwill of all with whom you come in contact.... Study all the time for methods to supply the troops with everything they require without any effort or thought on their part or without calling on them for assistance.... Our aim should be to grant every legitimate request for supplies, services, or materials made by officers and men of the Regiment. Don't haggle over technicalities or compliance with forms. Remember that the troops have to devote their time, thoughts, and energies to training for field service. If the officers and men of the line do all the legitimate work expected of them, they have not the time to inform themselves sufficiently in the multitude of details, forms, etc., to enable them to prepare correctly all the papers connected with the question of obtaining and accounting for supplies. Papers going to higher authority must comply with all requirements. But this is not necessary when they stop in the Supply Office. All that this office requires is to be told what is wanted. -*Noncommissioned Officers' Manual*, 1917, p. 141

The shop supply of any unit is one of the most important and critical elements of the direct support company's mission. The entire maintenance mission may hinge on how well the company's supply element performs its shop supply functions. -SFC Donald R. Wheeler, "Shop Supply Basics." *Army Logistician*, May-Jun 1982, p. 6

[NCOs in the Quartermaster Corps] must be competent and understand their job responsibilities. They must know how critical they are to the overall mission and accomplishments of the Army. They must demonstrate their competency and ability as total soldiers. We have to do that because so often we are the *only one* in an organization. If that *one* fails, we're left totally unsupported. -CSM Charles E. Webster, "Changes in the Quartermaster Corps." *Army Trainer*, Fall 1989, p. 52

Good Post Support

When the first sergeant has completed his schedule and taken care of all his responsibilities, he has usually put in a 13-hour day. This does not include his social obligations. Further, the first sergeant himself must realize that this schedule leaves him little time for his wife and children and that he must plan his time away from the job as carefully as he plans his time doing it....

The first sergeant [must] keep in touch with certain key people.... The key people include not only the ones in the company; it includes people and agencies all over

the post whose services are required, if the needs of the soldiers are to be properly met. The first sergeant must have the names and phone numbers of all of these people and agencies, and he should visit with them periodically. Some of these agencies are the Red Cross, the Education Center, the chaplain, Army Community Services, and the family housing office. -CSM William J. Cronin, "The First Sergeant." *Infantry*, Nov-Dec 1981, p. 41

Our medical system is one of the finest in the world. It's up to every NCO to support this system and make it work. If you don't know the sergeant major at your hospital or the NCOIC at your Troop Medical Clinic, call them, visit them. Talk to them, sergeant-to-sergeant, about your soldiers' medical care. Invite them to talk to your soldiers and their families about Army medical care. That's sergeant's business. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1986, p. 3

Dealing with and Reducing Bureaucracy

Don't develop any more programs. Look at the program barriers- hours, rules, paperwork, bureaucratic procedures- that get in an NCO's way toward helping his subordinates overcome problems. -MACOM CSM consensus, *NCOPD Study*, Vol 2, 1986, p. A-13

The young soldier down in the motor pool is adrift on a paper sea. Just telling him to "put in a 1049" is tantamount to saying "No!" He doesn't know where to begin. -SGM Robert B. Begg, "Sergeant Major." *ARMY*, Jan 1966, p. 39

Don't stop at the first "no." As a minimum you can begin by asking who can grant exceptions. -COL David Reaney (former NCO), in *Command, Leadership, and Effective Staff Support*, 1996, p. 11

[During Desert Shield and Desert Storm, LTG William Pagonis, the 22d SUPCOM CDR] relied heavily on trusted agents- soldiers whom he personally knew and in whom he had total confidence. He used his team as an extension of himself. Although they were not necessarily high-ranking- many were sergeants- each was skilled in a particular logistical function and was empowered to act alone in order to cut through red tape and fix a problem on the spot. -BG Robert H. Scales, *Certain Victory*, 1994, p. 61

[Methods SGM George E. Loikow, the Chief of Staff's admin assistant, uses to increase efficiency for the Chief of Staff: He places] action papers, pen set, appointment and memo pads in precisely the accustomed places so that not a second of General [Earle] Wheeler's time will be wasted by an unnecessary glance or move.... Atop

Running the Army and Keeping on Track

each staff study and document is a one page digest, giving the gist of the problem or subject involved and the action required.... Replies to routine personal correspondence are drafted by Sergeant Major Loikow and attached to letters before General Wheeler reads them- a time-saving procedure. -LTC Forrest K. Kleinman, "Sergeant Major at the Top." *ARMY*, Jan 1963, pp. 26, 27

Never underestimate the power of a single individual in a bureaucratic maze such as the United States Army. - GEN Maxwell Thurman, in USACGSC RB 22-2, *The Commander's "Link"*, 1983, p. 64

Citizens everywhere, and especially soldiers, should remember that entrenched bureaucracy, whatever the level, *can* be overcome.... You've got to stick to it, be polite but firm, and just not take no for an answer. - SMA William G. Bainbridge, *Top Sergeant*, 1995, pp. 191, 85

President Lincoln Cuts Through Red Tape (An Example of How Important It Is That the Staff Does Its Job, So That the Commander- or the Commander-in-Chief- Doesn't Have to Do the Staff's Job)

[During the Civil War, the Twenty-seventh Missouri Mounted Infantry Regiment had been fighting with the Union Army for five months, receiving only rations and clothing. After all efforts to correct the problem failed, LT Samuel Hall was sent to Washington, D.C. to try to straighten the matter out and get the unit on same footing as other regular volunteer units. After several more unsuccessful attempts to get through the bureaucracy, Mr. William Wilkerson said to him], "Write out the statement you have given me as briefly as possible without omitting the main points, come to me in the morning at eight o'clock and I will tell you what to do.... When you have completed your statement write an order just such as you want issued from the Secretary of War."

This statement seemed to open the way for something tangible at least. But for a green non-commissioned officer second lieutenant of an unofficial regiment to assume the role of Secretary of War was more gall than I thought myself capable of mastering. Before the war was over, however, I found that gall was another name for pluck and depending on emergencies. Despite all misgivings the writer promptly reported the next morning [with the statements. Mr. Wilkerson then took him to see Senator Wade, who took him to the White House.]

We soon entered the White House grounds through the great iron gates. It was my first visit to the White House. Little was to be seen but door-keepers and ushers, a throng of people coming and going, the waiting room assigned me already filled with visitors, at

least half a hundred, and what if I had to wait my turn! [But shortly his name was called, and Senator Wade introduced him to President Lincoln thus:]

"This is Lieutenant Hall from Missouri. I have known him from boyhood. He is here in the interest of his regiment. You can depend on his statement." "Come right in lieutenant; I am glad to see you," the hearty shake of his bony hand setting me quite at ease. But my! What a solemn face to say he was glad. The obsequies of his friend, Colonel Baker, and the recent massacre at Ball's Bluff were mapped all over his gnarled and saddened face. I could scarcely say with dry eyes: "Mr. President, I am ashamed to have to tax your time with matters others should have completed. But for the interest of nine hundred men and their families I would not intrude. These men are a fine body of brave and loyal Missourians and have proved themselves good soldiers, and here are my reasons for wanting a special order from the President or the Secretary of War." He took the paper, sat down at the Cabinet table facing me and read it carefully. Then the thought of the waiting crowd oppressed me and how cruel it was that the President's time was to be engrossed with business matters, easily to have been performed by any of Fremont's glittering staff. Finally selecting a card and poising his pen, he said, "You see, lieutenant, if I have not only to supervise quotas from states, army corps, divisions and even brigades, and then come down to an obscure regiment of which I can know nothing, the labor will crush me." In a voice broken with emotion I could only reply: "May God preserve you, Mr. President. Be assured that no motive but the good of the country and the urgent necessities of those concerned have compelled this interview." This is all he wrote: "See Lieutenant Hall and do justice to his regiment if possible. To the Secretary of War. A. Lincoln."...

With the magic card in my hand, every office door or wicket gate flew open at once, it was the "Open Sesame" of oriental renown. [But after the regiment's problem was corrected, LT Hall asked for transportation back to his regiment.] "I am afraid not," was the reply, "because you have no official status in the army."... This decision compelled another visit to the President.... Mr. Lincoln was alone, evidently disturbed from a sober, sorrowful reverie, for he looked up rather dazed and there seemed necessary a prompt explanation for the sudden intrusion; so saying, "Mr. President, I am Lieutenant Hall introduced to you this morning by Senator Wade. The order requested has been promptly granted and issued by the Secretary of War to muster and pay off the regiment and I have a copy here. All I came for has been secured. But General Meigs decides that I am not entitled to transportation to my regiment, because I have as yet no official status as a regular volunteer." "Well, really," said the President, "I do not see how I can help you unless I go down in my pocket and pay it myself." "That you shall not do, Mr.

Running the Army and Keeping on Track

President; but issue the order and I'll march," and continuing in a very much perturbed manner, I said, "From the beginning of this war nothing has been asked personally for myself and this journey is not prompted hoping for any personal favor, in fact, it would be despicable in me to ask one." I looked up and the President was writing. "There," he said, "hand that to General Meigs." It read: "General Meigs, can't you furnish Lieutenant Hall transportation to his regiment and charge it to the fund for the organization of the Army?"

Every word Lincolnesque, not you "will furnish," but "can't you furnish" transportation. Of course he could, and when I showed him the paper fifteen minutes later, General Meigs seemed to blush behind his ears. [Later a Major] in quite a petulant tone said, "Why didn't you avail of the interview with the President and request him to commission you and you'd have been all right?" "Because," [I replied], "I thought I could come to Washington without asking for an office, in fact, would be ashamed to avail of leave of absence and be the only officer in the regiment who could show a legal commission." Permit me to pause here and pay a deserved tribute to General Meigs, the great quartermaster general of the United States Army.... General Meigs was the soul of honor and his administration saved millions for the government. In this instance he was on the alert for lost dollars, while [the] President was on the alert for men, the very men he wanted from slaveholding states and "these were them." [When LT Hall returned to his regiment] the order from the Secretary of War was read to the regiment [and] infused new life among the men. -1LT Samuel K. Hall (former 1SG), "A Non-Commissioned Officer's Interview with President Lincoln." pp. 10-20

Using Time

The most precious asset we have in the U.S. Army is the soldier; the scarcest asset is time. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 24

If you make someone wait for you, the perception you create is that you don't value the other person's time. -CSM Joshua Perry, "Regimental Command Sergeant Major." *Military Police*, Jan 1989, p. 3

Be on time. A mere second means so much that men can't understand it.... Don't ever forget that time is very, very important. -94-year-old SGM William Harrington, in "From the Parade Grounds of the Past to the Center Stage of the Present." *ARMY*, Dec 1989, p. 43

In the Guard and Reserve, time is our most precious commodity. -SFC Toby K. Bogges, "Accept Changes; Adjust Training." *NCO Journal*, Fall 1993, p. 19

Plan actions so soldiers' time isn't wasted. When soldiers "hurry up and wait," they relax and become vulnerable to enemy attack. -SFC Lawrence Kordosky, "OREs Just Tools of the Trade." *NCO Journal*, Spring 1995, p. 17

[Juggling a schedule] is all about time management. You have to be careful that you're putting your time in the right areas. You learn the difference between quantity and quality. -Wilhemina McKinney (SMA spouse), in "Wilhemina McKinney Prepared for Leadership Job at the Top." *Cannoneer*, 9 Nov 1995, p. 3A

Too many meetings! Often key personnel such as section NCOICs and chiefs, 1SGs, and commanders attend several meetings throughout training periods. Since time is often wasted gathering and waiting on the attendees, consider combining meetings or running them back to back. For example, look at the list of attendees, and combine related meetings. Hold the training meeting jointly with the safety council meeting to integrate safety at the planning stages and ensure productive training.... It's also helpful to hold one meeting involving key personnel followed immediately by another they must attend. This should minimize the time necessary to drag them away from the middle of something they've begun during the day.... Follow an agenda and stick to it; organization and preparation are the keys to the success of this time-saving meeting plan. -MSG Lydia R. Mead, "Increasing Training Effectiveness in the Reserves." 1995, AUSA files, no page number

The most important thing officers and senior NCOs can give soldiers is their time. -CSM Steve Stoner, in *Command, Leadership, and Effective Staff Support*, 1996, p. 101

Take Time for Ten Things:

1. Take time for work- it is the price of success.
2. Take time to think- it is the source of power.
3. Take time to play- it is the secret of youth.
4. Take time to read- it is the foundation of knowledge.
5. Take time to worship- it is the highway of reverence and washes the dust of earth from our eyes.
6. Take time to help and enjoy friends- it is the source of happiness.
7. Take time to love- it is the one sacrament of life.
8. Take time to dream- it hitches the soul to the stars.
9. Take time to laugh- it is the laughing that helps with life's loads.
10. Take time to plan- it is the secret of being able to take time for the first nine things. -*Ultima Star Spangled Cookbook*, USASMA Class 41, 1993, p. 74

*

Qualities That Lead to Success

Attitude

Our future leaders (NCOs and Officers) must possess faith, determination, and a positive attitude. I believe a positive attitude will carry you farther than ability. -MSG Roy Benavidez, “My LT and Me’ Article Stirs Memories.” *NCO Journal*, Spring 1993, p. 21

The way I’ve approached every job I’ve ever had in the Army [is that] if it says “Army” on it, I know I’ll like it. -SSG Charlie Jett, in “If It Says Army on It, I Know I’ll Like It.” *Sergeants’ Business*, Mar-Apr 1989 p. 13

Enthusiasm, optimism, and geniality create a contagion that is sure to spread where ever you go and always make you welcome. -SGT Frederick Sigmund, “How to Be a Successful Recruiter.” *U.S. Army Recruiting News*, 31 Jul 1920, p. 6

If I came to [the 1SG] for a classic gripe-session, he turned it into an optimist’s planning meeting. -SGT Gary St. Lawrence, “Learning from NCOs.” *INSCOM*, Aug-Sep 1989, p. 5

You cannot wring your hands and roll up your sleeves at the same time. -GEN Frederick M. Franks, quoted by CSM Milton B. Hazzard, “From the Quartermaster Sergeant Major.” *Quartermaster NCO Update*, Winter/Spring 1993, p. ii

Your mind can convince you that you can’t do something when you really can. -SSG Samuel Harris, in “Climbing to the Summit.” *Soldiers*, Nov 1995, p. 16

There are too many good things in this life to ruin it by dwelling on the bad ones.... You can take a lot of punishment if you learn not to complain about the little stuff. -SMA William G. Bainbridge, *Top Sergeant*, 1995, pp. 95, 14

One concern I have is for the soldiers who operate our powerful information systems.... Once these systems are given to us, our mission is to make them work! Just emphasize what you can do, not how hard it is or what it cannot do. -CSM Randolph S. Hollingsworth, “CSM Forum.” *Military Intelligence*, Jan-Mar 1996, pp. 3, 4

We must see the good in everyone. We must see the good in our friends. We must see the good in our family. We must see the good in our leaders. We must not see through people, we must see people through. We must counsel them, coach them, and guide them. -SMA Gene C. McKinney, address, USASMA, 1996

We would be much better served if we could do a better job of accentuating the positive. Pat that young NCO on the back when he does it right. Better yet, have the guts to underwrite NCO mistakes and back up our junior NCOs. Finally, look for solutions and suggest them instead of problems to our commanders. -SMA William A. Connelly, “NCOs: It’s Time to Get Tough.” *ARMY*, Oct 1981, p. 30

Months go by and some of the basic privates have blossomed out with new stripes. In what ways did they stand out? The fact that they were promoted to positions of leadership and responsibility is, in the main, proof of the fact that they were considered to be superior soldiers. What, then, was the secret of their success? Some of their success was due, of course, to their superior mastery of the basic skills of the Infantryman. In addition, however, it is likely that their *morale attitudes* also contributed. This idea is borne out by a study among Infantry privates in two regiments of a division in the U.S. which reveals striking differences between the morale attitudes of privates who were destined to be promoted to line NCOs and those who were not. -in *What the Soldier Thinks: A Monthly Digest of War Department Studies on the Attitudes of American Troops*, WWII, Apr 1944, p. 12

Bearing

Successful NCOs must project the image of mental, physical, and spiritual wellness to soldiers, adversaries, and to the people of their country. -CSM Henry Bone, “Fit to Lead; Fit to Fight.” *NCO Journal*, Summer 1993, p. 3

The Army didn’t give you your stripes cheaply. Don’t cheapen them by acting like a child. -SSG John A. Sigmon, “Counseling.” *NCO Journal*, Fall 1992, p. 20

All Officers, and non-commission’d Officers must take pains to inspire the men with an ambition to appear always dressed in a graceful, and Soldier-like manner; for if a man takes no delight in his own person, he must consequently have more of the clown remaining in his composition, than of the Soldier. -*Regulations for the Prussian Infantry*, 1759, p. 420

The sergeant of the guard [in our French Foreign Legion unit] carefully inspected every body who wanted to go out, so that the Legion’s reputation for chic should not suffer. -Erwin Rosen, 19th century?, in *Rank and File*, p. 135

Our...soldiers should look as good as they are. -SMA Julius W. Gates, “From the Top.” *Army Trainer*, Fall 1989, p. 5

Qualities That Lead to Success

No Serjeants, Corporals, drummers, fifers, or private soldiers, are to appear in the barrack-yard, or street, without their hair being well platted and tucked under their hats; their shoes well blacked, stockings clean, black garters, black stocks, buckles bright, and cloaths in thorough repair. -*The Military Guide for Young Officers*, 1776, p. 234

We want a clean Camp, clean cloathes, well-dressed victuals. However deeply involved in rags our Army may be we still can do our best to appear decently attentive to our behaviour in these regards.... Sergeants and Corporals are to set example for the men. -GEN George Washington, 1778, *Ordeal at Valley Forge*, p. 226

Character

Character... is the most important quality you can find in any person, but especially in a soldier. It is the foundation that will get anybody through anything he may encounter. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, p. 7

We build character...in order for us to withstand the rigors of combat and resist the temptations to compromise our principles in peacetime. We must build character in peacetime because there is no time in war.... Noncommissioned officers must have the intestinal fortitude to carry out their duties and to do what is right for our soldiers and our Army. It takes guts for an NCO to use inherent authority and responsibility in training, maintaining, leading, and caring for soldiers. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, pp. 40, 41

Reputation is what people think you are; character is what you are- that is the staying power. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 28

When we speak of a soldier of character, we are speaking of an individual with a combination of traits that causes him to do what he knows is right- regardless of pressures. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 11

One does not develop character in the heat of battle or a moment of crisis. Character grows out of the steady application of moral values and ethical behavior in one's life.... A person's visible behavior is an indication of his character.... Professional beliefs, values, and ethics are the foundation of a leader's character. -*NCOPD Study*, Vol 1, 1986, pp. 59, 58

The NCO must have that resolution of character to translate the officer's guidance into action- a vital

ingredient in the mutual trust that binds the officer and NCO. -MG John A. Dubia and CSM James C. McKinney, "The Officer-NCO Team: The Touchstone of Army Leadership for the 21st Century." *Field Artillery*, Jun 1994, p. 2

The NCO must have...purity of character. -SGT Benjamin P. Shakman, in "*The NCO*" *In Their Own Words*, 1991, no page number

Compassion

[When the Army of Northern Virginia surrendered,] large numbers of the rebel soldiers came over to us. We were glad to see them. They had fought bravely, and were as glad as we that the war was over.... We received them kindly, and exchanged pocket knives and sundry trinkets, that each could have something to carry home as a reminiscence of the great event. -Theodore Gerrish, 20th Maine Volunteers, April 1865, Civil War, in *Rank and File*, p. 327

We're suckers for the kids, as usual. -SGT Henry Giles, WWII, *The G.I. Journal of Sergeant Giles*, p. 373

The flag of white appears. Soldiers fight with guts of steel but answer the white with the compassion they feel. -CSM Harold F. Shrewsbury, Desert Storm, "On to War." *Field Artillery*, Oct 1991, p. 35

Our sergeants [in Desert Storm translated our] vision into the tactics, techniques, and procedures that molded the youth of America into tough, disciplined soldiers who fought with ferocious resolve and yet could render humanitarian assistance with compassion. -GEN Carl E. Vuono, *Collected Works*, 1991, p. 381

Competence

As [a] leader, you must be a master of all you survey- professionally proficient to teach every aspect of your business. Teach it! That's the fundamental test. What you know well enough to teach, you *know*. If you don't have the training, set pride aside and get it. Ask questions and refer to the manual until you've got the skills down cold.... When that private says, "What do we do, Sergeant?" his life is riding on your answer. -CSM Matthew Lee, "Are You Ready for the First Battle?" *Engineer*, Summer 1986, p. 3

Professionally competent leaders inherently command respect for their authority and the sergeant must be unquestionably competent in order to carry out the mission correctly, accomplish each task, and care for assigned soldiers. -*Army National Guard Noncommissioned Officer Handbook*, 1989, p. A-10

Qualities That Lead to Success

The confidence your soldiers have in your tactical and technical proficiency will affect your ability to train and lead them. Your soldiers will know whether you are knowledgeable in a given area and will take pride in the fact that you have the experience or know-how to train and lead them. Your technical and tactical proficiency are, therefore, keys to their respect, trust, and confidence in you as a leader. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 23

Technical competence is more than being able to perform your tasks. It is the building block of confidence, respect, and trust your soldiers will have in you as a leader. -CSM W. E. Woodall, "Bridge the Gap." *Engineer*, Jul 1991, p. 3

If discipline is the foundation, then technical and tactical proficiency are the bricks with which you build.... Instead of a house or a skyscraper, NCOs build units. -CSM George D. Mock and SFC John K. D'Amato, "Building the Force: Skill, Will and Teamwork." *NCO Journal*, Summer 1991, pp. 19, 18

Confidence

Confidence and energy are the progressive traits of the non-commissioned officer who would be successful. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 101

Morale...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. -DA Pam 350-12, *Guide for Squad Leaders*, 1967, p. 37

To earn [soldiers'] confidence, you must have confidence in yourself. You must know that you can handle any problem your duties may present. This sense of inner security is strengthened by studying the manuals, by completing courses at unit and service schools, by reading military books and magazines, and, in general, by continuing efforts to improve your professional abilities. -*The New Noncom's Guide*, 1970, p. 11

