

UNITED STATES MARINE CORPS
Marine Corps University
Corporals Noncommissioned Officers Program

CPL 0201
Jan 99

STUDENT HANDOUT

Leadership Concepts

LEARNING OBJECTIVES:

- a. TERMINAL LEARNING OBJECTIVE : With the aid of the references, identify the Marine Corps' Leadership fundamentals, per the references. (CPL 23.4)
- b. ENABLING LEARNING OBJECTIVE (CE): Without the aid of but per the references, identify the following:
 - (1) The definition of the leadership concepts. (CPL 23.4a)
 - (2) How to develop the leadership concepts in your subordinates. (CPL 23.4b)
 - (3) How to improve morale, motivation, discipline, esprit de corps, and proficiency. (CPL 23.4c)

OUTLINE

1. LEADERSHIP CONCEPTS - DEFINITIONS:

a. Authority: This is the legitimate power of a leader to direct those subordinate to him to take action within the scope of his position. By extension, this power, or a part thereof, is delegated and used in the name of a commander. All leaders regardless of rank are responsible to exercise their authority to accomplish the mission. Equally important, however, is the idea that when a Marine of any rank is given responsibility for a mission they must also be given the degree of authority necessary to carry it out.

b. Responsibility: This is the obligation to act or to do and which you must answer to for your seniors or juniors. It may include, but is not limited to, assigned tasks, equipment, personnel, money, morale, and leadership. Responsibility is an integral part of a leader's authority. The leader is responsible at all levels of command for what his Marines do or fail to do, as well as for the physical assets under his control. Ultimately, all Marines are morally and legally responsible for their individual actions. Paragraph 1100 of the Marine Corps Manual states that individual responsibilities of leadership are not dependent on authority and all Marines are expected to exert proper influence upon their comrades by setting examples of obedience, courage, zeal, sobriety, neatness, and attention to duty.

c. Accountability: This is the reckoning, wherein the leader answers for his actions and accepts the consequences, good or bad. Accountability is the very cornerstone of leadership. If individuals in leadership positions, whether fire team leaders or battalion commanders, are not held accountable, the structure on which the Corps is founded would be weakened and eventually disintegrate. Accountability establishes reasons, motives and importance for actions in the eyes of seniors and subordinates alike. Accountability is the final act on the establishment of one's credibility. Plainly speaking, the accountable leader is saying, "The buck stops here!" Remember: Accountability results in rewards for good performance as well as punishment for poor performance.

2. DEVELOPING LEADERSHIP CONCEPTS IN OUR SUBORDINATES: These definitions will be used throughout the leadership instruction program. When given sufficient authority to allow them to carry out their duties, and when held accountable for the exercise of that authority, a Marine develops responsibility. Responsibility can rarely grow when an individual is not held accountable for their actions or when the individual does not have the authority to do what should be done. Below are listed some methods that may be used by a leader to develop the leadership concepts of Authority, Responsibility, and Accountability, within their subordinates.

- * Be patient with subordinates. Tolerate honest mistakes so that initiative may be developed and valuable lessons learned.
- * Provide clear, well thought out directions to subordinates, conveying intentions and providing freedom of action (mission-type orders).
- * Do not over-supervise.
- * Let your subordinates know you are willing to help, but you will not do their job.
- * Hold Marines accountable for their actions at all times.
- * Establish and nurture a climate of trust and confidence.
- * Reward/recognize good works and efforts in such a way as to motivate others.
- * Always view success in terms of unit accomplishment. Encourage teamwork and identity with fire team, squad, platoon, etc.
- * Keep the integrity of your subordinate units when assigning tasks/missions, i.e. try not to split subordinate units up when assigning tasks.
- * Anticipate the needs of your men and ensure they have confidence in your ability to take care of them.

3. THE APPLICATION OF LEADERSHIP: Let's discuss the definitions, indicators, and ways to improve or develop these elements in order to create a climate of high morale, motivation, discipline, and esprit de corps.

a. Morale: Morale is the individual's state of mind. It depends upon his attitude toward everything that affects him. High morale gives the Marine a feeling of confidence and well being that enables him to face hardship with courage, endurance, and determination. The leader can measure morale by close observation of his Marines in their daily activities, by inspections and by talking to them.

(1) Indicators:

- * Personal appearance.
- * Standards of military courtesy.
- * Use of recreational facilities.
- * Condition of mess and quarters.
- * Response to orders and directives.
- * Arrests, military or civilian.
- * Sick call rate.
- * Unauthorized absences.
- * Personal conduct.
- * Personal hygiene.
- * Interpersonal relations.
- * Care of equipment.
- * Motivation during training.
- * Requests for transfers.
- * Reenlistment rates.
- * Use of drugs and alcohol.

(2) Ways to Improve:

- * Know your Marines, their spirit and aspirations, and look out for their welfare.
- * Be enthusiastic and "gung-ho."
- * Teach the profession of arms and demand perfection.
- * Get your Marines into top physical condition.
- * Keep your Marines informed.
- * Develop a competitive spirit in all activities.
- * Teach a belief in the unit's mission.
- * Make your Marines feel they are essential to the unit.
- * Instill in your Marines confidence in themselves, their leaders, their training, and their equipment.
- * Develop a sense of responsibility among your Marines.
- * Carefully consider job assignments to put the proper person in the proper job insofar as you are able.
- * Ensure that tasks are understood, supervised and accomplished.
- * Demonstrate your concern for your troops physical, mental, moral, and spiritual welfare -- to include their dependents.
- * Make sure that awards and rewards are passed out as quickly as punishments.
- * Remove on all occasions those causes which make for misunderstanding or dissatisfaction.
- * Build a feeling of confidence which will ensure the free approach by subordinates for advice and assistance not only in military matters but for personal problems as well.

b. Motivation: Motivation is the answer to the question "why do Marines fight?" It also answers the "why" of everything Marines do to prepare for combat. Motivation is based on psychological factors such as needs, desires, impulses, inner drives, impelling forces, or commitments that influence the reactions and attitudes of people and what moves them to action. Simply put, motivation is commitment which is generally based on pride and unit integrity.