Confidence gives your soldiers the deep seated belief the unit CAN and WILL accomplish the mission no matter how unfavorable the odds. This confidence will allow your unit to withstand adverse conditions. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 36

Courage

A hero is an individual who is faced with an undesirable situation and employs whatever means at his disposal to make the situation tenable or to nullify or negate it. -SGM John G. Stepanek, "As a Senior NCO Sees It." *Army Digest*, Aug 1967, p. 6

A lot of you out there may think courage and heroic acts are too much a matter of circumstance- and this is peacetime, or you sit at a desk, or you don't find heroes on ordinary work sites. The fact is, you do. The time for moral courage is always NOW. The time for physical courage could be a heartbeat away. Sometimes when we least expect the test, we get it. -CSM Matthew Lee, "Bridge the Gap." *Engineer*, No. 3, 1987, p. 3

The question is not to get killed bravely and to disappear; one must live and conquer. In order to preserve his life, the coward tries not to expose it; brave men reckon on their courage to defend it.... When there are no more officers or noncommissioned officers, there are always intrepid soldiers to stop those who are afraid and to say to them, "I shall kill the first one who falls back." -CPT Andre Laffargue, 153d Infantry (French), "Precepts and Duties of the Infantryman." *Infantry*, Nov-Dec 1916, pp. 255, 275

Professional courage...is the steel fiber that makes an NCO unafraid and willing to tell it like it is.... The concept of professional courage does not always mean being as tough as nails, either. It also suggests a willingness to listen to the soldiers' problems, to go to bat for them in a tough situation and it means knowing just how far they can go. It also means being willing to tell the boss when he is wrong. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 31

NCOs must have the courage to tell their officers when they are wrong, when something is not in the best interest of the unit and its soldiers.... It takes courage to tell someone they are not right, but that's NCO business. -CSM Harry E. Hicks, "Hicks Speaks on ADA Concerns, Strengths." *Air Defense Artillery*, Sep-Oct 1987, p. 32

You may need moral courage not only on the battlefield, but in peacetime garrison and field duty, as well. You may face pressures from superiors or subordinates to bend rules, look the other way, or ignore standards. "I don't care how you do it, just get it done," is an open invitation to bypass established procedures. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 42

Qualities That Lead to Success

Perhaps [moral courage] is the greater test. Courage comes easier on the battlefield, where it is often an unthinking reaction to the demands of a dangerous moment. But in almost every day of a leader's service there are times when he must display...moral courage. - *The Noncom's Guide*, 1954, p. 40

Moral courage, to me, is much more demanding than physical courage. -SMA Leon L. Van Autreve, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, pp. 10-11

Being the backbone of the Army means having the "backbone" to recognize that some things are "Officer Business," some things are "NCO Business," and some things [bending or breaking the rules] are "Nobody's Business." -MSG Jack D'Amato, "'Nobody's Business' Creates Ethical Dilemmas." *NCO Journal*, Winter 1995, p. 7

I don't believe there's any man who, in his heart of hearts, wouldn't rather be called brave than have any other virtue attributed to him. And this elemental, if you like, unreasoning, male attitude is a sound one, because courage is not merely a virtue; it is *the* virtue. Without it there *are* no other virtues. Faith, hope, charity, all the rest don't become virtues until it takes courage to exercise them. Courage isn't only the *basis* of all virtues; it's its *expression*. True, you may be bad *and* brave, but you can't be good *without* being brave.

Courage is a mental state- an affair of the spirit- and so gets its strength from spiritual and intellectual sources. The way in which these spiritual and intellectual elements are blended, I think, produces roughly two types of courage. The first, an emotional state which urges a man to risk injury or death- physical courage. The second, a more reasoning attitude which enables him coolly to stake career, happiness, his whole future, on his judgment of what he thinks either right or worth while- moral courage.

Now these two types of courage, physical and moral, are very distinct. I've known *many* men who have marked physical courage, but lacked moral courage. Some of them were in high places but they failed to be great *in themselves* because they lacked it. On the other hand I've seen men who undoubtedly possessed moral courage very cautious about taking physical risks. But I've never met a man with moral courage who wouldn't, when it was really necessary, face bodily danger. Moral courage is a higher and a rarer virtue than physical courage. To be really great, a man- or a nation- must possess both kinds of courage....

All men have some degree of physical courage- it's surprising how much. Courage is like having money in

the bank. We start with a certain capital of courage, some large, some small, and we proceed to draw on our balance, for don't forget, courage is an *expendable* quality. We can use it up. If there are heavy, and what is more serious, if there are continuous calls on our courage we begin to overdraw. If we go on overdrawing on our store of courage we go bankrupt- we break down.

You can see this overdraft mounting clearly in the men who endure the most prolonged strains of war, the submarine complement, the infantry platoon, the bomber crew. First there comes a growing impatience and irritability; then a hint of recklessness, a sort of "Oh to hell with it, chaps, we'll attack" spirit; next real foolhardiness, what the soldier calls "asking for it"; and last, sudden changes of mood from false hilarity to black moroseness. If before that stage is reached the man's commander has spotted what is happening and pulled him out for a rest, he'll recover and in a few months be back again as brave and as balanced as ever. The capital in his bank of courage will have built up and he can start spending again.

There are, of course, some people whose capital is so small that it is not worth while employing them in peace or war in any job requiring courage- they overdraw too quickly. With us these types are surprisingly few. Complete cowards are almost nonexistent. Another matter for astonishment is the large number of men and women in any group who will behave in emergency with extreme gallantry. Who they'll be you can't tell until they're tested....

Can courage be taught? I am sure in one sense physical courage can. What in effect you must do is train the man not to draw too heavily on his stock of courage. Teach him what to expect, not to be frightened by bogeys- by the unknown. If you send an untrained soldier on patrol in the jungle, every time a branch creaks, every time there's a rustle in the undergrowth, when an animal slinks across the track, when a bush moves in the wind, he'll draw heavily and unnecessarily on his stock of courage. And he'll come back a shaken man, with a report of no value. But if you train that man *beforehand*, let him live in the jungle, teach him its craft, *then* send him on patrol, he'll come back with his balance of courage unimpaired....

To teach *moral* courage is another matter- and it *has* to be taught because so few, if any, have it naturally. The young can learn it from their parents, in their homes, in school and university, from religion, from other early influences, but to inculcate it in a grownup who lacks it requires not so much teaching as some striking emotional experience- something that suddenly bursts upon him- something in the nature of a vision or insight. That happens rarely- and that's why you'll find that most men with moral courage learnt it by precept and example in their youth. -Field-Marshal Sir William Slim (former enlisted soldier), "What Is Courage?" *Infantry*, Aug 1947, pp. 23-24

Qualities That Lead to Success

Sometimes heroism is merely grim determination or even a matter of timing. -*The Story of the Noncommissioned Officer Corps*, 1989, p. 215

Don't be a sissy. -1SG Robert W. Burns (and former NCO in the British Army), in *Command, Leadership, and Effective Staff Support*, 1996, p. 186

Courtesy

Courtesy among military men is indispensable to discipline.... In the Army courtesy...helps to keep the great machine moving without friction. -*Manual for Noncommissioned Officers and Privates of Infantry of the Army of the United States*, 1917, pp. 11, 13

In military life...personal courtesies are even more necessary than on the outside. The members of a military organization must, of necessity, live very close to one another.... But in the Army...you cannot pick and choose your companions. You march, you drill, you eat, you sleep, you literally live beside your neighbor who is assigned to his place the same as you are assigned to yours. Under such circumstances it requires more than ordinary forbearance and common courtesy to make life worth living. -*The Old Sergeant's Conferences*, 1930, pp. 40-41

We act with courtesy toward our senior because we recognize his responsibility and authority. Toward a junior, we show equal courtesy, acknowledging the essential role he plays as a member of the military team. -*The Noncom's Guide*, 1948, p. 98

Dedication

To quote General Creighton W. Abrams, "There must be, within our army, a sense of purpose and a dedication to that purpose. There must be a willingness to march a little farther, to carry a heavier load, to step out into the dark and the unknown for the safety and well-being of others." I will take some liberties with that statement and close with this: "You must, as an NCO, have a sense of purpose and a dedication to that purpose. You must be willing to march a little farther, to carry a heavier load, to step out into the dark and the unknown for the safety and well-being of your soldiers, and for the country that you have sworn to defend." -CSM John W. Gillis, "NCO Leadership at the Company Level." *Armor*, Nov-Dec 1981, p. 9

"We are all born to be heroes..." The words belong to an American philosopher named William James. The attitude can belong to anyone who decides to own it. James also said, "We commonly lead lives inferior to ourselves." So which is it going to be for you- becoming

what you were born to be, or continuing to be less than you are?... You can *teach* yourself devotion to duty. You can *practice* dedication. It's in attention to the split seconds that we make a glory of life. -CSM Matthew Lee, "Bridge the Gap." *Engineer*, No. 3, 1987, p. 3

Two years after the close of [WWI, 1SG Fred A. Allen] suddenly found himself the holder of a document which proclaimed him a nobleman [a duke], which was bestowed upon him at the direction of Albert, King of the Belgians, for bravery in the front line trenches in France. [Now as] a member of the Belgian society, Sergeant Allen would be allotted a yearly allowance from that government were he residing in Europe, towards the upkeep of his rank. However, a true American, the veteran soldier prefers to be just "a top-kick in the good 'ole' United States Army..." -William F. Salathe, "A Noble Top Sergeant." *U.S. Army Recruiting News*, 1 Aug 1929, p. 6

Sergeant Christopher Reid...had been wounded in action...when fighting had erupted in Mogadishu. He told me his squad and members of his platoon had fought through three city blocks to reach a downed U.S. Army helicopter. The last thing he remembered was the heat of the helicopter burning and everything turning red. When he woke up, he was in a hospital, missing a leg and part of an arm. Chris told me his story in a strong, unwavering voice. He did not have to be there that cold, winter morning, but he wanted to be with his squad, with his friends, one more time. He then looked into my eyes and with great determination said, "You know, sir, knowing what I know now, I would do it again." -GEN Gordon R. Sullivan, *Hope Is Not a Method*, 1996, p. 61

More than any calling, soldiers do not live by bread alone. -Rudyard Kipling, address "National Bands." 1915, p. 3

The duties required [of the Sergeant Major] are more varied and exacting, the hours longer, and an all-day holiday, or even a free Sunday, is an unknown pleasure to him, unless he avails himself of a pass or furlough, which he very seldom does on account of the responsibility for the continued and proper performance of the work intrusted to him. -*Report of the Inspector-General*, 1893, p. 789

Without commitment, our freedom, our rights, and the peace we take for granted would cease to exist. -CSM Randolph S. Hollingsworth, "Vantage Point." *Military Intelligence*, Oct-Dec 1995, p. 3

It is all for the Union. -Elisha Rhodes (CPL, SGM, and COL), regarding hardships during the Civil War, *All for the Union*, p. 41

Qualities That Lead to Success

Dependability

A soldier always wants the best to be at his front, rear, right and left, trained to stay there regardless of what may happen. -SMA Glen E. Morrell, in *The Sergeants Major of the Army: On Leadership and the Profession of Arms*, 1996, p. 7

Every soldier's performance is important [and] in teams every soldier depends on every other soldier. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980, p. 5

Your men must feel that they can rely upon you in an emergency. -*The New Noncom's Guide*, 1970, p. 11

We will always plan, rehearse, and refine, but when push comes to shove, we will rely on our sergeants. -GEN Gordon R. Sullivan, "The Chief's View of NCO Leadership Challenges." *NCO Journal*, Winter 1994, p. 7

Determination

We were going to stand or die. That's all there was to it. This was not an order from HQ; it was the determined opinion of the men. -Albert M. Ettinger, WWI, *A Doughboy with the Fighting Sixty-Ninth*, p. 122

We have been so intent on death that we have forgotten life. And now suddenly life faces us. I swear to myself that I will measure up to it. I may be branded by war, but I will not be defeated by it. -Audie Murphy, *To Hell and Back*, 1949, p. 273

I again found myself in the midst of old chums, but what a difference! Poor half-starved miserable looking men, mere wrecks of humanity- but with that unconquerable look about them. -SGM Tim Gowing, Crimean War, in *On the Word of Command*, p. 35

If your task is hard, that of the enemy is not easier, perhaps even more difficult than yours. You only see your own difficulties and not those of the enemy, which certainly exist. Therefore, never despair, but always be bold and stubborn. -"Battle Maxims for the Russian Soldier." *Infantry*, Feb 1917, p. 469

One man leads by sheer strength of his determination which sweeps all obstacles before it. Another leads through thoughts and ideas which stir...minds.... Overcome the obstacles that fall across your pathway. -*The Old Sergeant's Conferences*, 1930, pp. 134-135, 130-131

One of the tests of your quality as a soldier is your ability to "take it," to carry on with your duties in spite of your personal griefs or joys. -Old Sarge, *How to Get Along in the Army*, 1942, p. 104

When you don't have quantity you make up for it with quality and staying power. -SMA William G. Bainbridge, "First, and Getting Firster." *ARMY*, Oct 1975, p. 24

[The soldier in basic training] needs to decide that he really wants to do it. It's about 85 percent mental. -Drill Sergeant Jim Barrett, in "A Day in the Life of a Drill Sergeant." *Soldiers*, Aug 1978, p. 10

The "three Ps"- prayer, patience, and perseverance- get you ahead and allow you to get through anything. -CSM Daisy C. Brown, in "Prayer, Patience, Perseverance." *ARMY*, Apr 1989, p. 41

Adversity brings the best out of most soldiers. -RSM Fred Grimshaw, in *On the Word of Command*, 1990, p. 67

There's nothing in the world that can take the place of persistence. Talent won't, genius won't, education won't. If you're persistent and determined to keep going, you'll get there.... You can never see the full development of yourself down the road. But there's a certain distance you *can* see. I believe if you go as far as you can see and then get there, you'll be able to see a little bit farther and so on. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, p. 14

Most of life's failures and consequent suffering is due to the fact that the force of will is neither developed nor trained by conscious intelligent effort.... It is commonly known that the secret of concentration is interest in the thing at hand. A man who fails in his mission and cannot see his fault will never improve, and since military discipline knocks men about with such ruthless jocularly one is made to see his faults, whether or no, and soon sees the foolishness of not being interested. Military training gives the student sufficient power of will to do the things that should be done, to become interested in the things he knows he should be interested in.... Military training causes the student to be patient. It endows him with determined persistence of purpose. It gives one a dynamic but abiding will which can always accomplish more than the static or explosive will. The person who has the true spirit of the soldier has got the grip of a bulldog. -SSG Ray H. Duncan, "The Value of Military Training." *U.S. Army Recruiting News*, 1 Mar 1925, pp. 4, 12

Qualities That Lead to Success

All of the tactical and technical proficiency in the world will do no good unless you have the will to use it. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 40

I...learned one thing in my various scraps in the Army: Fight hard and fast and don't let up. Then, even if you get beat, the guy won't bother you again. -Albert M. Ettinger, WWI, *A Doughboy with the Fighting Sixty-Ninth*, p. 181

The equipment and weaponry will continually change and improve, and the size of the military will expand as needed, decreasing during times of peace. But the unyielding will of the soldier and the dedication of professional military leaders will not change. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 66

Discipline

I was determined to keep my life focused and disciplined so that I could continue to serve my country and honor all those soldiers who had died that others might be free. -MSG Roy Benavidez, *Medal of Honor*, 1995, p. 170

People have said to me the Army's hard. Well, life is hard. They say it requires too much discipline. But everything requires discipline: Army, school, job, marriage. -SGM Richard Willis, in recruiting brochure "What's in It for You?", no date or page number

Discipline...gives you control over yourself under combat and hazardous conditions. -*The Noncom's Guide*, 1954, p. 62

As a recruit I took discipline as a nasty medicine; today it's the nectar of the Gods. -Jim, an old war-scarred veteran, in "Who Gets the Most Out of Life?" *U.S. Army Recruiting News*, 1 Nov 1923, p. 16

Be self-disciplined enough to be the "rock" all seek when the water begins to churn. -CSM Brent H. Cottrell, "Keeping the Troops Informed." AUSA files, no date or page number

It makes me sad when I reflect on an NCO who is optimistic, flourishing, and successful, and who goes down for the count over an instance of lacking self-discipline. Then there is always more the crushing realization that now, a whole family is in distress. Whatever self-indulgent pump you get from this loss of discipline, can't be worth the consequences. -SGM Joseph B. Quig, "Self-Discipline." *Recruiter*, May 1992, p. 13

The core of a soldier is moral discipline. It is intertwined with the discipline of physical and mental achievement. It motivates doing on your own what is right without prodding.... It is an inner critic that refuses to tolerate less than your best.... Total discipline overcomes adversity, and physical stamina draws on an inner strength that says "drive on." -SMA William G. Bainbridge, "First, and Getting First." *ARMY*, Oct 1975, p. 24

Military discipline is looked upon by many in the sense of punishment, which it is not.... We live our lives in an atmosphere of discipline.... Everything with which we come in contact stands ready to enforce upon us certain immutable laws and to administer disciplinary correction when we violate them. Let me illustrate. We handle fire. If we are careless it burns us- disciplinary correction. We misuse our stomach. It rebels and puts us to bed- disciplinary correction....

So-called *lenient discipline*, of which there is no such thing, is the soldier's worst enemy. It sacrifices the collective welfare to the seeming advantage of the individual. More often it is distinctly detrimental to the individual himself, since it generally discourages transgression by others from which he must suffer indirectly. Military discipline does not crush the individual in any sense of the word. On the contrary it develops a higher degree of intelligence, for until a soldier is disciplined, he does not possess the confidence in his fellow-men that enables him to yield to the common good, in order that he, himself, may be benefitted all the more.... Discipline...does away with scolding and nagging [and] makes for the happiness of the soldier, for it eliminates friction, duplication of effort, confusion, useless hardship, doubt, and uncertainty....

The disciplined man is more apt to take the proper action in an emergency than one who is not disciplined. Not because he is all wise, but because he has learned by experience that there are certain things which he should not do. Therefore his chances of doing the right thing have been increased many fold by his experience. If a man has formed certain correct habits he is apt to act under the impulse of those habits. -*The Old Sergeant's Conferences*, 1930, pp. 62-63, 147, 146, 67

Many soldiers join the Army looking for and expecting discipline: They want an environment where confidence is instilled through tough training, where good performance is acknowledged and rewarded, and where leaders establish and enforce standards. -CSM Richard N. Wilson, "Bridge the Gap." *Engineer*, Nov 1992, p. 57

I [expect] strict discipline and I want it: if an officer or noncommissioned officer were to be easy and soft with me I would distrust him, for the reason that my experience with that sort of men has been that they

Qualities That Lead to Success

always “duck” responsibility and try to throw the burden of any mistakes on the fellow under them or on somebody else. The sharp-spoken positive man has always been willing to take full responsibility for all his acts and orders even when he was wrong or had made a mistake. I know I can do better work under a strict and even a severe officer or non-commissioned officer than I could under an easy one. -a recruit, in “Talks by the ‘Old Man.’” *National Guard*, Apr 1915, p. 72

Doing What’s Right

We must...prove by our acts conclusively, that Right Has Might. -Harry S. Truman (former CPL and CPT), address, 1945, *Harry S. Truman: The Man from Missouri*, p. 6

It is everyday actions that are the bone and muscle of a healthy code of ethics. -MSG Frank J. Clifford, “How to Be a Noncom.” *Combat Forces Journal*, Dec 1954, p. 27

A code of ethics...cannot be developed overnight by edict or official pronouncement. It is developed by years of practice and performance of duty according to high ethical standards. It must be self-policing. Without such a code, a professional soldier or a group soon loses identity and effectiveness. -SMA Silas L. Copeland, “The NCO Must Grow with Army.” *ARMY*, Oct 1972, p. 24

Our soldiers are counting on us to do what is right. -SMA Julius W. Gates, “Sergeant to Sergeant.” *Sergeants’ Business*, Jan-Feb 1988, p. 4

CSM Don Stafford...taught me that you’ve got to do the tough thing, but do it in the least painful way and make sure everyone...understands it. -BG Jay M. Garner, in “Sarge.” *Air Defense Artillery*, Jul-Aug 1989, p. 15

Your goal should be the development of a shared ethical perspective so that your soldiers will act promptly, with the moral strength to do what is right... Regardless of the source of pressure to act unethically, you usually know in your heart the right thing to do. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 43

Serving with dedicated leaders who try to do what is right changes people for the better, and for their whole lives. Each of us can do that for those who serve with us. Everyone should experience how tremendous the Army can be. -CSM Sandra Matlock, in *Command, Leadership, and Effective Staff Support*, 1996, p. 197

Doing what’s right is practical, efficient, and effective because it saves time and trouble. I have seen this. -CSM David Spieles, in *A Treasury of NCO Quotations*, 1997, no page number

Flexibility

If you take the positive qualities of the soldier and develop them along the right lines [you will get] the flexibility and the cheerfulness which is so important in the soldier. -RSM J. C. Lord, *To Revel in God’s Sunshine*, 1981, p. 133

Flexibility is the ability to stay afloat in a sea of changes. -MSG Douglas E. Freed, “Learning to Lead.” *Army Trainer*, Fall 1987, p. 29

Heart

Heart is what makes the American soldier. -SFC Barbara J. Ray, “Letters to the Editor.” *NCO Journal*, Summer 1993, p. 21

I know the content of my heart. -MSG Roy Benavidez, *Medal of Honor*, 1995, p. 173

Honesty

You must show your men why they must be honest- why it makes good sense.... Here’s another way to look at it. Say you are falsely accused of something. But the Old Man knows you are honest. So you tell him you didn’t do it and that ends it. His time is saved for more profitable things, and you are spared the suspicion that always hangs over a man who is known to be even a little short of honest. -*Handbook and Manual for the Noncommissioned Officer*, 1952, pp. 14, 15

Among the things I’ve learned during my career is that you must be honest with everyone about everything. -SMA Glen E. Morrell, “Sergeant to Sergeant.” *Sergeants’ Business*, May-Jun 1987, p. 4

Be tough. Let your people know where they stand... Don’t give lip service, nor accept it. Check personally. Don’t make assumptions. Don’t tolerate incompetence and don’t alibi or procrastinate. Above all else, as a leader and as a human being, be honest in all that you do. -1SG Larry Drape, address “The Do’s and Don’ts of Quality NCO Leadership.” 1990, p. 11

You have to be honest or people won’t come back to you. -Michelle A. Davis (NCO family member), in *Command, Leadership, and Effective Staff Support*, 1996, p. 133

You can count on NCOs to tell it like it is. The reason for this is because there is little leeway for errors at the mission execution level- the level at which NCOs operate. Things are right or they are wrong. -C. I. Yamamoto, in *A Treasury of NCO Quotations*, 1997, no page number

Qualities That Lead to Success

Keep a sharp eye out for individuals who constantly court your favor. These are...deceitful characters. -*The Noncom's Guide*, 1948, p. 18

Nothing was worse than a thief, for he would rob us of our trust in each other.... All our tomorrows, if there were to be tomorrows, would depend upon our trust in each other. -SGM Lloyd Decker, WWII, "The Sergeant Catches the (Gold) Ring." *ARMY*, Jul 1978, p. 37

Once you get away with a lie it sometimes becomes necessary to tell more and more of them to cover up the initial one, until you create a tissue of lies that sooner or later will collapse. -*The NCO Guide*, 1982, p. 105

Cheating...is beneath the professional standards of all soldiers, regardless of rank. -SFC Charles R. Souza, "MILES Cheating: Key to Failure." *Army Trainer*, Summer 1985, p. 5

Over time [being unethical] comes out. -Drill Sergeant Harry T. Conn, in "On Leadership." *Soldiers*, Mar 1985, p. 28

For love and honour are the same, Or else so near alloy'd, That neither can exist alone, But flourish side by side. -verses from "The NEW RECRUIT," or the "GALLANT VOLUNTEER, a New Song," 1778, *Ordeal at Valley Forge*, p. 227

Every unethical act done by one of us diminishes all of us. -MSG Jack D'Amato, "'Nobody's Business' Creates Ethical Dilemmas." *NCO Journal*, Winter 1995, p. 7

Honor

Your word of honor...is the singular thing which you bring into this world. You are the only one who can give it, and you are the only one who can diminish its validity. To have someone value your word of honor with their trust is a supreme tribute. -1SG Larry L. Tolar, in "*The NCO*" *In Their Own Words*, 1991, no page number

Leaders have honor if they morally and courageously do their duty to the best of their ability. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 42

Your soldiers want you to be good at your job, but they also want you to be decent and honorable. -TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, p. 42

[When soldiers of the 4-32 Armor, 3AD began to take prisoners, the Iraqi soldiers] started yelling and screaming at my soldiers, "don't shoot us, don't shoot us," and one of my soldiers said, "hey, we're from America, we don't shoot our prisoners." That sort of

stuck with me. -1SG Dennis L. DeMasters, in TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps*, 1994, p. 26

Humor (See also Some Things Never Change)

Experience has shown us that a sense of humor can accomplish a lot more than one would think. -SFC Bruce Danielson, in "*The NCO*" *In Their Own Words*, 1991, no page number

If you make people laugh, you've created some happiness. -Bill Mauldin quoting his grandmother, *The Brass Ring*, 1971, p. 28

Without humor, war would drive any sane person out of his mind. -Bill Mauldin, in "Sgt. Bill Mauldin: 'The Enlisted Man's Cartoonist.'" *NCO Journal*, Winter 1992, p. 18

You have to have integrity in the Army, but you also need a sense of humor to deal with the problems involved with accomplishing the mission and taking care of soldiers. -1SG Stephen M. Bunting, in *Command, Leadership, and Effective Staff Support*, 1996, p. 162

I don't know but it's been said, The sergeant major buffs his head. -Jody call, "Hey, Baldy!" *Soldiers*, Jun 1988, p. 28

[During the Vietnam conflict, after Sergeant Roy Benavidez pulled a major's leg with tall tales about Indian beliefs, the major said to him] "Sergeant, we are fortunate to have you. You are an American Indian. I am aware of the formidable scouting abilities of your people. You will be a great help on point." -Roy P. Benavidez, *The Three Wars of Roy Benavidez*, 1986, pp. 34-35

[In 19th-century India, British soldiers would sometimes teach a parrot or a minah bird] the uncomplimentary nickname of his troop-sergeant-major, and, when it was proficient, hang its cage up in a commanding position, where to the delight of the men, but chagrin of the victim, it would give public utterance to the obnoxious designation. -Troop-Sergeant-Major E. Mole, in *Rank and File*, pp. 130-131

Frisbee had not very many faults. The only ones I can readily recall were swearing, gambling, lying, drinking, stealing, and speaking evil of the orderly [first] sergeant. -E. Benjamin Andrews, Civil War, in *Rank and File*, p. 128

[At Windsor Castle, Drummer Arthur Spratley is filling a bucket with laurel leaves for a ceremony] when he

Qualities That Lead to Success

finds a bearded, regal looking figure at his side. This regal figure is no less a person than HM King George V, who demands to know what the Drummer is doing. The Drummer explains the tradition and His Majesty enters into the spirit of things by saying that on this particular day he, personally, will choose the leaves. [The King is very meticulous in his selection of leaves, and upon Drummer Spratley's return to the Guardroom, the RSM said] "Drummer, where the...hell have you been! and where...did you get that bloody mangy looking lot of leaves from?" -LTC G. H. Ealden (former RSM), in *On the Word of Command*, 1990, p. 182

Ingenuity and Innovation

If you work hard at being imaginative and resourceful as well as tactful, it will pay dividends.... Search out the problems and do something personally about them. -ISG Larry Drape, address "The Do's and Don'ts of Quality NCO Leadership." 1990, pp. 9, 11

Officers and men must be encouraged to use imagination in their work, for it is imagination that holds interest. -MAJ B. G. Chynoweth, "The Enlisted Apprentice." *Infantry*, Nov 1921, p. 490

WARNING!! To utter, think, or practice any of the following within the hallowed walls of this Academy is tantamount to absolute disaster: "It can't be done because... We've never done it that way before; We tried it that way once before; We've always done it this way; That's not our (or my) responsibility." -sign posted just inside the entrance to the Sergeants Major Academy, "Ultimate for NCOs." *Soldiers*, Aug 1976, p. 22

Junior leaders, given a larger role in managing their soldiers' time, tap a gold mine of innovative and creative abilities in more efficiently accomplishing their missions. -CSM Atrail Cobb, "JRTC and Combat Success." *NCO Journal*, Summer 1991, p. 9

Since we execute policy and doctrine during exercises and combat operations, NCOs are the first to see whether the doctrine is sound. If the doctrine does not work- after honest effort- we are charged to suggest changes. -SFC Douglas C. Sleeth, "NCOs Need Encouragement to Write for Military Journal Publication." *ARMY*, Jul 1988, p. 14

NCOs could...display considerable ingenuity. Apparently peeved that in tugs of war occasionally staged between teams of horses and mules, the heavier horses usually won, a stable sergeant devised a scheme to insure a victory for the mules. Over several months he trained the mules to recognize that when he banged on a tin pan in the stables, their oats were ready. On the day

of the big contest, the sergeant maneuvered the animals so that when the mules began to pull, they would be headed toward their stables. When an accomplice in the stables began at the strategic time to bang on a pan, the struggle was over. Leaning into their collars, pulling in unison, the mules dragged the proud horses backward across the field. Only a soldier who was "horse-drawn" could know the full extent of the disgrace. -GEN William C. Westmoreland, *A Soldier Reports*, 1976, p. 16

The Navy officer informed me, "I can't reach their guys with this hardware, General. I need a plain old telephone." In this supersophisticated center we did not have a single ordinary line. A sergeant popped up and said, "I can get you one, sir." Go to it, I said, and he started tearing up the floor panels to run a line in. Our resourceful sergeant quickly produced a functioning commercial telephone. -GEN Colin L. Powell, *My American Journey*, 1995, pp. 442-443

A drum and its appurtenances may, in the hands of a clever fellow, answer many good purposes besides that of being beaten on. Should a flock of geese or ducks obstruct your line of march, two or three may be safely and secretly lodged in it; and the drum case will hold peas, beans, apples and potatoes, when the havresack is full. -Francis Grose, *Advice to the Officers of the British Army*, 1783, p. 120

Pose problems and assign creative projects to your men in addition to routine duties. Not only does this provide a constructive and satisfying outlet for their initiative, but the results can be beneficial to the unit- perhaps to the entire Army. In 1942 a committee of sergeants in Company D, 15th Infantry, brainstormed the method for dry-firing and sensing mortar burst at realistic ranges that was later adopted as standard for all IRTCs in the United States. -SFC Forrest K. Kleinman, "Tips on Troop Leading." *ARMY*, Aug 1958, p. 43

If there is a good idea that has found its way into our daily operation, there's a good chance it either began or was nurtured by a noncommissioned officer. -MG Paul E. Funk, "The NCO's Role Is Crucial in Setting the Army's Standards." *Armor*, Nov-Dec 1992, pp. 3-4

NCOs are in the best position to identify and implement...improvements at the soldier level. -SMA Richard A. Kidd, "From the SMA." *NCO Call*, Sep-Oct 1991, inside front cover

Fairness and Justice

In his relations with his men, a noncommissioned officer must try to be as just and impartial as his wisdom and experience will allow. Impartiality is a fine word, but it

Qualities That Lead to Success

is an even finer action.... Because of the physical fact that the noncom is intimately associated with his subordinates...it is not easy for him to maintain the fine line of deference necessary for effective control. Uppermost in his mind should be the proven principle that he should not be "one of the boys." He's not paid to be, he's not expected to be (especially by the boys), and it is entirely inappropriate that he be. He can only lose if he tries, the force of gravity being what it is. -MSG Frank J. Clifford, "How to Be a Noncom." *Combat Forces Journal*, Dec 1954, p. 27

All [victuals and ammunition] that shall be delivered by the Sargentor...to the Corporal, he shall with equalitie divide and distribute the same betwexte the Souldieres of his squadron, withoute any fraude or parcialitie, and procure that they acomodate them selves in all places with amitie like true companiones, and let him selfe in worde and deede be carefull and lovinge towards them, so shall he by the better reputed both by his Superiores and Inferiores. -*A Discourse of Military Discipline*, 1634, p. 12

The average private does not mind how strict you may be just so you are fair and impartial.... If there is any one thing that soldiers can not stand, it is *partiality*. -*Noncommissioned Officers' Manual*, 1909, pp. 12, 25

The confidence of the soldiers in the integrity of a non-commissioned officer can only be obtained by his being rigidly just and impartial to those under him, and by keeping his temper on all occasions, and discharging his duty without passion or feeling.... Non-commissioned officers have it in their power at times to favor certain soldiers, that is, to relieve them from the most disagreeable part of the duty before them, and give it to others. Such distinctions soon destroy their influence over men, and give rise to trouble and difficulty. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, pp. 101, 103-104

A troop sergeant-major occupies a position which enables him to exert, for good or for evil, great influence over his men. It is said that the non-commissioned officer is the backbone of the army, but it is equally true that he can do much harm unless he is strictly impartial and identifies himself with the interests of his men. -Field Marshal Sir William Robertson (former private and SGM), c. 1885, in *Rank and File*, p. 156

During the winter we had several company courts martial, three noncommissioned officers sitting in judgment, and the proceedings reviewed and acted upon by the first sergeant. Of course, the written proceedings were not very voluminous. The result was, no man was tried by general or garrison court martial; summary courts were unknown. Another result, some men were

doing extra guard and fatigue duty instead of loafing in the guard house and letting better men do their duty. When a man could not be managed without violence he went to the guard house, but much of the time "B" Troop was not represented there.

If punishment was not immediately meted out to an offender, his record was fairly kept and he was sure to be called on for the next fatigue party (details for fatigue to do some kind of dirty work), and during the whole winter scarcely a decently clean soldier was called upon- always the troublesome fellows got the job....

Of course, we did not always have peace and happiness, nor freedom from drunkenness, but we came nearer having *home rule- self-government-* government within the troop and by the members of it than any of the oldest members had before seen. -ISG Percival G. Lowe, *Five Years a Dragoon* [1849-1854], pp. 123, 124

Remove justice and what are kingdoms but gangs of criminals on a large scale? -St. Augustine, quoted by CSM Aaron N. Gibson, "From the Regimental Command Sergeant Major." *Army Chaplaincy*, Summer 1995, p. 2

Loyalty

If I could say just one thing to soldiers, it's "keep faith in the Army." -SMA Robert E. Hall, in "New SMA Stresses 'Keep Faith in Army.'" *Pentagram*, 17 Oct 1997, p. 2

You have a loyalty to your military superiors and a loyalty to the men under you. You work for them both. -*Handbook and Manual for the Noncommissioned Officer*, 1952, p. 5

Loyalty is one of the most desirable traits of a leader. But loyalty can be misdirected- and it often is. The result is a lessening of combat effectiveness because misdirected loyalty erodes the special trust that soldiers must have in the leaders who are responsible for their lives.... To determine whether or not we are guilty of misdirecting our loyalty, we should ask ourselves, "To whom are we being loyal?"... As a guideline [in being loyal to superiors] we might ask ourselves, "What information would I want and need to know if I were in charge?"...

Another way in which we sometimes misdirect our loyalty is by covering up and protecting others from their own ignorance, stupidity, inefficiency, or misconduct.... By covering up for our soldiers, though, we do them a grave injustice, and we compromise our own integrity, trust, confidence, and position....

The net gain for all of us [of true loyalty] will be an increase in combat effectiveness because the trust, respect, and confidence our subordinates have in us will increase and will last. To do less in our profession is

Qualities That Lead to Success

suicidal since our lives may well depend on how and where we direct our loyalty. -MSG Archer W. Miller, "Misdirected Loyalty." *Infantry*, Jul-Aug 1980, pp. 11, 12

Loyalty to the unit [includes the] obligation to save lives, be considerate of the well-being of one's subordinates and comrades, instill a sense of devotion and pride in [the] unit, and develop [the] cohesiveness and loyalty that mold individuals into effective fighting organizations. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, pp. 41-42

You must give [soldiers] reasons to have confidence and pride in themselves, in their leaders, and in their units. Only then will you have loyalty. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 60

Even though you perish, help your comrade. -"Battle Maxims for the Russian Soldier." *Infantry*, Feb 1917, p. 469

No matter how difficult times are...those of us who love the Army must stick with it. -CPT Charles Fry, quoted by SMA Richard A. Kidd, in "A Sergeant Equal to a General." *Red Star*, Jun 1993, no page number

Preparedness

The man who [is ready for an emergency] is the man who has prepared himself. He has studied beforehand the possible situation that might arise, he has made tentative plans covering such situations. When he is confronted by the emergency he is ready to meet it. -MAJ Christian Bach (former NCO), 1918, address "Leadership." in *Congressional Record Appendix*, Vol 88-Part 9, p. A2253

The better prepared you are, the better chance you have at being successful. -SMA Richard A. Kidd, in "Sgt. Maj. Kidd Visits Military Academy." *Shenandoah*, 11 Jan 1995, p. A 12

Forethought, a most valuable asset, is really an acquired trait. -*Noncommissioned Officers' Manual*, 1909, pp. 11-12

Think up problems and then solve them- imagine yourself in a certain situation and then work yourself out of it. -*Noncommissioned Officers' Manual*, 1917, p. 27

Never get so caught up in cutting wood that you forget to sharpen your axe. -1SG James J. Karolchyk, in "Leading by Example." *EurArmy*, Jan 1986, p. 26

Responsibility

It is said that "rank has its privileges." This is as it should be, particularly when we remember that one of the primary privileges of rank is to be entrusted with responsibility. -MSG Frank K. Nicolas "Noncommissioned Officer." *Infantry*, Jan 1958, p. 78

The king of Italy was remonstrated with for exposing himself to some danger. He replied, "It is my trade and I must do it." With everyone in high position, with everyone in command from the Corporal to the Major General or the Commander-in-Chief, there goes with the office and authority a responsibility and a requirement to sacrifice and expose oneself to danger and fatigue in order that the subordinates shall be enabled to do their work better or gain encouragement by the example. -"Talks by the 'Old Man.'" *National Guard*, Jul 1915, p. 129

Each step up the ladder of leadership brings you a larger share of pay, prestige, and privileges. These are earned rewards for your willingness to accept greater responsibilities. They are not outright gifts. You are expected to pay back every dollar...in work and conscientious concern for your men and your unit, in many jobs well done. -*The Noncom's Guide*, 1962, pp. 40-41

In the long run it's better to take the blame than to "pass the buck." -DA Pam 350-13, *Guide for Platoon Sergeants*, 1967, p. 10

We have only one overriding responsibility: To perform our duty to the best of our ability, and with the initiative and extra effort needed to achieve teamwork and mission accomplishment... If you are a commander, your command responsibility encompasses being held accountable for how well your unit detail, fire team, section, squad, platoon, etc., accomplished (or failed to accomplish) its organizational goals or missions. For example, the brigade commander and all the soldiers in an infantry battalion hold the Battalion Commander responsible and accountable for mission accomplishment. No one expects the Battalion Commander to act as a Tow Gunner- no matter how proficient he is. Because while he does so, who fights the battalion, makes future plans, and provides the resources and direction to the battle captains? If the Battalion Commander in this case did so, he is taking responsibility from one of his soldiers and not meeting his own.... Failure on the part of the company commander to hold the subordinate responsible shows that the company commander is shirking his/her responsibility to development subordinates. -FM 22-600-20, *The Duties, Responsibilities and Authority of NCO's*, 1977, pp. 27, 26

Qualities That Lead to Success

Personal responsibility...begins in the early days of training where the raw recruit and the young officer aspirant are taught to understand that the lives of fellow soldiers depend upon the full and complete discharge of assigned tasks, however small. It develops further as young NCOs face the challenge of being the one turned to by the squad when faced with an unfamiliar situation, faulty equipment, injustice or personal problems. -GEN Edward C. Meyer, "Professional Ethics Is Key to Well-Led, Trained Army." *ARMY*, Oct 1980, pp. 13-14

My country gave me some stripes and those stripes gave me the responsibility to lead. -SGT Rayson J. Billey (Bill Mauldin's "Willie"), in "Buck Sergeant Billey." *Soldiers*, Mar 1983, p. 26

Over the years we have seen many changes in our Army- vehicles, weapon systems, uniforms, and organizations- have all changed. However, one thing has not changed- the responsibility entrusted to U.S. Army noncommissioned officers to lead, train, take care of and serve as role models for our soldiers. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1989 p. 2

Whatever job you're assigned to and wherever you are in the world, think of the responsibilities you have. Think of that overall picture. -SSG Tejinder Soni, in "NCOs Speak for Themselves." *Field Artillery*, Aug 1989, p. 15

A duty is something you must do because of the position you hold. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 25

A duty is a legal or moral obligation. There are specified duties related to your job and position. These specified duties are found in ARs, general orders, ARTEP publications, UCMJ and MOS job descriptions. These items prescribe duties and standards. We also have directed duties. These directed duties are given orally or in writing by a superior. Then there are implied duties.... These implied duties are not written anywhere; implied duties may not even be related to your MOS. They depend on your own initiative. Implied duties are the duties that make all the wonderful things that we do as NCOs happen. These are the duties that make you proactive instead of reactive. These are the duties that prevent training accidents and save young soldiers' lives. -CSM Joshua Perry, "Regimental Command Sergeant Major." *Military Police*, Nov 1989, p. 3

The job has to be done, and somebody has to do it, and we happen to be the ones that were picked to do it, so we'll go on doing it the best we can. -SGT Alban J. Petchal, WWII, *Ernie's War*, p. 230

Selflessness

No matter how humble the positions we were destined to fill [after the Civil War], we were always to derive infinite satisfaction from the thought that in the hour of the country's peril we had not been found wanting, but had cheerfully rendered what little service we could, to defend its honor and preserve its life. -Theodore Gerrish, 20th Maine Volunteers, Civil War, in *Rank and File*, p. 412

By avoiding emphasis of your own importance and at the same time retaining your firmness and fidelity to duty you place yourself in the best possible attitude to assist those under you in carrying out your orders without humiliation to themselves. The American citizen soldier may be taught to obey and endure, they may be induced to charge into the cannon's mouth; but it is patriotism and duty which dominates them- no man can drive them save as they recognize in him the fellow servant and the minister of the authority to which they acknowledge their allegiance. -*Instructions for the Non-Commissioned Officer*, 1909, p. 5

Serving my country is the best thing I can do with my life. -1SG Isaac Guest, in "Portrait of a First Sergeant." *Soldiers*, Aug 1979, p. 34

As leaders of men, we who are noncommissioned officers hold a lofty position in our military society. But we are also servants. Thomas Jefferson once said, "When a man assumes a public trust...he should consider himself public property." We are public property, in the service of others. And, if we look about us we find that our commanders are also servants. So are our congressmen, our senators, our Supreme Court judges, and even our President. We are all servants of the American people- of our nation. We must never lose sight of this. It is important to an understanding of what we really are. -MSG Frank K. Nicolas, "Noncommissioned Officer." *Infantry*, Jan 1958, p. 78

There is no trade that can be made more repugnant than that of the soldier if he must comply with the demands of leaders who have not the interests of their subordinates at heart, and who are absorbed in their personal ambitions. -MAJ B. G. Chynoweth, "The Enlisted Apprentice." *Infantry*, Nov 1921, p. 490

Are you truly doing what's best for the nation, what's best for the Army, what's best for your unit, what's best for your soldiers and their families? Are you taking all of that into consideration, or are you looking at what makes you as an individual look the best? -SMA Richard A. Kidd, in "Lessons on Leadership." *Soldiers*, Feb 1995, p. 20

Qualities That Lead to Success

Sobriety

A Corporall...should be free from all Vices, especially the besotting Vice of drunkenness. -*Anima'dversions of Warre*, 1639, p. 195