(1) Indicators: The indicators of a motivated unit are obvious; however, the indicators of an unmotivated unit are even more obvious.

(2) Ways to Develop:

- * Be motivated and enthusiastic
- * Provide the basic needs of your Marines such as food, shelter, water, comradeship, and self-respect.
- * Enhance a Marine's motivation to perform well by letting him know that: he can succeed if he tries hard enough; that he will be recognized for good work; and that his performance is a key element in the success or failure of the unit.

c. Discipline: This is the individual or group attitude that ensures prompt obedience to orders and initiation of appropriate action in the absence of orders. It is an attitude that keeps Marines doing what they are supposed to do and as they are supposed to do it through strong inner conviction. Good discipline is constant and functions whether or not outside pressure or supervision is present. It is the result of good training and intelligent leadership. Napoleon and Puller stated that the most important element of military training was discipline. Without discipline, a unit becomes a mob.

(1) Indicators:

- * Attention to detail.
- * Devotion to duty.
- * Good relations between unit members.
- * Proper conduct on and off duty.
- * Proper senior-subordinate relationships.
- * Promptness in response to orders.
- * Adherence to standards of cleanliness, dress, and military courtesy.
- * Ability and willingness to perform effectively with little or no supervision.

(2) Ways to Improve:

- * Be self-disciplined and consistent.
- * Strive for forceful and competent leadership throughout the entire organization.
- * Ensure principles of leadership are practiced by officers and noncommissioned officers.
- * Set the example.
- * Institute a fair and impartial system of reward and punishment.
- * Resort to punitive measures only when necessary to protect the rights of individuals, the government, and the standards of the Marine Corps.
- * Develop mutual trust and confidence through tough stressful training. Challenge subordinates in accordance with their capabilities.
- * Encourage and foster the development of self-discipline.
- * Be alert to conditions conducive to breaches of discipline and eliminate them where possible.
- * Eliminate meaningless tasks and assignments.
- * Provide guidance and assistance but don't micro-manage your Marines.
- * Encourage innovation and support your subordinates.

- * Set high performance standards.

d. Esprit De Corps: One of the factors which constitute morale, is the loyalty to, pride in, and enthusiasm for the unit shown by its members. Whereas morale refers to the Marine's attitude, esprit de corps is the unit spirit. It is the common spirit reflected by all members of a unit and provides group solidarity. It implies devotion and loyalty to the unit and all for which it stands, and a deep regard for the unit's history, traditions, and honor. Esprit de corps is the unit's personality and expresses the unit's will to fight and win in spite of seemingly insurmountable odds. Esprit de corps depends on the satisfaction the members get from belonging to a unit, their attitudes toward other members of the unit, and confidence in their leaders. True esprit de corps is based on the great military virtues such as unselfishness, self-discipline, duty, energy, honor, patriotism, and courage. Idleness is the curse of military life and kills esprit.

(1) Indicators:

- * Expressions from the Marines that show enthusiasm for and pride in the unit.
- * A good reputation among the units.
- * A strong competitive spirit.
- * Willing participation by members in the unit activities.
- * Pride in the history and traditions of the unit.

(2) Ways to Improve: Cultivation of esprit is more difficult in peace than in war since there is no "great mission" and it is hard to convince Marines to train diligently and prepare themselves for something not imminent. Some actions which help to establish and maintain esprit de corps are:

- * The leader must be the symbol of the fighting spirit he wants to develop.
- * Start new people off right by ensuring their welcome into and reception by the unit. Include an explanation of the unit's history, traditions and its present mission and activity.
- * Train your Marines as a team
- * Leaders must use ingenuity and initiative to train their own minds so they can provide their Marines useful and meaningful instruction
- * Leaders must bring their troops to the very finest physical condition and train them to perfection in the military skills.
- * Use competition wisely to develop a team concept; try to win in every competition. Always find some way to convince others your unit is the best.
- * Make your Marines feel they are invincible, that no power can defeat them, and the success of the Corps and country depends on them and the victory of their unit.

e. Proficiency: This is the technical, tactical, and physical ability of the individuals and the unit to accomplish the mission.

(1) Indicators:

- * Personal appearance and physical conditioning of the troops.
- * Appearance and condition of equipment, quarters, and working spaces.
- * Unit reaction time under various situations and conditions.
- * Professional attitudes demonstrated by the unit and its members.
- * Troop leading ability of subordinate leaders.
- * Degree of skill when carrying out assigned tasks.
- * Promptness and accuracy in disseminating orders, instructions, and information throughout the unit.

(2) Ways to Improve:

- * Be technically and tactically proficient.
- * Thoroughly train individuals in their duties.
- * Emphasize teamwork and the chain of command.
- * Provide cross-training.
- * Ensure that training is realistic.
- * Provide unit members with frequent opportunities to perform the duties of the next higher rank or billet.
- * Set high standards of performance and insist that they be met.

REFERENCE: Marine Corps Values and Leadership User's Guide for Discussion Leaders