Reckless drinking is neither manly, military, nor gentlemanly, and is always a drain on the purse and body. -*Noncommissioned Officers' Manual*, 1917, p. 27

There is no place in "our Army" for those who sexually harass or intimidate others, or whose use of alcohol or drugs degrades themselves and the soldiers around them. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 30

Swearing (Not Swearing)

The Sergeant Major [must not] suffer anie blasphemers, yea, if it were possible, not to have anie swearing by the name of God. -*The Theorike and Practike of Moderne Warres*, 1598, p. 111

The retort was a swift and brilliant sketch of Kim's pedigree for three generations. "Ah!" [replied Kim], "In my country we call that the beginning of love-talk." - Kim (son of Colour Sergeant Kimball O'Hara), in *Kim*, 1900, p. 56

Never swear, it's not fair. It only shows you are the one with ruffled hair- not him. -AcSM John Lord, in *On the Word of Command*, 1990, p. 100

Strength

The basic proposition of the worth and dignity of man is not a sentimental aspiration or a vain hope or a piece of rhetoric. It is the strongest, the most creative force now present in this world.... To meet the crisis which now hangs over the world, we need many different kinds of strength: military, economic, political, and moral. And of all these, I am convinced that moral strength is the most vital.... Our ultimate strength lies not alone in arms, but in the sense of moral values and moral truths that give meaning and vitality to the purposes of free people. -Harry S. Truman (former CPL and CPT), addresses 1945-1953, *Harry S. Truman: The Man from Missouri*, pp. 7, 27, 51

Once a person has undergone great trials and come through victorious, then throughout his life he draws strength from this victory. -Marshal of the Soviet Union Georgi Zhukov (former NCO), *Reminiscences and Reflections*, Vol 2, 1974, p. 474

One of the strengths of our great Army is the unique ability of our soldiers to rise to the occasion and get the job done, no matter what the adversities or the situation, during war and peace. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1989 p. 2

Thinking

You must...use your head for other purposes than a hat rack. -SGT Frederick Sigmund, "How to Be a Successful Recruiter." *U.S. Army Recruiting News*, 31 Jul 1920, p. 6

The dogmas of the quiet past, are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew, and act anew. We must disenthrall ourselves, and then we shall save our country. -Abraham Lincoln, "Message to Congress" 1 Dec 1862, quoted in *NCOPD Study*, Vol 1, 1986, p. 185

Good work requires much thought, and concentrated thinking is the secret of genius. -SSG Ray H. Duncan, "The Value of Military Training." *U.S. Army Recruiting News*, 1 Mar 1925, p. 12

Intelligence and education command respect. -SFC Stewart E. Werner, "20-Year Man or Professional NCO?" *Infantry*, Mar-Apr 1965, p. 5

Life is tough. It's tougher if you're stupid. -caption on photo of John Wayne as a Marine Corps sergeant

As a leader, make sure you take the time to gain insight...because it will help you grow, and more importantly, help your people grow. -1SG Larry Drape, address "The Do's and Don'ts of Quality NCO Leadership." 1990, p. 8

Reflecting back provides insight on what may lie ahead...and helps formulate a game plan. -CSM David W. Salter, "Regimental Command Sergeant Major." *Military Police*, Dec 1992, p. 3

Working Hard

A man's whole life depends on his attitude towards his job. The fellow who looks upon it as a bore and a nuisance is riding to a fall- and that right fast. If he says, "I am a cog in a wheel"- a cog he will be, and remain.... The fellow who comes into the Army and is prepared to do [the right things] and does do them, is the one who gets ahead. You can't keep him down.... If you would be successful in the profession of soldiering you must be ambitious- have an eagerness to achieve. You must gaze into the future and try to divine what it may have in store

Qualities That Lead to Success

for you. You must live your life today, doing the duty that falls to you, whatever it may be, to the best of your ability. You must be expectant of tomorrow, ever planning ahead, and preparing to meet your problems, so that no one of them may come upon you as a surprise. Aviate every now and then by building what we term "castles in the air." Such a change is mental rest and does you a lot of good. It adds power to you and lifts your thoughts....

To do only that which you are told to do gets you nowhere. Up to that point you are working for the other fellow. When you step out and do something extra, you're working for yourself.... "Put your work first." Do this and your work will put you first. All the great creators have found it so. You are no exception to the rule. It is the secret of advancement. It is the honest to God reason back of what some people call good luck- of which there is no such thing.... You get out of a thing just exactly what you put into it- no more, no less. Put your heart, and body and soul into your work and cash in on the results. -*The Old Sergeant's Conferences*, 1930, pp. 2, 6, 130, 7, 8

Put all you have into [your work] and it will become increasingly attractive and enjoyable. -Jo Merrick (WWI NCO spouse), letter 15 Jan 1978

Try doing your job today- every minute of that day- as if you were inside the skin of the most dedicated person you know. Do it again tomorrow, the next day, and the next- you could become [the] hero you were born to be. -CSM Matthew Lee, "Bridge the Gap." *Engineer*, No. 3, 1987, p. 3

It only costs a nickel more effort to make a first class product. Invest that nickel- you'll get a good return. - former NCO Robert L. Laychak (who served in the 2d Armored Division at the same time as Elvis Presley), in *Command, Leadership, and Effective Staff Support*, 1996, p. 46

Just because the sun sets, the job doesn't stop. -CSM Alton E. Crews, in "On Leadership." *Soldiers*, Mar 1985, p. 30

Any soldier, whatever his field, is happy as long as he's doing something constructive. If he's training and learning and getting that pat on the back when he earns it, he's happy. -CSM David P. Taylor, "Education: One Key to NCO Development." *Field Artillery*, Dec 1988, p. 40

The hours are long, but if you love a job the way I love mine, you don't even notice the hours go by. -Drill Sergeant David Blouin, in "Getting Back to the Basics." *Sergeants' Business*, Mar-Apr 1989 p. 6

You're not being paid by how hard you work, but by what you accomplish. -SMA William A. Connelly to MSG Dale Ward, in *The Sergeants Major of the Army: On Leadership and the Profession of Arms*, 1996, p. 33

The energy you exert in your job is transmitted to [soldiers], and that motivates them more than anything. -1SG Lloyd Smith, in "A Time to Become 'Accelerated.'" *ARMY*, Mar 1989, p. 48

Many [soldiers] are experiencing a store of reserve energy they never knew existed. -SSG Rhonda S. Denny, in "The NCO" *In Their Own Words*, 1991, no page number

In Conclusion: Values

Values

I...believe in...all the men who stood up against the enemy, taking their beatings without whimper and their triumphs without boasting. The men who went and would go again to hell and back to preserve what our country thinks right and decent. -Audie Murphy, *To Hell and Back*, 1949, p. 273

Values are ideas about the worth or importance of things, concepts, and people. They come from beliefs. They influence priorities.... Professional beliefs, values, and ethics are the foundation of a leader's character which enable him to withstand great pressures.... NCOs must discuss, emphasize, and teach professional beliefs, values, and ethics.... This occurs naturally as respected leaders demonstrate their beliefs and values; and teach, counsel, and provide good training.... The more you build these traits [courage, candor, competence, and commitment] in yourself and others, the more successful you will be. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, pp. 41, 11, 15

We serve our nation- our people- for the devotion, faith, and trust we place in our free, democratic system of government.... What is all this [emphasis placed on values and devotion to duty] about? It is all about surviving in this hectic, imperfect world; it is all about being free to live life to its fullest...and in that great intangible virtue possessed by all Americans- a commitment to service. It is about keeping our nation free. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, pp. 39, 40

Some of you may have heard me talk about my first platoon sergeant, SFC Putnam. He demonstrated his commitment to competence by teaching me, a new lieutenant, crew drills on the mortars and recoilless rifles that were the crew-served weapons in the platoon I'd just taken over. SFC Putnam also realized that the

Qualities That Lead to Success

soldiers needed to see- by my actions and his mentoring as an NCO- that we both valued competence. As a result, he made sure that he taught me those crew drills in a place where the soldiers would see their lieutenant working to master the skills of their trade. That NCO knew what was meant by *living* Army values, and I've never forgotten that lesson. -GEN John A. Wickham, "Values." *Soldiers*, Dec 1986, p. 2

Values...are the heart and soul of a great Army. -DA Pam 623-205, *The NCO Evaluation Reporting System "In Brief"*, 1988, p. 12

That uniform stood for something to me- and it still does, something pretty grand and fine. -SGT Henry Giles, WWII, *The G.I. Journal of Sergeant Giles*, p. 4

Values and Army Themes

The Army traveled a long road during the eight-plus years John O. Marsh, Jr...served as its top civilian leader. Many soldiers will remember how Marsh, aided by former President Ronald Reagan's push for a strong defense, oversaw the fielding of dozens of new, state-of-the-art weapons systems- the M-1 Abrams, the M2 Bradley Fighting Vehicle, and AH-64 Apache attack helicopter, the Multiple Launch Rocket System, and others. Military strategists will credit the Marsh record with the Army's continued transition to a lethal combination of heavy and light forces, including the activation of two new light infantry divisions. Aviation and Special Forces soldiers will remember that Marsh's leadership brought them separate branches. Army family members will look back on Marsh as the leader who changed them from "dependents" to *bona fide* members of the Army community. And, no one will forget the astonishing rise in soldier quality during the Marsh years. But Marsh will likely be remembered best by the Army's soldiers and civilians for his annual themes.

1981: Yorktown- Spirit of Victory: Marsh announced the first Army theme shortly after he was sworn into office in January 1981. An avid historian, Marsh sought to restore a perceived loss of pride and morale by calling attention to what he called the Army's "greatest victory"- the triumph of the Continental Army over the British at Yorktown.... "America needs to be reminded of that victory.... Those soldiers in the Continental Line redeemed the pledge in the last line of the Declaration of Independence which reads, 'And for the support of this Declaration, with a firm reliance on the Protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes, and our sacred Honor.' The time has come for America to make the same pledge they redeemed."

1982: Fitness: Marsh and then-Army Chief of Staff Gen. E. C. Meyer declared physical fitness 1982's Army theme. The two leaders affirmed their intentions in a joint statement presented during Congressional testimony. They said, "We have recently placed additional emphasis on the physical fitness of soldiers throughout the Total Army and throughout each individual's full term of service." The statement read: "As part of this effort, we will establish an Army Physical Fitness Center to develop state-of-the-art exercise programs and to train leaders in proper physical training techniques.

We will also establish a surgeon general task force to design and promote programs for health and better living, and we will provide meaningful incentives to encourage and sustain high standards of physical fitness and soldierly appearance.

Force readiness begins with the physical fitness of the individual soldiers and the noncommissioned officers and officers who lead them." From that pledge came the Army's fitness center...the Master Fitness Trainer course, and the Army's...program of controlling smoking, alcohol deglamorization, and nutrition awareness.

1983: Excellence: The year 1983 was dedicated to improving the quality of the Army... "It requires talent, motivation, and patriotism to 'be all you can be,'" [said LTG Maxwell Thurman]. Army initiatives continued the trend of improving soldier quality. At the same time, it swung into high gear an all-out effort to improve quality of life throughout the Army community. The next year's theme followed logically- "The Army Family."

1984: Families: "A healthy family environment is a force multiplier," said Gen. John A. Wickham Jr., the Army's Chief of Staff in 1984. "Soldiers can better face the uncertainties and dangers of service life when they know that their families' well-being is important to their leaders." The Army's leadership set into motion a campaign to show just how important those families are. The development of the Army Family Symposium program and the publication of the first Army Family Action Plan set the stage for an emphasis on the Army Family- soldiers, civilians, family members, and retirees- that has set new and lasting standards for Army life.

1985: Leadership: "Leadership" became the Army's theme for 1985, and with it came renewed emphasis on training and developing leaders at all levels, from squad leaders and first-line supervisors to commanding generals. Marsh and Wickham summed it up in their joint proclamation, issued Dec. 10, 1984, "No matter what the leader's rank, or organizational level, each leader has the same obligation. That obligation is to inspire and develop excellence in individuals and organizations, train members toward professional competency; instill members with a spirit to win; see to

Qualities That Lead to Success

their needs and well-being; and to set standards that will be emulated by those they lead.”

1986: *Values*: The next year’s theme, “Values,” continued to stress character. The importance of soldierly conduct and integrity received so much attention that a “Values” section was eventually incorporated into the Noncommissioned Officer Evaluation Report. NCOs are now rated on how well they uphold the standards Marsh and Wickham discussed in their “Values” proclamation: “The Army Ethic comprises four enduring values: loyalty to country and the Army; loyalty to the unit; personal responsibility; and selfless service. It is beneath these overarching values that our soldierly and ethical standards and qualities- commitment, competence, candor, courage, and integrity- are nurtured and given opportunity for growth. This has to happen in peacetime because in war there is no time.”

1987: *The Constitution*: With...the 200th anniversary of the signing of the Constitution, the Army paid tribute in 1987 to the living document which forms the basis of the American way of life....

1988: *Training*: [In 1988] the Army designated as its theme “Training,” and the organizational pace quickened.... Calling training “the cornerstone of readiness” and “our top priority,” [Chief of Staff GEN Carl] Vuono gave an old concept new life as an Army catch phrase- “technical and tactical proficiency.” Throughout the Army, vigorous training programs set about making the catch phrase a reality....

1989: *The NCO*: Our Army leadership has designated the Army theme for [1989] as the year of the noncommissioned officer. The purpose of the theme is to focus the total Army on the dedicated service- past, present, and future- of the noncommissioned officer. -SSG J. C. Matthews, “Army Themes: Providing Identity, Purpose.” *INSCOM*, Aug-Sep 1989, pp. 6-9 for themes 1982-1988; SMA Julius W. Gates, p. 14 for the 1989 theme

Values and Success

Success in the Army depends upon exploiting existing opportunities by hard work and application.... In the long run it may be said that the person who makes a success of the Army can be expected to make a success elsewhere. -MSG William J. Daly, “The Army as a Career.” *Army Information Digest*, Feb 1952, pp. 46, 45

Inner discipline- one of the keys to success. -CSM George D. Mock, in “NCOs Reflect on Inspections.” *Sergeants’ Business*, Jan-Feb 1990, p. 4

It is exciting to watch [young soldiers’] enthusiasm and eagerness. You have to love them when you see them excel, fail, and recover with an incredible effort to win. -CSM David P. Klehn, “Vantage Point.” *Military Intelligence*, Jan-Mar 1991, p. 3

Find success, copy it, and modify it to fit your needs. -CSM John P. O’Connor, in “Learning (Small Group Instruction) in an Academic Environment (BNCOC).” *Military Intelligence*, Apr-Jun 1993, p. 52

I only asked three things from the soldiers I served with- to be on time for work and give me your best shot and take pride in your work. In turn, I’ll take care of you and make it work; we both win for the unit. -Medal of Honor recipient SGM Kenneth E. Stumpf, in “NCOs Who Wear the Badge of Honor.” *NCO Journal*, Winter 1995, inside back cover

In the absence of any formal schooling...I watch a guy who’s been successful. -SMA Silas L. Copeland, in *The Sergeants Major of the Army*, 1995, p. 75

You need to act and look the way you *want* to be treated. To achieve the most success, act and look two grades higher than you are. -LTC Dean E. Mattson (former NCO), in *A Treasury of NCO Quotations*, 1997, no page number

Seize the initiative...create your own opportunities. -CSM Matthew Lee, “Are You Ready for the First Battle?” *Engineer*, Summer 1986, p. 3

What goes up must come down. What goes around, must *come* around. -SGM Hubert Black, in *Command, Leadership, and Effective Staff Support*, 1996, p. 109

The lucky fellow reaches out and grabs an opportunity, while others stand around and don’t know it’s there. -*The Old Sergeant’s Conferences*, 1930, p. 94

Success beats quitting any time...and in the long run, it’s easier. -SFC Patrick J. Coyle, “I Want Out.” *Army Trainer*, Fall 1989, pp. 6, 7

*

America and The Army

America

The liberties and heritage of the United States...are priceless. -*The Noncom's Guide*, 1957, p. 52

Soldiers are the guardians of freedom, liberty, and the sacred values and trust of the American people and our nation.... We all need to understand our heritage as soldiers in order that we may be better protectors of our nation's sacred trust.... An old Australian once told me, "For those who have fought for it, freedom has a taste the protected will never know."... Our Army is only as strong as we want to make it... Everyone in our nation must understand why young men and women serve in our armed forces and why they put up with the hardships of Army life and are willing to lay their lives on the line to protect the greatest nation ever created and known to mankind. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, pp. 39, 41, 42

Our nation is an example to all nations, and our freedom is its greatest testament.... The United States will remain the land of the free and the home of the brave because we have brave men and women who believe in our nation and know the importance of our Army. -CSM Randolph S. Hollingsworth, "Vantage Point." *Military Intelligence*, Oct-Dec 1995, p. 3

Loyalty to the ideals of the nation [means a] deep belief in serving and defending the ideals of freedom, justice, truth, and equality. -FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986, p. 41

Fighting for Freedom

The spirit of liberty, the freedom of the individual, and the personal dignity of man, are the strongest and toughest and most enduring forces in all the world. - Harry S. Truman (former CPL and CPT), address, 1945, *Harry S. Truman: The Man from Missouri*, p. 25

Today we...marched into Washington and were reviewed by the President. As we passed the White House I had my first view of Abraham Lincoln. He looks like a good honest man, and I trust that with God's help he can bring our country safely out of its peril. - CPL Elisha Rhodes, 1861, *All for the Union*, pp. 20-21

There are those in this country today who ask me and other veterans of World War Number One, "What did it get you?"... The thing they forget is that liberty and freedom and democracy are so very precious that you do not fight to win them once and stop.... Liberty and freedom and democracy are prizes awarded only to those peoples who fight to win them and then keep fighting eternally to hold them! -Alvin York, 1941, in *Sergeant York: An American Hero*, p. 109

Those of us who served in the military did so because a torch of freedom had been passed to us from those who had served before.... Imbedded deep within the soul of every free man or woman is the knowledge that every freedom we have was earned for us by our ancestors, who paid some price for that freedom. Each and every generation must relearn those lessons, and they are best learned by doing. The strength of every free nation depends on this transfer of knowledge. Only through the transfer of knowledge from generation to generation will free men survive. -MSG Roy Benavidez, *Medal of Honor*, 1995, pp. 171, 173

There are only two types of warriors in this world. Those that serve tyrants and those that serve free men. - Special Forces NCO and former French resistance fighter Stefan Mazak, in *Medal of Honor*, 1995, p. 111

I tell [students] to stay away from gangs. If you're going to gang up, gang up on education. If you want to fight, fight drugs. If you want to join a gang, join my gang, the United States Army Special Forces. Our motto is *De Oppresso Liber* ("To free from oppression"). -MSG Roy Benavidez, *Medal of Honor*, 1995, p. 172

My lads, you say you are going to fight for liberty; these are words in everybody's mouth, but few understand their real meaning. Liberty is not a power to do what we please, and have what we desire; this may be the liberty of a wolf or a beast of prey; but it is not the liberty of a man considered a member of society.

True liberty is the being governed by laws of our own making. But as it would be impossible to collect together all the individuals of a whole State in order to frame laws for the benefit of the whole, the only remedy for the inhabitants of every County to choose persons from amongst themselves, in whom they can confide; which persons so elected, shall make laws to bind the whole. And if, on trial, it appears that the wisdom or integrity of those elected few, or any of them, does not answer your expectations, you have an opportunity at the next annual election to turn them out, and put others in their room and more to your liking. This is true constitutional liberty, and this is the liberty for which you are now contending; and I tell you, my lads, when once you part with the foundation stone of happiness, you become slaves immediately, and all the effects of your industry and labour will be to aggrandise court officers and not for the advancement of yourselves or families. Learned men might tell you a great deal more on this subject, and give you more enlarged account of constitutional liberty; but be assured, so long as you have a sufficient check on your lawmakers, or rather, so long as you have the making of your own laws as a people, so long you are perfectly safe, and no longer.

America and The Army

Now the King of England has sent over fleets and armies to compel us to give up this invaluable privilege into his hands; but with the blessing of God, we will maintain it against him and all the world so long as we have a man left to fire a musket. You must know, that if once they can establish the right to make laws for us, without our consent, from that moment our lives, our property, all that is worth possessing in the world, will be entirely at their mercy. This country, thus attacked, determined to defend itself against the invader. Thirteen States united themselves for this purpose, each State delegated its powers to certain Gentlemen, who were to represent the whole Country, and conduct this grand struggle for liberty, just as your Assembly represents the several Counties of this State. Thus is the Continental Congress formed; and tho' the King in his speech, and the writers he employs, perpetually tell us that we are under a tyrannic government, that our leaders are arbitrary and will conduct us to ruin; yet, when we know that these Gentlemen are of our own appointment, and that we can remove them whenever we please, we are sure there is no danger; we have the staff in our hands, and have nothing to fear....

You are now on your way to the Camp [Valley Forge], when you arrive there you will see your countrymen, like the armies of Israel, covering the mountains; they have built themselves a city on the banks of the Schuylkill, and endure all the hardships of their homely situation with chearful patience; and what is it think you that blunts the keen edge of the northern winds, and makes content to smile on those frozen hills? I tell you it is the love of that liberty I have set before you, it is the consciousness of the justice of our cause. Men induced by such principles, laugh at danger, and surmount every difficulty. -a Continental Army sergeant, 1778, *Ordeal at Valley Forge*, pp. 143-145

When I served, women didn't have the right to vote. - Anne Pedersen Freeman, who served as a Yeoman in WWI, address at the ground-breaking ceremony for the Women in Military Service for America Memorial, 22 Jun 1995, *Register*, Fall 1995, p. 7

Soldiers have a very powerful tool called a "v-o-t-e." Make use of it. Make sure you register. Then make sure you use it very wisely. -SMA Gene C. McKinney, "Winds of Change." *Pentagram*, 13 Oct 1995, p. 3

The Army and The Nation

In any military action, this country must be united behind the act of war because the price to pay is the sacrifice of its most valuable possessions- its sons and daughters. -MSG Roy Benavidez, *Medal of Honor*, 1995, p. 170

The Army...mirrors the nation. -SGT Jack F. Holden, "The Role of the NCO in Our Changing Army." *Infantry*, Jul-Sep 1959, p. 62

Those people who want to cut the defense budget to the bone need to realize that when we get involved in conflict, the youth of America will pay for our short-sightedness. They're the ones who will have to hold the ground. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1987, p. 4

The American soldier...is unbeatable in war... We cannot give the American soldier too much credit... He deserves everything we can do for him and he deserves all the respect we can show him.... Whether or not a war is popular among the nation's people, and whether or not it is supported by the legislators, has no bearing on what the soldiers do and think. They perform their duties magnificently and bravely. They don't make the policies, and they don't declare war. *But they fight, they bleed, and they die.* And they do it unhesitatingly. They should be appreciated and recognized for it, without regard for the political aspects of the war. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, pp. 41, 65

It is very difficult for a nation to create an army when it has not already a body of officers and non-commissioned officers to serve as a nucleus, and a system of military organization. -Napoleon, *The Military Maxims of Napoleon*, 1827, p. 425

As a rule it is easy to find officers, but it is sometimes very hard to find noncommissioned officers. -Napoleon, 1809, *The Mind of Napoleon*, p. 218

Soldiers who wear NCO's chevrons on their sleeves represent a unique Army strength. -Secretary of the Army John O. Marsh, GEN Carl E. Vuono, and SMA Julius W. Gates, letter "The 1989 Army Theme: The NCO." *Sergeants' Business*, Mar-Apr 1989, inside front cover

The Noncommissioned Officer Corps is...the rock upon which our nation's security is built. They are the leaders, trainers, standard-bearers, and disciplinarians who have made the Army the cornerstone of our national military strategy.... The NCO corps makes a difference in peace and makes a difference in war, and when we send soldiers to battle it is the NCO corps that will make the difference with those soldiers, with our units, with our Army.... Leaders who can influence the course of battle- from squad level up- have been a traditional strength of our Army. -GEN Carl E. Vuono, *Collected Works*, 1991, pp. 187, 98, 110

America and The Army

When General [Creighton Abrams interviewed me for the job of SMA] he asked me what I would do to get our Army moving again if I were chief of staff. I told him the success of the Army is in direct proportion to the involvement of the Noncommissioned Officer Corps. - SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 7

The Mission of the Army

The Army is charged specifically to organize, train, and equip forces to conduct prompt and sustained combat operations on land. The Army's ability to do so gives the President additional options to execute the nation's foreign policy. Landpower can help avoid nuclear confrontation, respond to conflicts across the entire spectrum of violence, and deter conventional conflict by raising to an unacceptable level the risks to a potential enemy. -"NCO Professional Development: A Report to the NCO Corps." *Sergeants' Business*, Feb 1986, p. 14

The Army must be prepared to cope with a broad spectrum of threats to the nation's security. These threats range from terrorism and low intensity conflict to general war.... The nature of the threat today is changing and the Army's ability to respond worldwide takes on special significance. -*NCOPD Study*, Vol 1, 1986, pp. 23, 187

The NCO Corps is what makes our Army different. We are the envy of every other army because of our NCOs. Everyone wants to know our secret, but I tell them it's really no secret. Our success lies in our people. There are no shortcuts- you can't make an NCO overnight. You must first have quality NCOs who are motivated to get the job done. -GEN Dennis J. Reimer, "Our Soldiers Over There in Bosnia Are Doing Us Proud." *NCO Journal*, Summer 1996, p. 21

If you see troops on the ground you know America means business. -SGT Jordan, quoted by GEN Gordon R. Sullivan, *Collected Works*, 1996, p. 333

Readiness

We must be prepared to pay the price of peace, or assuredly we shall pay the price of war. -Harry S. Truman (former CPL and CPT), address to Congress 1948, *Harry S. Truman: The Man from Missouri*, p. 10

Disarmament would do it if everybody would disarm but everybody won't. I'm strong for preparedness. I think the better equipped we are along military lines the less chance we have of getting into a war with some other nation. -Alvin York, 1934, *Sergeant York: An American Hero*, pp. 100-101

The six challenges we faced to insure the readiness of the Army in the 1980s: train our soldiers to tough, measurable standards; standardize how we train; good plans; train smart and share the load; focus on what is important; train and coach subordinates. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 29

The noncommissioned officer corps is the key to the strength and readiness of the Army National Guard. - *Army National Guard Noncommissioned Officer Handbook*, 1989, p. 2

You can see [combat readiness] on the faces of the soldiers. -CSM Ron R. Semon and LTC Cole C. Kingseed, "Instilling Pride." *NCO Journal*, Winter 1993, p. 5

Readiness of the Army is an enlisted issue- not an officer issue, not an equipment issue. To have a trained and ready Army, you have to have the combat boots on the ground. And for that, NCO leadership is the key. - LTG Theodore G. Stroup, "The Drawdown Has Overall Benefitted the NCO Corps." *NCO Journal*, Summer 1996, p. 22

The Value of Army Life

There is no place on earth where a man gets fuller credit for every reasonable effort, or where exposure to danger is so liberally rewarded as among his comrades in the army. -1SG Percival G. Lowe, *Five Years a Dragoon* [1849-1854], p. 52

To have "been to the wars" is a life-long honor, increasing with advancing years. -*Customs of Service for Non-Commissioned Officers and Soldiers*, 1865, p. 256

There are just no words to describe the self-satisfied high you receive when you know that by getting a young man or woman to enlist you are really giving them an opportunity to succeed in life if they use the benefits the Army offers. -SFC Thomas J. Tiernan, "Recruiting Tomorrow's NCOs." *INSCOM*, Aug-Sep 1989, p. 76

Military training taught me responsibility, promptness and self-control, which I found useful in my long business career and as an employer. The out-of-door life for ten years fortified me in health, which has lasted to the present day and for which I am most grateful. I have much to be thankful for and little to regret. -SGT Augustus Meyers, *Ten Years in the Ranks U.S. Army* [1854-1866], p. 351

America and The Army

The sense of satisfaction experienced by the noncommissioned officer who appreciates the responsibility of his position, who does his duty faithfully and loyally, and who, as a result, knows and *feels* that he has the respect and admiration of his fellow-soldiers and the confidence and good-will of his officers- such a sense of satisfaction is something that riches can not buy and it means everything to the man of true soldierly instinct. -*Noncommissioned Officers' Manual*, 1917, pp. 17-18

The Army does just what the slogan says- it builds MEN...strengthening them or eliminating weak points they may have; laying a foundation by forming a character of honesty, truthfulness, and morality; rearing a structure of good, healthy, sound bone and sinew on the foundation; and putting on a roof containing a trained brain, trained to think, to reason logically, trained to judge men, to classify them, to make allowances for human frailties and to distinguish the frailties from pure devilment. Then it puts on the paint. The outside coat consists of poise and personality, the inside coat of self-confidence, discipline, and assertiveness. -a MSG, "The U.S. Army Builds Men." *U.S. Army Recruiting News*, 1 Jun 1925, p. 2

If they only taught one to shoot a gun I would say the Army is not worthwhile. But one is taught citizenship, discipline, the power of organization, personal hygiene, and many other useful trades in the Army and Navy which prepares one for useful citizenship in any community. -CPT Vance Marchbanks (former 1SG), in "1SG Vance Marchbanks: A Buffalo Soldier NCO." 1927, *NCO Journal*, Summer 1995, p. 19

Nobody in his right mind [wants to be at war], but remembering the freedom of service life, the strange sights and smells...the uncertainty of tomorrow, and the romance of distant lands and seas. They have their hazards, but once you've trodden the wild ways you never quite get them out of your system. -George MacDonald Fraser (former Lance-CPL), WWII, *Quartered Safe Out Here*, p. 171

A life worth living is the life worth while, and the Army offers such a life.... We want the man who loves to travel, who loves strange sights and strange countries, who wants to learn to take care of himself, who wants to fit himself to buck the world, no matter how hard the bucking is. [The Army offers] every opportunity for...every conceivable form of athletics, every conceivable form of entertainment, every conceivable opportunity for self-education, every opportunity to travel to see the world, to BE A MAN AMONG MEN. -MSG M. W. Fischer, "The Man the Army Wants." *U.S. Army Recruiting News*, 1 Feb 1925, p. 5

Just exactly what does one expect of a career? First, we all aspire to work at a job or profession that will give us a good livelihood, that will not fold up in midstream; in other words, *security*. But that is not enough- slaves have that much! In addition the work must be something that we can do well and enjoy doing, something in which we can take pride of accomplishment; in other words, *satisfaction*. For another thing, we do not want to stand still, we want to progress, to get ahead; in other words, *advancement*. Moreover, we like to be recognized and respected by our fellow citizens; we like to get honor and recognition now and then. Also some people like a dash of excitement to keep life from getting dull.... Nothing is more important than contentment in one's life work, no matter how secure the job and no matter how good the pay.... The Army offers a satisfying, full life, with incentive for advancement and training and all the other opportunities one expects of a career. -MSG William J. Daly, "The Army as a Career." *Army Information Digest*, Feb 1952, pp. 40-42

"Be all you can be!" is not just a recruiting slogan. It is also a message to the young people of America, and it tells them that the challenge is in the Army. -CSM John M. Stephens, "Can Armor Be All It Can Be?" *Armor*, Nov-Dec 1985, p. 7

I like soldiers, as a class in life, better than any other description of men. Their conversation is more pleasing to me; they have generally seen more than other men; they have less of vulgar prejudice about them. Amongst soldiers, less than amongst any other description of men, have I observed the vices of lying and hypocrisy. -William Cobbett, who enlisted in the British army in 1784, and rose from private to Member of Parliament, in *Rank and File*, pp. 410-411

Recruiting and Retention

Any canvasser that successfully sells the Army must himself believe in the Army. Then he can look the prospect in the eye and convince him that the service is an excellent place to go to learn a trade.... I always make it a point to look the prospect square in the eye when dealing with him, for I believe I can be more convincing when I have the full attention of the prospect.... Think Army, talk Army, boost and believe in the Army. -SGT John C. Cherry, "Secrets of Success." *U.S. Army Recruiting News*, 12 Feb 1921, p. 1

A recruiter who is filled with confidence radiates that fact. The prospect feels the attitude of the recruiter and is very responsive to it. -CPL Frank C. Martin, "Recruiters Are Salesmen for the Army." *U.S. Army Recruiting News*, 1 May 1923, p. 11

America and The Army

Recruiting...in the heart of the business section of the city produces excellent results. Every variety of applicant. Both foreign and native born is encountered here. The grey haired veteran of the Civil War enquires if we are taking any old codgers, while the slim, growing lad, who wishes to get away from the city life is also much in evidence. -SGT Edward C. Dayve, in "How Sergeant Dayve Gets 'Em!" *U.S. Army Recruiting News*, 1 Apr 1922, p. 2

We have found during our publicity activities that to depend on one method of advertising the Army is certain to prove of little value. New ideas must enter into the recruiting campaign to attract attention, and to get the Army actively before the public requires much work and forethought.... The more you get the army before the public the more enlistments and better results will you have.... A district that is not carrying on a live-wire publicity campaign is standing still. -SSG Joseph F. Maher, "Publicity Pointers for the Recruiters." *U.S. Army Recruiting News*, 15 Sep 1925, pp. 11, 15

When a young man walks along the street in mid-July mopping his perspiring brow and panting with the sultry heat, he is bound to be affected by seeing an Army A-board depicting Alaskan scenes, or soldiers disporting on the famous beach at Waikiki. By the same token, when the icicles are hanging from the wires and a chap is bent double bucking a storm of hail and sleet, his attention is just bound to be arrested by the sight of an Army poster showing Regulars playing baseball under the swaying palms of Panama or the Philippines. -CPT Vernon C. DeVotie, quoted by SGT Herbert E. Smith, "How Newark Produces Results." *U.S. Army Recruiting News*, 15 Jun 1928, p. 4

The art of being a [recruiting] station commander and a leader requires NCOManship. -MSG Gerald Williams, "NCOManship." *Recruiting & Career Counseling*, Jun 1975, p. 20

A stranger coming into a cheerful [recruiting] office is at once heartened. -1SG Lutz, in "How Newark Produces Results." *U.S. Army Recruiting News*, 15 Jun 1928, p. 4

The best recruiting tool we have is a reserve soldier who feels he or she is making a meaningful contribution; being trained well to do the job and who relates that satisfaction to friends at work and in the community. -SMA William A. Connelly, "The Soldier Remains Our Ultimate Weapon." *ARMY*, Oct 1979, p. 24

Have a conversation with the full-time recruiter who supports your unit and ask how you can play a part in your unit's recruiting program. -*Army National Guard Noncommissioned Officer Handbook*, 1989, p. C-22

The field recruiter...is the link in the chain that holds the entire United States Army and Army Reserve together. -CSM Ernest H. Hickle, "The Ultimate Weapon." *Recruiter*, Nov 1991, p. 21

Along with drill sergeants, recruiters are hand-picked. They're in the public eye, have to live by the highest standards. For the most part, they're working on their own. Recruiters must be upbeat so that young civilians can immediately see the pride that goes into being an NCO. -CSM Henry J. Goodwin, "TRADOC." *Army Trainer*, Fall 1989, p. 12

An investigation ordered by the adjutant-general's office May 31, 1906, disclosed the fact that the most efficacious method of advertising was the sight of the recruiting flag and station. -MAJ Wilmot E. Ellis, "What Is the Cause of the Recent Falling Off in the Enlisted Strength of the Army and Navy, and What Means Should Be Taken to Remedy It?" *Journal of the Military Service Institution*, Mar-Apr 1909, p. 179

[The recruiter in a new place] should visit all the newspapers, postoffice, city hall, court house, fire stations, and railroad stations, and leave one of his recruiting cards at each place. He should also call upon the Grand Army of the Republic, United Spanish War Veterans, American Legion, Veterans of Foreign Wars, National Guard, Organized Reserves, and R.O.T.C.... He will get the recruiting flag out as soon as possible. Until a flag pole is installed, raise the front window, throw the flag nearly all of the way out and let the window down on it. -1SG Wilmer Blackett, "The Operation of Recruiting Stations." *U.S. Army Recruiting News*, 1 Mar 1923, p. 11

Confidence and satisfaction developed through meaningful training will cause soldiers to reenlist. It will cause soldiers who return to hometown USA to become our most effective recruiters by using positive word-of-mouth influence. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 4

[NCOs] are the ones who make a difference in the retention of the young soldier because...the soldier looks to his sergeant for guidance, counseling, coaching, teaching, and just to lean on when things are not going so well. -GEN Carl E. Vuono, *Collected Works*, 1991, p. 48

I stayed in [the Army] because a number of great NCOs and officers really showed me what the Army is all about: the camaraderie, the cohesiveness, the duty, honor, and country. -SMA Richard A. Kidd, in "Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler." *Pentagram*, 10 Oct 1991, p. 3

America and The Army

Some Things Never Change

Brawling. Today a brawl developed between the various Pennsylvania Troops, German and Irish. The German Troops rigged up a grotesque Paddy, and displayed it in Camp. This caused the Irish to be indignant, but, ascribing it to New England Troops, proceeded to wreak their vengeance upon them. His Excellency [GEN Washington] quashed it and ordered a grog for all. -1778, *Ordeal at Valley Forge*, p. 186

Too Many Details. The troop wants the men to help out with the guard duty, to ease up on the stable and kitchen police, to fill out the fatigue details. The first sergeant wants Recruit JONES as troop clerk; the captain needs BROWN, who is a tinner, to make some things for the troop; the quartermaster would like ROBINSON as a carpenter; and the adjutant must have SOLOMON LEVI to learn the cornet in the band. -1LT Frederick S. Foltz, "The Training of the Recruit." *Journal of the U.S. Cavalry Association*, Mar 1895, p. 185

Food Fights. Orders are pasted together in convenient form and with the Articles of War are read at each meal by the noncommissioned officer in charge of quarters, or some one duly detailed, who obtains his meals before the troop eats. While orders are being read men are forbidden to engage in conversation except that necessary to obtain a supply of food. While of course this requirement is frequently violated, I presume some things are accomplished, viz: better deportment and the infrequent indulgence in boisterous or profane language, horse play, throwing articles of food, etc. -CPT William T. Littebrant, "The Squad System." *Journal of the U.S. Cavalry Association*, Oct 1904, p. 332

Gripping. It has always been a soldier's habit and privilege to grumble. I suppose there is as much grumbling to-day in the army as there was in former times. -SGT Augustus Meyers, *Ten Years in the Ranks U.S. Army [1854-1866]*, p. 352

The "Old" Army

We didn't expect up-to-date living quarters back in the [1880's], with recreation rooms and shower baths. If we wanted amusement, we went outside and wrestled or threw rocks at somebody's old campaign hat, or just played poker and told stories. As for heated barracks, soft beds, and a cafeteria style mess hall- there weren't any such things. We were glad enough to have adobe barracks to live in now and then during the coldest weather. Most of the time we lived out of doors and slept on the ground. When we were in barracks, we had iron bunks with wooden slats. We got an empty bed tick that we could fill with straw, when anybody could find any straw to fill one with. As for chow, it wasn't

anything like they have now. Then we lived on just Government straight and nothing else. It was beans, bacon, beef, and bread, and no trimmings whatever, every day and Sunday too. Night after night, I had bread and coffee for supper. -SGM Bertram Follinsby, in "Reilly's First Sergeant Still Carries On." *U.S. Army Recruiting News*, 15 Sep 1927, p. 4

I don't like the "new" Army. It's too slack. -77-year-old 1SG Henry Heinrichs, "Two Old Comrades Meet." *U.S. Army Recruiting News*, 15 Oct 1929, p. 9

Problem Days

As any first sergeant can tell you, some days you eat the bear and some days the bear eats you. And the bear's turn usually comes when you least expect it. [When 1SG Joe] Golden walked into his office that morning, the day's first message sent him running out of the office and up the stairs to the billets. When he returned, he was scowling and shaking his head. He announced to no one in particular and everyone in general the reason for his displeasure and the contents of the message that had sent him so hastily up the stairs. "I can't believe the brigade commander walked through the billets and no one paid any attention to him." As Golden sat down, he spotted another message on his desk. The staff duty officer had reported that one of Golden's soldiers had been goofing off on guard... -SGM Mike Mason, "Top Duty." *Soldiers*, Jul 1984, pp. 8, 9

It's eight o'clock and the sergeant major hasn't called, so I guess everything's going OK. -1SG Walter Cason, in "Top Duty." *Soldiers*, Jul 1984, p. 8

RHIP (Rank Has Its Privileges). I give thanks to Sarapis and good fortune that while the others are working hard all day cutting stones, I am now a *principalis* and stand around doing nothing. -Roman NCO Julius Apollinaris, letter home 107 AD, *The Roman Soldier*, p. 78 and *The Army of the Caesars*, p. 240

The Youth of Today

The Army of [the 1880s] was still predominated by the spirit of the veterans of the Civil War, and these stern old campaigners who had stormed the heights at Shiloh and faced the belching cannon at Gettysburg had a way of looking at the younger soldiers as impossible material. -"Reilly's First Sergeant Still Carries On." *U.S. Army Recruiting News*, 15 Sep 1927, p. 4

Modern perfection of rapid transit and communication, coupled with the present low ebb of the efficiency of parents has a dangerously demoralizing effect on the youth of the present age. -SSG Ray H. Duncan, "The Value of Military Training." *U.S. Army Recruiting News*, 1 Mar 1925, p. 4

America and The Army

Helping Soldiers. [After assisting 1SG Frank Copley in unauthorized actions to help a soldier, I asked the 1SG] if he wanted me to break any other regulations that evening. He said he could not think of anything at the moment, but he preferred to refer to the incident as bending regulations. I should not worry about going to Leavenworth, he said, because he had an old buddy who was provost sergeant at the disciplinary barracks there, and he would make sure I got a good cell. -COL John J. Betz, "1st Sgt. Frank Copley: A Brown Shoe Army NCO Remembered." *ARMY*, Nov 1989, p. 51

Soldiers and Officers. The men and officers...became engaged in a battle of wits.... Most officers were college graduates, some with advanced degrees, the products of the Command and General Staff College, even the National War College, the heirs of Washington, Grant, Lee, Pershing, Eisenhower, and Patton. Were we to be outmaneuvered by privates and corporals? Apparently yes.... Officers have been trying for hundreds of years to outsmart soldiers and have still not learned that it cannot be done. -GEN Colin L. Powell, *My American Journey*, 1995, pp. 215, 216

*

Conclusion: Making a Difference

All of us have the enormous gift of life...a gift that is very fragile.... All of us in the short period of time that we are in the world...have the chance to grab the ring of opportunity as it comes around on the carousel of life and make a difference. And when that ring comes your way, you need to grab it and make a difference. -GEN John A. Wickham, address to SGMs, *Collected Works*, 1987, p. 146

As I prepare to retire from active duty after nearly 36 years of service, I want to address the following thoughts- and my gratitude- to you, the noncommissioned officers of America's Army. Your dedicated professionalism has made America's Army the best in the world. During the past 4 years, I have traveled to over 40 countries and, no matter where I have been, what has most distinguished America's Army is the quality of our noncommissioned officers. Wherever I go, I am asked, "How can we develop an NCO Corps like yours?"... I am so very proud to have served with you. -GEN Gordon R. Sullivan, *Collected Works*, 1995, pp. 444-445

When you say someone's a sergeant, the whole world knows what you're talking about. A sergeant is tough. A sergeant is experienced. A sergeant doesn't have to play up to anybody. He isn't handicapped by wimpish personal ambition. -Michele McCormick, *Polishing Up the Brass*, 1988, p. 45

It is difficult to be a good noncommissioned officer. If it had been easy, they would have given it to the officer corps. -SMA William A. Connelly, in *The Sergeants Major of the Army: On Leadership and the Profession of Arms*, 1996, p. 21

There's no business like NCO business. -MSG Gary L. Veazey, article title, *Military Intelligence*, Jul-Sep 1989, p. 25

Our challenge today is to look forward, to write our own history. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 22

NCOs do not merely study history; we have an opportunity to make it. -SGT Margaret E. Lynch, "A Duty to Prepare." *NCO Journal*, Summer 1992, p. 3

You were part of history. -SMA Richard A. Kidd, in "Soldiers Get Insight from Army's Top NCO." *Castle*, 27 Jan 1994, p. 2

How can you know if you've made a difference? Sometimes- rarely- the results are instant. Usually it takes much longer. You may see the soldier again as a seasoned NCO, you may get a call or a letter or see a name in the *Army Times*. In most cases, you will never be sure how well you succeeded, but don't let that stop you. -CSM John D. Woodyard, "Are You a Whetstone?" *NCO Journal*, Summer 1993, p. 18

List of Sources

Books (Alphabetical by Title)

- Abraham Lincoln. Speeches and Writings 1859-1865.* NY: Library of America, 1989.
- Advice to the Officers of the British Army: With the Addition of Some Hints to the Drummer and Private Soldier.* Francis Grose. London: W. Richardson, 1783.
- All for the Union: The Civil War Diary and Letters of Elisha Hunt Rhodes.* Edited by Robert Hunt Rhodes. NY: Orion, 1991.
- Anima'dversions of Warre, or, a Militarie Magazine of the Truest Rules, and Ablest Instructions, for the Managing of Warre.* Robert Ward. London: John Dawson, 1639.
- An Anthology of Military Quotations.* Edited by Michael Dewar. London: Robert Hale, 1990.
- Approved Order of Martiall Discipline.* Giles Clayton. London: I. C. for Abraham Kitsonne, 1591.
- The Army of Frederick the Great.* Christopher Duffy. NY: Hippocrene, 1974.
- The Army of the Caesars.* Michael Grant. NY: Charles Scribner's Sons, 1974.
- Back Home.* Bill Mauldin. NY: William Sloane, 1947.
- The Brass Ring.* Bill Mauldin. NY: W. W. Norton, 1971.
- Brave Men.* Ernie Pyle. NY: Henry Holt, 1944.
- The British Soldier: A Social History from 1661 to the Present Day.* J. M. Bereton. London: Bodley Head, 1986.
- Certain Victory: The U.S. Army in the Gulf War.* BG Robert H. Scales. DC: Brassey's, 1994.
- Clarke of St. Vith: The Sergeants' General.* William Donohue Ellis and COL Thomas J. Cunningham, Cleveland: Dillon/Liederbach, 1974.
- Customs of Service for Noncommissioned Officers and Soldiers.* BG August V. Kautz. Philadelphia: J. B. Lippincott, 1865.
- A Dictionary of the Military Science.* E. S. N. Campbell. London: Baldwin and Cradock, 1830.
- A Discourse of Military Discipline, Devided into Three Boockes.* Captaine Gerat Barry. Bruxells: Widowe of Jhon Mommart, 1634.
- A Doughboy with the Fighting Sixty-Ninth: A Remembrance of World War I.* Albert M. Ettinger and A. Churchill Ettinger. Shippensburg, PA: White Mane, 1992.
- Ernie's War: The Best of Ernie Pyle's World War II Dispatches.* Edited by David Nichols. NY: Random House, 1986.
- Fit for Service: The Training of the British Army, 1715-1795.* J. A. Houlding. Oxford: Clarendon Press: 1981.
- Five Years a Dragoon [1849-1854] and Other Adventures on the Great Plains.* Percival G. Lowe. Kansas City: Franklin Hudson, 1906.
- From Here to Eternity.* James Jones. NY: Charles Scribner's Sons, 1951.
- The G.I. Journal of Sergeant Giles.* Compiled and edited by Janice Holt Giles. Boston: Houghton Mifflin, 1965.
- Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army.* Ernest F. Fisher. NY: Ballantine, 1994.
- Handbook and Manual for the Noncommissioned Officer.* DC: Combat Forces Press, 1952.
- Harry S. Truman: The Memorable Words of the Man from Missouri.* Compiled by Ted Sheldon. Kansas City: Hallmark, 1970.
- Hawaii.* James A. Michener. NY: Random House, 1959.
- Hints and Helps for National Guardsmen: A Hand-Book for the Militia.* COL William H. Roberts. NY: D. Van Nostrand, 1880.
- A History of the British Army.* Vol 1. The Hon. J. W. Fortescue. London: MacMillan, 1910.
- Hope Is Not a Method: What Business Leaders Can Learn from America's Army.* Gordon R. Sullivan and Michael V. Harper. NY: Random House, 1996.
- How to Get Along in the Army.* "Old Sarge." NY: D. Appleton-Century, 1942.
- Indian-Fighting Army.* Fairfax Downey. NY: Charles Scribner's Sons, 1943.
- Infantryman Pettit: The Civil War Letters of Corporal Frederick Pettit.* Edited by William Gilfillan Gavin. Shippensburg, PA: White Mane, 1990.
- Instructions for the Non-Commissioned Officer.* 1LT John W. Norwood. Columbus: Edward Miller, 1909.
- Kim.* Rudyard Kipling. NY: Doubleday, 1900.

The Making of Israel's Army. GEN Yigal Allon. NY: Universe, 1970.

Medal of Honor: A Vietnam Warrior's Story. MSG Roy Benavidez with John R. Craig. DC: Brassey's, 1995.

Military Essayes of the Ancient Grecian, Roman, and Modern Art of War. Written in the Years 1670 and 1671. Sir James Turner, Knight. London: Richard Chiswell, 1683.

The Military Garden...Instructions for All Young Souldiers. James Achesone. Edinburgh: John Wreittoun, 1629.

The Military Guide for Young Officers. Vol 1. Thomas Simes. London: J. Humphreys, R. Bell, and R. Aitken, 1776.

The Military Maxims of Napoleon. Napoleon, in *Roots of Strategy: The 5 Greatest Military Classics of All Time.* Harrisburg, PA: Stackpole, 1985.

The Mind of Napoleon: A Selection from His Written and Spoken Words Edited and Translated by J. Christopher Herold. NY: Columbia University Press, 1955.

Mrs. NCO. Mary Preston Gross with Joyce Johnson. Chuluota, FL: Beau Lac, 1969.

My American Journey. Colin L. Powell with Joseph E. Persico. NY: Random House, 1995.

The NCO Guide. Harrisburg, PA: Stackpole, 1982, 1989, 1992.

Noncommissioned Officers' Manual. CPT James A. Moss; revised by COL Jas. A. Moss. Based on the collated experiences of over 50 experienced noncommissioned officers of the Regular Army. Menasha, WI: George Banta, 1909, 1917.

The Noncom's Guide. Harrisburg, PA: Military Service [Stackpole], 1948, 1954, 1955, 1957, 1962, 1965, 1970 [*The New Noncom's Guide*].

The Officer's Guide. MG Russel B. Reynolds. Harrisburg, PA: Stackpole, 1970.

The Old Sergeant's Conferences. COL William H. Waldron. DC: *Infantry Journal*, 1930.

On the Word Of Command: A Pictorial History of the Regimental Sergeant Major. Richard Alford. Tunbridge Wells, Kent: Spellmount, 1990.

Ordeal at Valley Forge: A Day-by-Day Chronicle from December 17, 1777 to June 18, 1778. Compiled from the Sources. John Joseph Stoudt. Philadelphia: University of Pennsylvania Press, 1963.

A Path-Way to Military Practise. Barnabe Rich. London: John Charlewood, 1587.

Personal Perspectives on the Gulf War. Arlington, VA: AUSA Institute of Land Warfare, 1993.

A Perspective on Infantry. John A. English. NY: Praeger, 1981.

Polishing Up the Brass: Honest Observations on Modern Military Life. Michele McCormick. Harrisburg, PA: Stackpole, 1988.

Quartered Safe Out Here: A Recollection of the War in Burma. George MacDonald Fraser. London: HarperCollins, 1992.

Rank and File: The Common Soldier at Peace and War 1642-1914. Compiled by T. H. McGuffie. London: Hutchinson, 1964.
[Books quoted in *Rank and File* include the following:]

A Private's Reminiscences of the First Year of the War. E. Benjamin Andrews (Company C. Fourth Connecticut Infantry, subsequently the First Providence), Rhode Island, 1886.

The Progress of a Ploughboy to a Seat in Parliament. [William Cobbett] Edited by William Reitzell. Faber & Faber, London, 1933.

Army Life: A Private's Reminiscences of the Civil War. Reverend Theodore Gerrish, late a member of the 20th Maine Volunteers. Portland, Maine, 1882.

A Soldier of the Legion. An Englishman's Adventures under the French Flag in Algeria and Tonquin. George Manington. Edited by W. B. Slater and Arthur J. Sarl. London, 1907.

A King's Hussar: Being the Military Memoirs for Twenty-five Years of a Troop-Sergeant-Major of the 14th (King's) Hussars (E. Mole). Collected and condensed by Herbert Compton. London, 1893.

From Private to Field Marshall. Field Marshal Sir William Robertson, Bt. London, 1921.

In the Foreign Legion. Erwin Rosen. London, 1910.

Regulations for the Prussian Infantry. Translated from the German Original [1759]. NY: Greenwood Press, 1968.

Reminiscences and Reflections. Vol 2. Marshal of the Soviet Union G. Zhukov. Moscow: Progress, 1985.

The Roman Soldier. G. R. Watson. Ithaca, NY: Cornell University Press, 1969.

Roots of Two Black Marine Sergeants Major: Sergeants Major Edgar R. Huff and Gilbert H. "Hashmark" Johnson. LTC Jesse J. Johnson. Hampton, VA: Ebony, 1978.

Selected Speeches and Statements of General of the Army George C. Marshall, Chief of Staff, United States Army. Edited by MAJ H. A. DeWeerd. DC: *Infantry Journal*, 1945.

Sergeant York: An American Hero. David D. Lee. Lexington, KY: University Press of Kentucky, 1985.

The Sergeants Major of the Army: On Leadership and the Profession of Arms. Compiled by M. Merrick Yamamoto. Arlington, VA: AUSA Institute of Land Warfare, 1996.

(Shakespeare, William) *The Complete Works of William Shakespeare.* Edited by William Aldis Wright. NY: Garden City Books, 1936.

A Soldier Reports. GEN William C. Westmoreland. NY: Doubleday, 1976.

Soldier: The Memoirs of Matthew B. Ridgway. GEN Matthew B. Ridgway. NY: Harper & Brothers, 1956.

Ten Years in the Ranks U.S. Army. [1854-1866] Augustus Meyers. NY: Arno Press, 1979.

The Theorike and Practike of Moderne Warres. Robert Barrett. London: for William Ponsonby, 1598.

The Three Wars of Roy Benavidez. Roy P. Benavidez and Oscar Griffin. San Antonio: Corona, 1986.

To Hell and Back. Audie Murphy. Blue Ridge Summit, PA: Tab Books, 1988 [reprinted from 1949].

Top Sergeant: The Life and Times of Sergeant Major of the Army William G. Bainbridge. SMA (Ret.) William G. Bainbridge and Dan Cragg. NY: Ballantine, 1995.

To Revel in God's Sunshine: The Story of the Army Career of the Late Academy Sergeant Major J. C. Lord, MVO, MBE. Compiled by Richard Alford. Kendal, Cumbria: Westmorland Gazette, 1981.

A Treasury of NCO Quotations: Quotations By and About Noncommissioned Officers and the Noncommissioned Officer Corps. Compiled by M. Merrick Yamamoto. No publishing information.

Ultima Star Spangled Cookbook. Compiled by Carolyn Abing, Glenda Anderson, Paula Arista, Anne Conyers, Cindy Gainey, Barbara Harwood, Theresa Hofeditz, Debbie Noelk, Linda Peck, Anita Villasenor, Deborah Wamsley, Gabriele Weaver. US Army Sergeants Major Academy Class 41, 1993.

Up Front. Bill Mauldin. NY: World, 1945.

Wallensteins Lager. Friedrich Schiller [1800]. Stuttgart: Philipp Reclam, 1995.

Official Publications (Chronological Order)

Regulations for the Order and Discipline of the Troops of the United States, 1779 (MG Frederick von Steuben).

Report of the Secretary of War, in War Department, U. S. A. Annual Reports, 1889.

Report of the Inspector-General, in Annual Report of the Secretary of War, 1893.

Manual for Noncommissioned Officers and Privates of Infantry of the Army of the United States, 1917.

What the Soldier Thinks: A Monthly Digest of War Department Studies on the Attitudes of American Troops. [A series of monthly reports from 1943 to 1945], signed by GA George C. Marshall.

War Department Circular 70, *Noncommissioned Officers*, 1944.

TM 16-205, *The Chaplain*, 1944.

TGGS Special Text No. 1, *Leadership for the Company Officer*, 1949, Fort Riley, KS.

DA Pam 350-12, *Guide for Squad Leaders*, 1967.

DA Pam 350-13, *Guide for Platoon Sergeants*, 1967.

DA Pam 360-303, *The Challenge of Leadership*, 1969.

FM 22-600-20 (Advance Copy), *The Duties, Responsibilities and Authority of NCO's and the Interplay and Relationship with the Duties, Responsibilities and Authority of Officers: Doctrine and Methodology*, 1977, US Army Sergeants Major Academy.

FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980.

E. C. Meyer, General, United States Army Chief of Staff June 1979-June 1983.

USACGSC RB 22-2, *The Commander's "Link": A Helpful Reference to Meet the Challenge of Community Leadership*, 1983.

FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986.

Noncommissioned Officer Professional Development Study Final Report, Vols 1 and 2, 1986.

Collected Works of the Thirtieth Chief of Staff, United States Army: John A. Wickham, Jr., General, United States Army Chief of Staff June 1983-June 1987.

DA Pam 600-25, *US Army Noncommissioned Officer Professional Development Guide*, 1987.

DA Pam 623-205, *The Noncommissioned Officer Evaluation Reporting System "In Brief"*, 1988.

The Story of the Noncommissioned Officer Corps, 1989, edited by Arnold G. Fisch and Robert K. Wright, 1989, CMH.

Time-Honored Professionals: The NCO Corps Since 1775, 1989, Center of Military History.

NCO Lessons Learned, 1989, Center for Army Lessons Learned, Ft. Leavenworth, KS.

Army National Guard Noncommissioned Officer Handbook, 1989, foreword by CSM G. Steven Blackwood, Office of the Director, Army National Guard.

Sergeant Major of the Army George W. Dunaway: The Second Sergeant Major of the Army 1968-1970. CMH Interview, 1990.

TC 22-6, *The Army Noncommissioned Officer Guide*, 1990.

TC 12-16, *PAC Noncommissioned Officer's Guide*, 1991.

Collected Works of the Thirty-first Chief of Staff, United States Army: Carl E. Vuono, General, United States Army Chief of Staff June 1987-June 1991.

Buffalo Soldiers at Fort Leavenworth in the 1930s and Early 1940s, 1991, Interviews by MAJ George E. Knapp, Combat Studies Institute, CGSC.

"The NCO" *In Their Own Words*, 1991, FORSCOM.

TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps: JUST CAUSE: DESERT STORM*, 1994.

The Sergeants Major of the Army, 1995, by Mark F. Gillespie, Glen R. Hawkins, Michael B. Kelly, and Preston E. Pierce, CMH.

Gordon R. Sullivan: The Collected Works 1991-1995.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders, 1996, Information Management Support Center.

Periodicals (Alphabetical by Title)

"Accept Changes, Adjust Training." SFC Toby K. Bogges. *NCO Journal* (Fall 1993): 19.

"Additional Thoughts." CSM John W. Gillis. *Armor* (Nov-Dec 1982): 7.

"Adjusting to Change: The Leadership Challenge." CSM Charles T. Tucker. *Engineer* (Spring 1986): 8.

"An Architecture for Effective Counseling." MSG John P. Fillop. *Army Communicator* (Winter 1988): 6-11.

"Are You a Whetstone?" CSM John D. Woodyard. *NCO Journal* (Summer 1993): 18.

"Are You Ready for the First Battle?" CSM Matthew Lee. *Engineer* (Summer 1986): 3.

"The Army as a Career." MSG William J. Daly. *Army Information Digest* (Feb 1952): 40-46.

"The Army as an Institution." SMA Glen E. Morrell. *Sergeants' Business* (Mar-Apr 1987): 4.

"The Army's SMAs from the Beginning to the Present." Larry Arms and MSG Jaime Cavazos. *NCO Journal* (Summer 1994): 9-13.

"Army Themes: Providing Identity, Purpose." SSG J. C. Matthews. *INSCOM* (Aug-Sep 1989): 6-9.

"As a Senior NCO Sees It." SGM John G. Stepanek. *Army Digest* (Aug 1967): 5-6.

"As I See It." Interview with SMA Leon L. Van Autreve by MSG Nat Dell. *Soldiers* (Jul 1975): 6-9.

"As the SMA Sees It." SMA Glen E. Morrell. *Army Trainer* (Fall 1984): 21-24.

"Banquet Honors Outstanding Airmen of the Year." *Spacemaker* (16 Feb 1995): 10.

"The Battalion S1 Project: Mastering the Army Paperwork Load." MSG Terry Dow. *Army Trainer* (Winter 1988): 35.

"Battle Lab NCOs." SFC Donald L. Terry. *NCO Journal* (Spring 1995): 12-13.

"Battle Maxims for the Russian Soldier: Field Service Regulations." *Infantry* (Feb 1917): 469.

"Being a Soldier." SMA Richard A. Kidd. *Soldiers* (May 1994): inside back cover.

"Bridge the Gap." CSM Roy L. Burns. *Engineer* (Feb 1993): 45; (Apr 1993): 49.

"Bridge the Gap." CSM Matthew Lee. *Engineer* (No. 3, 1987): 3.

"Bridge the Gap." CSM Richard N. Wilson. *Engineer* (Apr 1992): 73; (Nov 1992): 57.

"Bridge the Gap." CSM W. E. Woodall. *Engineer* (Jul 1991): 3.

"Broadening the Picture Calls for Tuning Leadership Styles." Dennis Steele. *ARMY* (Dec 1989): 37-39.

"Buck Sergeant Billey." LTC Robert D. Williams. *Soldiers* (Mar 1983): 25-26.

"Building Teams That Work." SFC Douglas C. Sleeth. *NCO Journal* (Winter 1993): 6.

"Building the Force: 'Skill, Will and Teamwork.'" CSM George D. Mock and SFC John K. D'Amato. *NCO Journal* (Summer 1991): 18-19.

“Bullets Can Kill an NCO-ER.” *Recruiter* (Feb 1994): 7-8.

“By Jupiter, We’ll Do It!” MSG Forrest K. Kleinman. *ARMY* (Dec 1958): 44-45.

“Can Armor Be All It Can Be?” CSM John M. Stephens. *Armor* (Nov-Dec 1985): 7.

“Chain of Command: It Links Private to President.” SGM Bruce N. Bant. *Soldiers* (Oct 1979): 6-12.

“The Challenge of Change.” SGM Thomas E. Stangel. *Army Communicator* (Summer 1994): 33.

“Changes in the Quartermaster Corps.” Interview with CSM Charles E. Webster by SSG Joseph P. Satterthwaite. *Army Trainer* (Fall 1989): 49-52.

“The Chief’s View of NCO Leadership Challenges.” GEN Gordon R. Sullivan. *NCO Journal* (Winter 1994): 6-8.

“Climbing to the Summit.” Donna Miles. *Soldiers* (Nov 1985): 14-16.

“Counseling.” SSG John A. Sigmon. *NCO Journal* (Fall 1992): 20-21.

“Counseling Is Always Caring.” SFC Mark Bergman. *NCO Journal* (Fall 1994): 20.

“Command Sergeant Major: A New Breed of ‘Old’ Soldier.” MSG Matt Glasgow. *Soldiers* (Mar 1981): 28-31.

“Communicative Skills- A Must for NCOs.” SGM Jack L. Hooper. *NCO Call* (Nov-Dec 1990): 2-5.

“CSA Counts on NCOs to Keep the Spirit Alive.” GEN Dennis J. Reimer. *NCO Journal* (Spring 1996): 4-5.

“CSM Forum.” CSM Randolph Hollingsworth. *Military Intelligence* (Jan-Mar 1996): 3-4; (Apr-Jun 1996): 3-5.

“CSM Woodyard’s Counsel, Influence Touched Many Lives.” LTC Gary J. Motsek. *NCO Journal* (Winter 1994): 22.

“The Cutting Edge.” Interview with CSM Alexander Freitas and CSM Larry J. Hampton. *Army Trainer* (Winter 1985): 20-25.

“A Day in the Life of a Drill Sergeant.” SFC Matt Glasgow. *Soldiers* (Aug 1978): 6-12, 14.

“\$\$ & Sense: Squad Leaders and Platoon Sergeants Can Help Solve Pay Complaints.” SGM Richard L. Barnes. *NCO Journal* (Winter 1996): 18-19.

“The Drawdown Has Overall Benefitted the NCO Corps.” LTG Theodore G. Stroup. *NCO Journal* (Summer 1996): 22.

“Drill Sergeant.” SSG Paul D. Richard. *Army Digest* (Aug 1968): 21-23.

“A Duty to Prepare.” SGT Margaret E. Lynch. *NCO Journal* (Summer 1992): 3.

“Education: One Key to NCO Development.” Interview with CSM David P. Taylor. *Field Artillery* (Dec 1988): 39-41.

“Efficiency Reports I Have Known.” *Infantry* (Jun 1947): 76.

“The Enlisted Apprentice.” MAJ B. G. Chynoweth. *Infantry* (Nov 1921): 486-491.

“The Failure of Ex-Corporal Flump.” SFC E. Lafayette Deal. *ARMY* (Feb 1958): 40-41.

“Female CSM Has Human Answers.” *All Volunteer* (Feb 1981): 14.

“Fighting the System.” CSM John M. Stephens. *Armor* (Jan-Feb 1985): 7-8.

“First, and Getting First.” SMA William G. Bainbridge. *ARMY* (Oct 1975): 23-24.

“First Line Leader.” Gerri Taylor. *Soldiers* (Jun 1985): 28-31.

“The First Sergeant.” CSM William J. Cronin. *Infantry* (Nov-Dec 1981): 39-41.

“The First Sergeant.” *Sergeants’ Business* (Mar-Apr 1989): 16-17.

“1st Sgt. Frank Copley: A Brown Shoe Army NCO Remembered.” COL John J. Betz. *ARMY* (Nov 1989): 48-51.

“First Sergeant and Master Sergeant.” *INSCOM* (Aug-Sep 1989): 21.

“1SG Vance Marchbanks: A Buffalo Soldier NCO.” *NCO Journal* (Summer 1995): 19.

“Fit to Lead; Fit to Fight.” CSM Henry Bone. *NCO Journal* (Summer 1993): 3.

“For NCO’s: Leadership, Hard Work and TRAINING.” SMA William A. Connelly. *ARMY* (Oct 1980): 21-24.

“From the CSM.” CSM Robert H. Retter. *Military Intelligence* (Oct-Dec 1985): 3.

“From the Parade Grounds of the Past to the Center Stage of the Present.” *ARMY* (Dec 1989): 42-43.

“From the Quartermaster Sergeant Major.” CSM Milton B. Hazzard. *Quartermaster NCO Update* (Winter/Spring 1993): ii.

“From the Regimental Command Sergeant Major.” CSM Aaron N. Gibson. *Army Chaplaincy* (Summer 1995): 2.

“From the Regimental Sergeant Major.” CSM James W. Frye. *Military Police* (Fall 1983): 3; (Winter 1984): 3.

“From the SMA.” SMA Julius W. Gates. *NCO Call* (May-Jun 1990): inside front cover.

“From the SMA.” SMA Richard A. Kidd. *NCO Call* (Sep-Oct 1991): inside front cover.

“From the Top.” Interview with SMA Julius W. Gates. *Army Trainer* (Fall 1989): 2-5.

“From the TRADOC CSM.” Interview with CSM William J. H. Peters by SGM Larry L. Melton. *Army Trainer* (Spring 1985): 23-27.

“Futuristic Combat Gear Built Around the Soldier.” SGM Edgar Torres-Berrios. *NCO Journal* (Summer 1992): 16-17.

“Getting Back to the Basics.” SGT Paul Younghaus. *Sergeants’ Business* (Mar-Apr 1989): 4-6.

“Good NCOs Change, *Not* Good Leadership.” SGM Harold G. Hull. *NCO Journal* (Summer 1994): 23.

“Hard Work, Leadership Still Keys to Quality.” SMA Glen E. Morrell. *ARMY* (Oct 1984): 51-53.

“Health and Stress Management.” MSG Bruce W. Barnes. *Recruiter* (Nov 1995): 12-13.

“Here’s Why, Sergeant Bowles.” LTG W. L. Weible. *Combat Forces Journal* (Nov 1954): inside front cover.

“Hey, Baldy!” Donna Miles. *Soldiers* (Jun 1988): 28.

“Hicks Speaks on ADA Concerns, Strengths.” Interview with CSM Harry E. Hicks. *Air Defense Artillery* (Sep-Oct 1987): 30-32.

“How Do You Set Their Souls on Fire?” MSG John McLennon. *NCO Journal* (Fall 1991): 12-13.

“How NCOs Support Military Justice.” SGM Carlo Roquemore. *Sergeants’ Business* (Mar-Apr 1990): 2-3.

“How Newark Produces Results.” SGT Herbert E. Smith. *U.S. Army Recruiting News* (15 Jun 1928): 4, 11.

“How Sergeant Dayve Gets ‘Em.” LT Herbert B. Mayer. *U.S. Army Recruiting News* (1 Apr 1922): 2.

“How to Be a Noncom.” MSG Frank J. Clifford. *Combat Forces Journal* (Dec 1954): 25-27.

“How to Be a Successful Recruiter.” SGT Frederick Sigmund. *U.S. Army Recruiting News* (31 Jul 1920): 6, 16.

“If It Says Army on It, I Know I’ll Like It.” *Sergeants’ Business* (Mar-Apr 1989): 13-14.

“Increasing Training Effectiveness in the Reserves.” MSG Lydia R. Mead. AUSA files (Jun 1995): no page numbers.

“Instilling Pride.” CSM Ron R. Semon and LTC Cole Kingseed. *NCO Journal* (Winter 1993): 4-5.

“The Intangibles of Being a Good NCO.” Joyce Lynch. *Recruiting & Career Counseling* (Oct 1977): 10-11.

“It’s Not a Game with Us.” Dennis Steele. *ARMY* (Aug 1989): 49-50.

“It’s Tough to Be the First Domino.” LTC Tom Hamrick. *ARMY* (Feb 1971): 39-41.

“I Want Out.” SFC Patrick J. Coyle. *Army Trainer* (Fall 1989): 6-7.

“JRTC and Combat Success.” CSM Autrail Cobb. *NCO Journal* (Summer 1991): 9-11.

“Keeping the Troops Informed.” CSM Brent H. Cottrell. AUSA files: no date or page numbers.

“Keep Up with Change in ‘80s.” SMA William A. Connelly. *ARMY* (Oct 1982): 27-30.

“Kidd’s Post Ties Run Deep.” Richard Puckett. *Fort Hood Sentinel* (4 May 1995): A12.

“Leadership- Awards.” CSM Brent H. Cottrell. AUSA files: no date or page numbers.

“Leading by Example.” SPC Ronald W. Moore. *EurArmy* (Jan 1986): 24-26.

“Leading to Confidence.” ISG Walter D. Stock. *Infantry* (May-Jun 1978): 20-26.

“Learning from NCOs.” SGT Gary St. Lawrence. *INSCOM* (Aug-Sep 1989): 5.

“Learning (Small Group Instruction) in an Academic Environment (BNCOC).” SSG Lucinda Tims. *Military Intelligence* (Apr-Jun 1993): 52-53.

“Learning to Lead.” MSG Douglas E. Freed. *Army Trainer* (Fall 1987): 29-30.

“Lessons on Leadership.” SFC Douglas Ide. *Soldiers* (Feb 1995): 18-20.

“Let’s Build a Better Army.” Interview with SMA Silas L. Copeland by MSG Jack Holden. *Soldiers* (Jul 1971): 5-7.

“Let’s PULL Together: Professionalism- Unity- Leadership- Loyalty: A Winning Combination.” SMA George W. Dunaway. *Army Digest* (Jun 1969): 27-28.

“Letters to the Editor.” SFC Barbara J. Ray. *NCO Journal* (Summer 1993): 20-21.

“‘Magic’ Standards and the East German Visitor.” *NCO Journal* (Winter 1995): 7.

“Make the BOS Work for You and Your Platoon.” ISG C. R. Johnson. *NCO Journal* (Spring 1995): 6-7.

“Management and the NCO.” Warren E. Nordman. *Recruiting & Career Counseling* (Oct 1977): 8-9.

“The Man the Army Wants.” MSG M. W. Fischer. *U.S. Army Recruiting News* (1 Feb 1925): 5.

“A Matter of Integrity.” CSM John W. Gillis. *Armor* (Jan-Feb 1982): 9.

“Meeting Leadership Challenges as a Team.” SMA Gene C. McKinney. *Military Review* (Jan-Feb 1996): 10-13.

“MILES Cheating: Key to Failure.” SFC Charles R. Souza. *Army Trainer* (Summer 1985): 3-5.

“Misdirected Loyalty.” MSG Archer W. Miller. *Infantry* (Jul-Aug 1980): 11-12.

“Moving Beyond Victory.” Interviews by Jim Collins. *NCO Journal* (Summer 1991): 15-17.

“My LT and Me.” CSM John D. Woodyard. *NCO Journal* (Winter 1993): 10-11.

“‘My LT and Me’ Article Stirs Memories.” MSG Roy Benavidez. *NCO Journal* (Spring 1993): 21.

“NCO and Enlisted Affairs Report.” CSM Doug Russell. *AUSA News* (Jul 1992): 7.

“The NCO at the Apex.” SMA Leon L. Van Autreve. *ARMY* (Oct 1974): 17-18.

“NCOERs: Making Bullets Count.” SFC Larry Lane. *Soldiers* (Oct 1995): 21-24.

“NCO Leadership at the Company Level.” CSM John W. Gillis. *Armor* (Nov-Dec 1981): 8-9.

“The NCO Leadership Role.” SSG William H. McMichael. *Soldiers* (Jan 1991): 22-24.

“NCOManship: The Art of Being a Station Commander and a Leader Requires NCOManship.” MSG Gerald Williams. *Recruiting & Career Counseling* (Jun 1975): 20.

“The NCO: More Vital Than Ever to Readiness.” SMA Glen E. Morrell. *ARMY* (Oct 1983): 27-30.

“The NCO Must Grow with Army.” SMA Silas L. Copeland. *ARMY* (Oct 1972): 24-25.

“An NCO Prepares for NTC.” CSM Eddie Velez. *Army Trainer* (Spring 1989): 18-19.

“NCO Professional Development: A Report to the NCO Corps.” *Sergeants’ Business* (Feb 1986): 1-32.

“NCOs Are the ‘Vital Link in the Chain of Command.’” SMA Glen E. Morrell. *ARMY* (Oct 1985): 63-65.

“NCOs for the XXI Century Army.” CSM Robert A. Dare. *NCO Notes* (No. 96-2, Sep 1996): 1-2.

“NCOs: It’s Time to Get Tough.” SMA William A. Connelly. *ARMY* (Oct 1981): 29-31.

“NCOs: Maintain the Momentum.” Interview with SMA Julius W. Gates. *Field Artillery* (Dec 1987): 45-47.

“NCOs Need Encouragement to Write for Military Journal Publication.” SFC Douglas C. Sleeth. *ARMY* (Jul 1989): 14-15.

“NCOs Reflect on Inspections.” *Sergeants’ Business* (Jan-Feb 1990): 2-4.

“The NCO’s Role Is Crucial in Setting the Army’s Standards.” MG Paul E. Funk. *Armor* (Nov-Dec 1992): 3-4.

“NCOs Speak for Themselves.” *Field Artillery* (Aug 1989): 14-16.

“NCOs: The Passport to Effective Training.” CSM Charles T. Tucker. *Engineer* (Fall 1985): 9.

“NCOs Who Wear the Badge of Honor.” *NCO Journal* (Winter 1995): inside back cover.

“New Battle Staff NCO Course.” SFC John K. D’Amato. *Soldiers* (Oct 1990): 6-7.

“New SMA Stresses ‘Keep Faith in Army.’” SFC Bill Costlow. *Pentagram* (17 Oct 1997): 2.

“News Call.” *ARMY* (Sep 1980): 45-49.

“A Noble Top Sergeant.” William F. Salathe. *U.S. Army Recruiting News* (1 Aug 1929): 6-7.

“‘Nobody’s Business’ Creates Ethical Dilemmas.” MSG Jack D’Amato. *NCO Journal* (Winter 1995): 6-7.

“No Kidding.” Interview with SMA Richard A. Kidd. *Public Affairs Update* (Jan-Feb 1995): 16-19.

“The Noncom.” *Infantry* (Sep 1945): 6-7.

“Noncom Know How.” Article by SGT Dave Schad, based on interview with SMA Julius W. Gates. *Soldiers* (Aug 1987): 21.

“Noncommissioned Officer.” MSG Frank K. Nicolas. *Infantry* (Jan 1958): 76-79.

“The Noncommissioned Officer.” CSM Johnny W. Greek. *Engineer* (Fall 1980): 32-34.

“The Officer-NCO Team: The Touchstone of Army Leadership for the 21st Century.” MG John A. Dubia and CSM James C. McKinney. *Field Artillery* (Jun 1994): 1-2.

“On Leadership.” MSG Norman J. Oliver. *Soldiers* (Mar 1985): 27-31.

“On to War.” CSM Harold F. Shrewsbury. *Field Artillery* (Oct 1991): 34-35.

“Open Letters to Three NCOs.” 1SG Jeffrey J. Mellinger. *Infantry* (May-Jun 1989): 17-21.

“The Operation of Recruiting Stations.” 1SG William Blackett. *U.S. Army Recruiting News* (1 Mar 1923): 11.

“OREs Just Tools of the Trade.” SFC Lawrence Kordosky. *NCO Journal* (Spring 1995): 16-18.

“Our Army- In Touch with America.” SMA Gene C. McKinney. *ARMY* (Oct 1995): 29-33.

“Our Soldiers Over There in Bosnia Are Doing Us Proud.” GEN Dennis J. Reimer. *NCO Journal* (Summer 1996): 21.

“Pay of Non-Commissioned Officers.” MAJ W. P. Evans. *Journal of the Military Service Institution* (Mar-Apr 1904): 275-279.

“‘People Benefits’ Will Get More Emphasis in ‘70s.” SMA George W. Dunaway. *ARMY* (Oct 1970): 33-35.

“Performance, Character and Contact.” Interview with SMA Glen E. Morrell by SFC Michael Brown. *Soldiers* (Jan 1984): 6-9.

“Perry Receives Enlisted Honors at Myer.” C. Tyler Jones. *Pentagram* (17 Jan 1997): 5, 20.

“Platoon Sergeants.” MSG Matt Dell. *Soldiers* (Sep 1975): 6-10.

“The Platoon Sergeant.” *Sergeants’ Business* (Mar-Apr 1989): 14-15

“PLDC: Do-It-Yourself Leadership Kit.” SFC Joe Zambone. *National Guard* (Jan 1988): 23-26.

“Portrait of a First Sergeant.” MSG Matt Glasgow. *Soldiers* (Aug 1979): 28-34.

“Prayer, Patience, Perseverance.” Dennis Steele. *ARMY* (Apr 1989): 39-41.

“Precepts and Duties of the Infantryman.” CPT Andre Laffargue, 153d Infantry (French). *Infantry* (Nov-Dec 1916): 255-276.

“Preparing for the Storm: Enlisted Leadership in Action.” SSG William H. McMichael. *NCO Journal* (Spring 1991): 11-13.

“Priorities, Challenges, and Expectations of Leaders.” GEN Carl E. Vuono. *Military Police* (Apr 1989): 22-24.

“Private Eyes- They’re Watching You.” MSG Stephen J. Sanderson. *EurArmy* (Oct 1988): 4-5.

“Professional Ethics Is Key to Well-Led, Trained Army.” GEN Edward C. Meyer. *ARMY* (Oct 1980): 11-14.

“Professionalism: Key to a Good Leader.” SSG Kent Kissellbrack. *Korus* (Apr 1996): 14.

“Promotion Packets.” SGT Brian K. Betts. *EurArmy* (Jan 1991): 29.

“Public Affairs Soldiers.” CSM Art Johnson. *INSCOM* (May-Jun 1995): 33

“Publicity Pointers for the Recruiters.” SSG Joseph F. Maher. *U.S. Army Recruiting News* (15 Sep 1925): 11, 15.

“Recruiters Are Salesmen for the Army.” CPL Frank C. Martin. *U.S. Army Recruiting News* (1 May 1923): 11.

“Recruiting Tomorrow’s NCOs.” SFC Thomas J. Tiernan. *INSCOM* (Aug-Sep 1989): 76-77.

“Regimental Command Sergeant Major.” CSM Joshua Perry. *Military Police* (Jan 1989): 3, 21; (Nov 1989): 3; (Jun 1990): 4. (Dec 1990): 5.

“Regimental Command Sergeant Major.” CSM Marcelino Malavet. *Military Police* (Jan 1994): 3-4.

“Regimental Command Sergeant Major.” CSM David W. Salter. *Military Police* (Dec 1992): 3

“Reilly’s First Sergeant Still Carries On.” *U.S. Army Recruiting News* (15 Sep 1927): 4-6, 9.

“Retaining First-Term Soldiers.” CSM Roy L. Burns. *Engineer* (Apr 1995): 65.

“Reunion: Retired SMAs Sound Off on the State of the NCO Corps.” *NCO Journal* (Fall 1996): 10-16.

“Revise Article 15.” SGT Ben Moskowitz. *ARMY* (Nov 1958): 82.

“Reward Your Huns.” CSM Christine Seitzinger. *NCO Journal* (Winter 1996): 5.

“The Role of the NCO in Our Changing Army.” SGT Jack F. Holden. *Infantry* (Jul-Sep 1959): 62.

“The Role of Role Reversal.” CPT Donald H. Hutson and 1SG William H. Anderson. *Army Trainer* (Fall 1993): 47.

“Safety and the NCO.” SMA Glen E. Morrell. *Ordnance* (Winter 1986): 45.

“Sarge.” 2LT Renee Lee. *Air Defense Artillery* (Jul-Aug 1989): 14-17.

“Secrets of Success.” SGT John C. Cherry. *U.S. Army Recruiting News* (12 Feb 1921): 1, 4.

“Self-Discipline.” SGM Joseph B. Quig. *Recruiter* (May 1992): 13.

“Senior Enlisted Leaders Discuss Current Issues.” SSG David Abrams. *NCO Journal* (Summer 1996): 20-22.

“The Sergeant Catches the (Gold) Ring.” SGM Lloyd Decker. *ARMY* (Jul 1978): 37-38.

“A Sergeant Equal to a General.” *Red Star* (Jun 1993): no page numbers.

“Sergeant to Sergeant.” SMA Julius W. Gates. *Sergeants’ Business* (Jan-Feb 1988): 4; (Mar-Apr 1988): 4; (Mar-Apr 1989):2-3.

“Sergeant to Sergeant.” SMA Glen E. Morrell. *Sergeants’ Business* (May-Jun 1986): 3; (May-Jun 1987): 3-4.

“Sergeant Major.” SGM Robert B. Begg. *ARMY* (Jan 1966): 37-39.

“The Sergeant Major.” CSM Bob L. Williams. *Infantry* (Sep-Oct 1969): 16-19.

“Sergeant Major at the Top.” LTC Forrest K. Kleinman. *ARMY* (Jan 1963): 24-28.

“Sergeant Major of the Army Julius W. Gates.” SMA Julius W. Gates. *INSCOM* (Aug-Sep 1989): 14.

“Sergeants’ Business.” GEN Donn A. Starry. *Military Review* (May 1978): 2-9.

“Sergeants Make It Happen.” *Field Artillery* (Aug 1989): 23-25.

“Sgt. Bill Mauldin: ‘The Enlisted Man’s Cartoonist.’” J. Collins. *NCO Journal* (Winter 1992): 18-19.

“Sgt. Maj. Kidd Visits Military Academy.” Carolyn Keister Baker. *Shenandoah* (11 Jan 1995): A12.

“Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler.” Interview with SMA Richard A. Kidd by Frank L. Marquez. *Pentagram* (10 Oct 1991): 3

“Shop Supply Basics.” SFC Donald R. Wheeler. *Army Logistician* (May-Jun 1982): 6-9.

“Simplicity and Training.” SGM Phillip Di George. *Army Trainer* (Fall 1988): 31.

“Small Unit Leadership Training: A National Guard Course in Leadership and Combat Skills.” SSG Michael A. Goethals. *Army Trainer* (Spring 1989): 17.

“SMA McKinney Launches Each Day with NCO Creed.” SSG David Abrams. *NCO Journal* (Fall 1995): 14-16.

“SMA Richard A. Kidd- A Great Soldier.” CSM Jimmie W. Spencer. *AUSA News* (Apr 1995): 6.

“SMA Speaks about Promotions, Leadership.” SGT Roger Hunter. *Korus* (Apr 1995): 7.

“The Soldier Remains Our Ultimate Weapon.” SMA William A. Connelly. *ARMY* (Oct 1979): 23-24.

“Soldiers & the Press.” MSG Ron Hatcher. *NCO Journal* (Spring 1991): 14-16.

“Soldiers Deserve the Best Leaders.” Interview with SMA Glen E. Morrell by MSG Norman J. Oliver. *Soldiers* (Dec 1985): 6-8.

“Soldiers Get Insight from Army’s Top NCO.” SGT James Yocum. *Castle* (27 Jan 1994): 2.

“A Special Brand of Leadership.” CSM O. W. Troesch. *Engineer* (Winter 1983-84): 7

“Squad Leader: Anchor to the Chain of Command.” CPT Boyd M. Harris. *Infantry* (Jul-Aug 1970): 22-27.

“The Squad System.” CPT William T. Littebrant. *Journal of the U.S. Cavalry Association* (Oct 1904): 329-339.

“Stay in Your Lane.” CSM J. D. Pendry. *NCO Journal* (Spring 1995): 4-5.

“Straight Talk.” CSM James W. Frye and SFC Michael L. Davis. *Military Police* (Summer 1984): 3

“The Strength of the NCO Corps Is a National Strategic Asset.” GEN Colin L. Powell and CSM Robert F. Beach. *ARMY* (Oct 1989): 44-52.

“Strengthening the Backbone.” MSG Archer W. Miller. *Engineer* (Summer 1980): 6-7.

“Talks by the ‘Old Man.’” *National Guard* (Aug 1914): 241-242; (Apr 1915): 72-73; (Jul 1915): 129.

“There’s No Business Like NCO Business.” MSG Gary L. Veazey. *Military Intelligence* (Jul-Sep 1989): 25-26.

“Thoughts for New Sergeants.” CSM Roy C. Owens. *Infantry* (May-Jun 1988): 18-19.

“A Time to Become ‘Accelerated.’” Dennis Steele. *ARMY* (Mar 1989): 47-49.

“Tips for Leaders.” CSM Daniel E. Wright. *Field Artillery* (Jun 1995): 3.

“Tips for Mess Officers.” SFC Blair H. Dewey. *Infantry* (Feb 1950): 26-27.

“Tips on Troop Leading.” SFC Forrest K. Kleinman. *ARMY* (Aug 1958): 42-43.

“To Close a Unit: Organize, Organize, ORGANIZE.” MSG Garry J. Grilley. *NCO Journal* (Winter 1994): 15.

“Today, Tomorrow, and the 21st Century.” CSM Ronnie W. Davis. *Armor* (Nov-Dec 1995): 5, 45.

“To Noncoms on the Staff: Stay Loose; Keep in Shape.” SGM Dan Cragg. *ARMY* (Jan 1980): 50-51.

“Top Duty.” SGM Mike Mason. *Soldiers* (Jul 1984): 8-10.

“TRADOC.” Interview with CSM Henry J. Goodwin by SSG Joseph P. Satterthwaite. *Army Trainer* (Fall 1989): 10-13.

“The Training of the Recruit.” 1LT Frederick S. Foltz. *Journal of the U.S. Cavalry Association* (Mar 1895): 184-191.

“Transition: A New Challenge for the 11M NCO.” CSM Othel Tenell. *Army Trainer* (Summer 1985): 44-47.

“Training: Two Perspectives on Sergeants’ Time.” SGT Michael Voitsberger. *NCO Journal* (Summer 1994): 16-17.

“Treadmill to Frustration: The Clerk Must Never Forget He Works for the Man Below as Well as the One Above.” MSG Gerald L. Crumley. *ARMY* (Apr 1961): 76, 78.

“20-Year Man or Professional NCO?” SFC Stewart E. Werner. *Infantry* (Mar-Apr 1965): 5-6.

“Two Old Comrades Meet.” *U.S. Army Recruiting News* (15 Oct 1929): 9, 13.

“Ultimate for NCOs.” SP5 Jaime Cavazos. *Soldiers* (Aug 1976): 22-25.

“The Ultimate Weapon.” CSM Ernest H. Hickie. *Recruiter* (Nov 1991): 20-23.

“Understanding Soldier Problems.” SMA William O. Wooldridge. *Army Digest* (Apr 1967): 5.

“The U.S. Army Builds Men.” a MSG. *U.S. Army Recruiting News* (1 Jun 1925): 2.

“The Value of Military Training.” SSG Ray H. Duncan. *U.S. Army Recruiting News* (1 Mar 1925): 4, 12.

- “Values.” GEN John A. Wickham. *Soldiers* (Dec 1986): 2
- “Vantage Point.” CSM Randolph S. Hollingsworth. *Military Intelligence* (Jul-Sep 1995): 4, 44; (Oct-Dec 1995): 3.
- “Vantage Point.” CSM James A. (Art) Johnson. *Military Intelligence* (Apr-Jun 1991): 3
- “Vantage Point.” CSM David P. Klehn. *Military Intelligence* (Jul-Sep 1989): 3; (Jan-Mar 1991): 3.
- “The Warrior Spirit.” SGMs Bobby Owens, Miles Pitman, Ben Moore, Arlie Nethken, and Bill Miller. *NCO Journal* (Spring 1994): 8-9.
- “What Do My Soldiers Look for in Their NCO Leaders?” SGT Paul Younghouse. *Sergeants’ Business* (May-Jun 1988): 10-12.
- “What Is Courage?” GEN Sir William Slim. *Infantry* (Aug 1947): 23-24.
- “What Is the Cause of the Recent Falling Off in the Enlisted Strength of the Army and Navy, and What Means Should Be Taken to Remedy It?” MAJ Wilmot E. Ellis. *Journal of the Military Service Institution* (Mar-Apr 1909): 167-183.
- “What Soldiering Is All About.” SMA Glen E. Morrell. *ARMY* (Oct 1986): 39-42.
- “Who Am I?” SFC Roy Luttrell. *Recruiting* (Jan 1996): 4-5.
- “Who Gets the Most Out of Life?” Tech SGT Herman Levy. *U.S. Army Recruiting News* (1 Nov 1923): 16.
- “Wilhemina McKinney Prepared for Leadership Job at the Top.” PV2 Laurie Wise. *Cannoneer* (9 Nov 1995): 3A.
- “Winding Down of War Calls for Top Leaders.” SMA Silas L. Copeland. *ARMY* (Oct 1971): 26-27.
- “Winds of Change.” Tonya K. Townsell. *Pentagram* (13 Oct 1995): 3, 8.
- “The Worsening Plight of the ‘Army’s Own.’” SMA William A. Connelly. *ARMY* (Apr 1980): 9-11.

Addresses and Briefings (Alphabetical by Individual)

- Bach, MAJ Christian A. “Leadership.” *United States of America Congressional Record*, Appendix, Vol 88- Part 9, April 21, 1942, to July 24, 1942. (15 Jun 1942): A2251-2253.
- Drape, 1SG Larry. “The Do’s and Don’ts of Quality NCO Leadership.” A Dining-In Speech Given to the PLDC Graduating Class EUSA NCO Academy, Camp Jackson, Uijongbu, Republic of Korea 22 September 1990. US Army PAO Command Information files.
- Freeman, Anne Pedersen (former WWI Yeoman). Address at the ground-breaking ceremony for the Women in Military Service for America Memorial, 22 Jun 1995. Excerpts in “The Ceremony...Voices of the Women.” *Register* (Fall 1995): 7, 13.
- Kipling, Rudyard. “National Bands.” A Speech by Rudyard Kipling, Delivered at the Mansion House on Jan. 27, 1915.
- McKinney, SMA Gene C. “US Army Sergeants Major Academy Graduation Class 46.” 31 May 1996, SMA files.
- McKinney, SMA Gene C. Address to the Outstanding Soldiers and NCOs, 1996 AUSA Convention.
- “The Noncommissioned Officer.” A 1989 Army Theme Speech Developed by U.S. Forces Command PAO. US Army PAO *Monthly Update* (Jul 1989): 12-16.

Letters and Miscellaneous

- Borcherding, Susan. Letter to editor 6 Jan 1997.
- Merrick, Mrs. Byron P. (Josephine Brown). Letter to editor 15 Jan 1978.
- “The 1989 Army Theme: The NCO.” Secretary of the Army John O. Marsh, GEN Carl E. Vuono, and SMA Julius W. Gates, in *Sergeants’ Business* (Mar-Apr 1989) inside front cover.
- “A Non-Commissioned Officer’s Interview with President Lincoln.” 1LT Samuel K. Hall. Military Order of the Loyal Legion of the United States, Commandery of the District of Columbia, 4 Dec 1907.
- Photo of John Wayne as a Marine Corps sergeant.
- “What’s in It for You?” Army recruiting brochure, no date or page numbers.

Index of Personal Names

- Abrams, GEN Creighton W., 40, 55
Albert, King, 40
Allen, 1SG Fred A., 40
Allon, GEN Yigal, 16
Anderson, 1SG William H., 31
Andrews, E. Benjamin, 44
Apollinaris, Julius, 58
Avery, SGM Walter, 20
Baccene, Drill Sergeant Karl, 1
Bach, MAJ Christian, 47
Bainbridge, SMA William G., 7, 20,
21, 23, 25, 34, 36, 41, 42
Baker, COL Edward D., 34
Baker, Drill Sergeant George, 7
Ballard, CMSgt Kathy, 8
Barnes, MSG Bruce W., 17, 31
Barnes, SGM Richard L., 32
Barrett, Drill Sergeant Jim, 41
Beach, CSM Robert F., 19
Begg, SGM Robert B., 2, 33
Bell, SFC Walter, 19
Benavidez, MSG Roy, 20, 32, 36, 42,
43, 44, 53, 54
Bereton, J. M., 15
Bergman, SFC Mark, 18
Betz, COL John J., 59
Billey, SGT Rayson J., 48
Black, SGM Hubert, 52
Blackett, 1SG Wilmer, 57
Blouin, Drill Sergeant David, 9, 50
Bogges, SFC Toby K., 35
Bone, CSM Henry, 36
Borcherding, Susan, 3
Bowles, Sergeant, 3
Brown, 1SG Armour R., 24
Brown, CSM Daisy C., 41
Brown, MG Daniel G., 10
Brown, SFC Daniel D., 4, 15
Bunting, 1SG Stephen M., 44
Burns, 1SG Robert W., 40
Burns, CSM Roy L., 4, 9, 12
Butler, CSM Conrad E., 27
Cantrell, SGM Phillip D., 26
Cason, 1SG Walter, 22, 58
Cayton, CSM Richard B., 10
Chaffee, LTG Adna R., 8
Cherry, SGT John C., 56
Chynoweth, MAJ B. G., 45, 48
Clarke, GEN Bruce C., 11, 30
Clauson, SFC James S., 28
Clifford, MSG Frank J., 5, 43, 46
Cobb, CSM Autil, 10, 45
Cobbett, William, 16, 56
Collin, SFC Richard, 28
Collins, GEN J. Lawton, 30
Conn, Drill Sergeant Harry T., 44
Connelly, SMA William A., 5, 9, 14,
19, 24, 25, 28, 35, 36, 38, 50, 55,
57, 59
Continental Army sergeant, 54
Copeland, SMA Silas L., 3, 5, 10, 11,
26, 43, 52
Copley, 1SG Frank, 59
Cottrell, CSM Brent H., 10, 21, 42
Coyle, SFC Patrick J., 52
Cragg, SGM Dan, 30
Crews, CSM Alton E., 50
Cronin, CSM William J., 31, 33
Crumley, MSG Gerald L., 32
D'Amato, SGM John K., 9, 38, 39, 44
Daly, MSG William J., 52, 56
Dame, 1SG Virginia, 28
Danielson, SFC Bruce, 44
Dare, CSM Robert A., 5
Davis, CSM Ronnie W., 12
Davis, Michelle A., 5, 31, 43
Davis, SFC Michael L., 23
Dayve, SGT Edward C., 57
Deal, SFC E. Lafayette, 23
Decker, SGM Lloyd, 44
DeMasters, 1SG Dennis L., 44
Denny, SSG Rhonda S., 50
DeVotie, CPT Vernon C., 57
Dewey, SFC Blair H., 25
Di George, SGM Phillip, 27
Dow, MSG Terry, 31
Drake, MSG Gregory A., 32
Drape, 1SG Larry, 26, 29, 43, 45, 49
Drouet, MAJ Lou, 22
Dubia, LTG John A., 37
Dunaway, SMA George W., 25, 42,
47, 54
Duncan, SSG Ray H., 41, 49, 58
Ealden, LTC G. H., 45
Eisenhower, President Dwight D., 59
Ellis, MAJ Wilmot E., 57
Ettinger, Albert M., 41, 42
Evans, MAJ W. P., 32
Faulkner, SPC Ena, 32
Fillop, MSG John P., 8, 28
Fischer, MSG M. W., 56
Flowers, CW2 Landy, 22
Follinsby, SGM Bertram, 58
Foltz, 1LT Frederick S., 58
Fortescue, J. W., 15
Franco, Platoon Sergeant, 14
Franks, GEN Frederick M., 36
Fraser, George MacDonald, 22, 56
Frederick the Great, 15
Freed, MSG Douglas E., 1, 28, 43
Freeman, Anne Pedersen, 54
Freire, SSG Lucia, 29
Freitas, CSM Alexander, 29
Fremont, MG John Charles, 34
Frisbee, Civil War soldier, 44
Fry, CPT Charles, 47
Frye, CSM James W., 7, 17, 23
Funk, LTG Paul E., 12, 45
Furst, Jan, 20
Garner, LTG Jay M., 43
Gates, SMA Julius W., 4, 5, 12, 14,
20, 24, 36, 43, 48, 49, 52, 54, 57
George V, King, 45
Gerrish, Theodore, 37, 48
Gibson, CSM Aaron N., 46
Giles, SGT Henry, 9, 31, 37, 51
Gillis, CSM John W., 1, 4, 10, 23, 31,
40
Goethals, SSG Michael A., 14
Golden, 1SG Joe, 21, 58
Goodwin, CSM Henry J., 57
Gowing, SGM Tim, 41
Grant, President Ulysses S., 59
Greek, CSM Johnny W., 14, 16
Grilley, MSG Garry J., 6
Grimshaw, RSM Fred, 41
Grose, Francis, 45
Guest, 1SG Isaac, 48
Hall, 1LT Samuel K., 34, 35
Hall, SMA Robert E., 46
Hampton, CSM Larry J., 25
Harrington, SGM William, 9, 35
Harris, SSG Samuel, 36
Hatcher, MSG Ron, 11
Hazzard, CSM Milton B., 36
Heinrichs, 1SG Henry, 58
Helms, CSM Felix, 7
Heutner, SFC Reuben H., 12
Hibbs, Larry G., 20
Hickle, CSM Ernest H., 57
Hicks, CSM Harry E., 38
Holbrook, LTC John, 31
Holden, SGT Jack F., 54
Hollingsworth, CSM Randolph S., 18,
36, 40, 53
Hollowell, CW4 Harry, 10
Hooper, SGM Jack L., 17
Hopton, CPT R., 2
Houlding, J. A., 20, 25
Huff, SGM Edgar R., 28
Hull, SGM Harold G., 10
Hutson, CPT Donald H., 31
James, William, 40
Jefferson, President Thomas, 48
Jett, SSG Charlie, 36
Jim, an old war-scarred veteran, 42
Johnson, 1SG C. R., 28
Johnson, CSM James A. (Art), 7, 11
Johnson, GEN Harold K., 12
Johnson, SGM Tommy, 9
Johnson, SSG Ben, 28
Jones, C. Tyler, 22
Jordan, SGT, 55
Karolchyk, 1SG James J., 47
Kidd, SMA Richard A., 1, 9, 20, 22,
30, 45, 47, 48, 57, 59
Kim, 49
Kingseed, COL Cole C., 21, 27, 55
Kipling, Rudyard, 40
Klehn, CSM David P., 6, 28, 52

Kleinman, LTC Forrest K., 7, 12, 29, 30, 34, 45
 Kordosky, SFC Lawrence, 24, 35
 Kumpost, CSM James R., 29
 Laffargue, CPT Andre, 38
 Lamberson, Platoon Sergeant David A., 10, 18
 Langridge, COL Donald L., 8, 24
 Lansaw, SSG Christine L., 7
 Laychak, LTC Robert L., 19, 50
 Lee, CSM Matthew, 18, 37, 38, 40, 50, 52
 Lee, GEN Robert E., 59
 Lemnitzer, LTC William F., 24
 Lincoln, Abraham, 34, 35, 49, 53
 Lindquist, SSG Edwin L., 31
 Lister, SSG Joseph, 9
 Littebrant, CPT William T., 58
 Loikow, SGM George E., 33, 34
 Lord, Academy Sergeant Major John C., 8, 18, 43, 49
 Lowe, 1SG Percival G., 46, 55
 Luttrell, SFC Roy, 26
 Lutz, 1SG, 57
 Lynch, SGT Margaret E., 59
 MacKissock, CSM Robert L., 16
 Maher, SSG Joseph F., 57
 Malavet, CSM Marcelino, 1
 Manington, George, 10
 Marchbanks, CPT Vance, 56
 Marlborough, Duke of, 15
 Marsh, Secretary of the Army John O., 51, 52, 54
 Marshall, General of the Army George C., 7, 32
 Martin, CPL Frank C., 56
 Mason, SGM Mike, 58
 Matlock, CSM Sandra, 29, 43
 Matthews, SSG J. C., 52
 Mattson, LTC Dean E., 52
 Mauldin, SGT Bill, 3, 20, 31, 44, 48
 Mazak, Special Forces NCO Stefan, 53
 McCormick, Michele, 26, 59
 McGhee, SFC Herbert, 3
 McKinney, CSM James C., 37
 McKinney, SMA Gene C., 5, 6, 7, 13, 27, 29, 30, 36, 41, 54
 McKinney, Wilhemina, 35
 McLennon, MSG John, 1, 5
 McMichael, SSG William H., 19
 Mead, MSG Lydia R., 27, 35
 Meads, CSM Frank, 2
 Meigs, MG Montgomery C., 34, 35
 Mellinger, 1SG Jeffrey J., 17
 Merrick, Josephine, 50
 Meyer, GEN Edward C., 4, 12, 48, 51
 Meyers, SGT Augustus, 55, 58
 Michener, James, 10
 Miller, MSG Archer W., 13, 19, 23, 47
 Miller, SGM Bill, 6, 28
 Mock, CSM George D., 29, 38, 52
 Mole, Troop-Sergeant-Major E., 44
 Moore, MSG Beth, 30
 Moore, SGM Ben, 6, 28
 Morales, Sergeant, 22
 Morrell, SMA Glen E., 1, 7, 10, 12, 14, 24, 30, 33, 37, 41, 43, 49, 50, 53, 54
 Moskowitz, SGT Ben, 5
 Motsek, LTC Gary J., 8
 Murphy, Audie, 22, 41, 50
 Murray, CSM Douglas E., 2
 Napoleon, 15, 54
 Nesbitt, Academy Sergeant Major Michael, 16
 Nethken, SGM Arlie, 6, 28
 Nicolas, MSG Frank K., 4, 47, 48
 Nordman, Warren E., 27
 O'Connor, CSM John P., 52
 O'Hara, Colour Sergeant Kimball, 49
 O'Hara, Kim, 49
 Olivari, 1SG Pedro, 13
 Owens, CSM Roy C., 3, 5, 15, 19
 Owens, SGM Bobby, 6, 28
 Pagonis, LTG William G., 33
 Palmer, Ann, 29
 Patton, GEN George S., 59
 Pearson, SFC Robert N., 19
 Pence, CSM Larry, 31
 Perry, CSM Joshua, 6, 21, 22, 35, 48
 Perry, Secretary of Defense William J., 22
 Pershing, General of the Armies John J., 59
 Petchal, SGT Alban J., 48
 Peters, CSM William J. H., 24, 30
 Pettit, CPL Frederick, 10
 Pferdner, SFC Jack D., 8
 Pinckney, MSG Alma, 32
 Pitman, SGM Miles C., 6, 28
 Powell, GEN Colin L., 19, 22, 45, 59
 Presley, Elvis, 50
 Prittwitz, Christian von, 15
 Putnam, SFC, 50
 Pyle, Ernie, 10, 26, 48
 Quig, SGM Joseph B., 42
 Ray, SFC Barbara J., 43
 Reagan, President Ronald, 51
 Reaney, COL David, 20, 33
 Reid, SGT Christopher, 40
 Reilly, CPT Henry J., 58
 Reimer, GEN Dennis J., 13, 55
 Retherford, CSM Miles A., 13
 Retter, CSM Robert H., 27
 Rhodes, COL Elisha, 40, 53
 Ridgway, GEN Matthew B., 16
 Roberts, CSM Esther J., 29
 Robertson, Field-Marshal Sir William, 46
 Roquemore, SGM Carlo, 3, 23
 Rosen, Erwin, 36
 Russell, CSM Doug, 12
 Salathe, William F., 40
 Salter, CSM David W., 49
 Sanderson, MSG Stephen J., 5
 Sarapis, 58
 Scales, BG Robert H., 33
 Scheffelin, Edward J., 20
 Schiller, Friedrich, 16
 Scott, SSG Phillip, 16
 Seitzinger, CSM Christine, 22
 Selves, Michael L., 4, 23, 24, 28
 Semon, CSM Ron R., 21, 27, 55
 Shakespeare, William, 25
 Shakman, SGT Benjamin P., 37
 Shelley, MSG Earl, 6
 Shrewsbury, CSM Harold F., 37
 Sigmon, SSG John A., 18, 36
 Sigmund, SGT Frederick, 36, 49
 Skipton, Sergeant-Major-General Philip, 6
 Sleeth, SFC Douglas C., 15, 45
 Slim, Field-Marshal Sir William, 22, 39
 Smith, 1SG Lloyd, 8, 50
 Smith, CPL Johnnie Lee, 10, 19
 Smith, SGT Herbert E., 57
 Soni, SGT Tejinder, 48
 Souza, SFC Charles R., 44
 Spencer, 1SG Robert, 2
 Spencer, CSM Jimmie W., 2, 20
 Spieles, CSM David, 8, 43
 Spratley, LTC Arthur, 44, 45
 St. Augustine, 46
 St. Lawrence, SGT Gary, 6, 15, 36
 Stafford, CSM Don, 43
 Stangel, SGM Thomas E., 31
 Starry, GEN Donn A., 8
 Stepanek, SGM John G., 4, 38
 Stephens, CSM John M., 13, 56
 Steuben, MG Frederick von, 2, 3, 26
 Stock, CSM Walter D., 8, 11, 24
 Stoner, CSM Steve, 29, 35
 Stoner, Maggie, 29
 Stroup, LTG Theodore G., 55
 Stumpf, SGM Kenneth E., 52
 Sullivan, GEN Gordon R., 25, 40, 41, 55, 59
 Taylor, CSM David P., 50
 Taylor, MSG Arnold L., 5
 Tenell, CSM Othel, 26
 Thurman, GEN Maxwell, 34, 51
 Tiernan, SFC Thomas J., 55
 Tolar, 1SG Larry L., 44
 Torres-Berrios, SGM Edgar, 12
 Troesch, CSM O. W., 25
 Truman, Harry, 10, 20, 43, 49, 53, 55
 Tucker, CSM Charles T., 7, 31
 Van Autreve, SMA Leon L., 2, 9, 12, 13, 39, 55
 Veazey, MSG Gary L., 59
 Velez, CSM Eddie, 27, 28
 Vuono, GEN Carl E., 7, 11, 24, 30, 37, 52, 54, 57
 Wade, Senator Benjamin, 34
 Wallenstein, Duke Albrecht Wenzel von, 16

Ward, SGM Dale, 50
Warden, 1SG Milton, 27
Washington, George, 37, 58, 59
Wayne, John, 49
Webster, CSM Charles E., 33
Weible, LTG W. L., 3
Werner, SFC Stewart E., 49
Westmoreland, GEN William C., 45
Wheeler, GEN Earle G., 33, 34
Wheeler, SFC Donald R., 33
Wickham, GEN John A., 4, 7, 51, 52,
59
Wilkerson, William, 34
Williams, CSM Bob L., 3
Williams, MSG Gerald, 57
Willie, 48
Willis, SGM Richard, 42
Wilson, CSM Richard N., 20, 42
Woodall, CSM W. E., 38
Woodus, CPT Edward L., 8
Woodyard, CSM John D., 3, 4, 8, 18,
59
Wooldridge, SMA William O., 9
Wright, CSM Daniel E., 18
Wright, SGM Alan, 25
Wright, SGM James L., 26
Yamamoto, C. I., 22, 43
York, Alvin C., 53, 55
Zambone, SFC Joe, 13
Zhukov, Marshal of the Soviet Union
Georgi, 49
Zopp, SFC, 2