

LEADERSHIP is Preventive Maintenance

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Recently we were met with two cases that created no little stir in the Armed Forces.

Newspaper accounts revealed that on May 14, Captain Felicisimo Carungeong, commanding officer, "E" Company, 8th Infantry, 3rd Division, was wounded in the left shoulder with a .45 caliber pistol fired by Staff Sergeant Fondador Alamar. Findings showed that Staff Sergeant Alamar confronted and fired at his superior officer in resentment against his (Carungeong's) reprimand and recommendation for his dismissal from the service as punishment for having absented himself frequently from camp.

On May 21, Captain Policarpio Reyes died of gun shot wounds inflicted by Private First Class Manuel Estil, a band member, 23rd Battalion Combat Team. Another officer, Captain Abelardo Yalong, was hurt in the right arm. The in-

cident happened at Sto. Domingo, Mexico, Pampanga. Private First Class Estil while on guard was accosted by Captains Reyes and Yalong and ordered to don the regulation uniform. He entered barracks but came back still in improper attire. At this juncture Captain Reyes attempted to disarm him, but the latter moved back and fired at the two officers. Findings showed that the enlisted man had reacted sharply to the abrupt change of duties and his being called down by the two officers.

In citing these two cases no intent is made to influence in any way the conduct of investigation into the cases that is sure to follow or to pre-judge the actuations of the military personnel involved. In justice to the persons concerned and to the service, the final determination is better left to the judgment of the duly constituted authority who

will have chance to decide the cases on the basis of facts and circumstances. This manuscript is presented purely on the leadership approach as we see and apply it in the military organization.

Most Vital Factor

It is submitted that cases of this nature need not cause undue alarm among us. Various segments of even our civilian population who are engaged in a calling less strenuous and more stable than that of the servicemen have their own share of violent accidents. The incidents should tend more to spur us to adoption of effective measures against their being repeated.

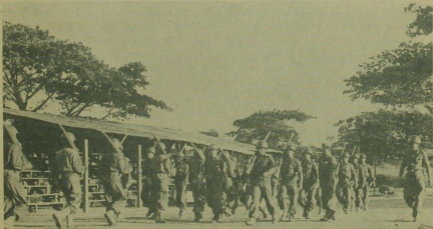
To our mind, the most important single factor that enters into any case of this nature is *leadership*. Among some army officers today, leadership is one ability that is beginning to be taken for granted. Its

impact upon the men they handle is not fully felt and recognized.

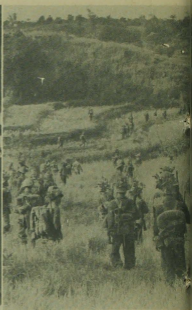
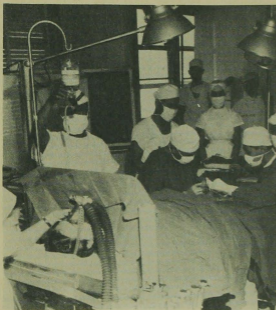
Almost always an officer who neglects to develop and maintain a possible level of the leadership ability ends up as a dismal failure. There cannot be any other conclusion. If he was able to get along for some time it could have been merely because his burden was passed to his subordinates or his immediate superiors.

Success in handling a military unit is attained only by a progressive development of the ability to lead that particular unit. An officer joining such unit must decidedly undergo a series of preliminaries, tests, and trials before he could consider himself fit to lead the complement.

He must look first into the state of preparation of the personnel for general military duties. Next he examines into the qualifications and



In the employment of military personnel the unit leader must be guided by an insight into the basic capabilities and weaknesses of his men. Capabilities are developed by training and application as shown in photo above.



The welfare of the men is a must obligation of the unit leader. Photo above (left) shows a soldier being attended to by well-trained nurses of the Army's V. Luna Hospital. In the field as shown in middle photo, the unit leader shares the difficulties, discomforts and inconveniences unconcernedly with his men. Recreation is also attended to assiduously by the unit leader as shown in right photo above.

fitness of each soldier for his specific duty assignment. Their performance must be watched and evaluated. Errors and defects should be detected and appropriate corrective measures applied.

Knowledge of Men

The job is quite tedious but it pays the desired dividends. There is no substitute prescription for that as a commencing effort in knowing the men. Their habits and idiosyncracies have to be known. This knowledge is vital in determining the range of duty and assignments to be given each one of them.

The common mistake committed by

some officers assigned to a new unit is the tendency to assume that he could readily begin employing men undiscernedly — men he, in a true sense, does not as yet know. Such assumption, under present operational demands, is normally fatal. The results are tragic. Exceptions may perchance go through, but exception is never the rule, more so in the military.

In the employment of military personnel the unit leader must be guided by an insight into the basic capabilities and weaknesses of his men. Capabilities are developed by training and application; it is from



these two phases of military activity that the unit leader comes to assess and learn them. Weaknesses are better seen in performance.

Needless to state, the unit leader, therefore, should invariably train with his men before he really works with them. Training with the men produces identity of purpose, harmony of effort and a common perspective for both the men and the leader. Working with them puts into effect the synchronization that the service, in the final analysis, underscores as the ultimate in performance.

Training Continues

The unit commander does not stop

there. As time goes on he intensifies his efforts to further integrate the human resources at his command.

Training continues. He always finds time for reinstruction of his men in the military fundamentals. He watches over their upkeep and see that military standards are maintained. Tolerance at slovenliness, misdemeanor, and infractions of the military rules and regulations are strictly guarded against. Tolerance at these defects leads to an intolerable loss of discipline and courtesy. It breeds resentment at corrections and punishments. Under such a condition it is not surprising to know that even a simple reprimand ends up in instances of illegal shooting.

In this aspect of military management, such routines as formations, ceremonies, guard duty, inspections and other administrative duties should be followed and performed. The end-purposes of these activities are still immutably and universally sound.

The men must be assembled and formed before instruction is conducted or duties are assigned.

Before soldiers are posted on guard duty, they must be formed to check their presence; inspected to check their physical fitness and readiness to guard, including arms and equipment; and instructed to check their understanding of the guard assignment to be performed. It is a must that these essentials be executed un-faillingly. Otherwise, there would be needless sacrifice.

Eye on Men's Welfare

The unit leader should consider it



Photo above shows a unit leader conducting lecture, before his men are assigned to their respective duties. This is a must procedure of a good leader.

a masterful obligation to continually look over the welfare of his men. Our military doctrine declares the welfare of the men as second only to the mission.

He should attend to their needs assiduously. Their clothing, their pay and allowances, their food, their sleeping quarters, their equipment, their amusement and recreation, their small privileges, their health — all need be attended to.

The unit leader should develop a dignified approach towards his men. Men readily respond to personality. Dignity is the finest manifestation of a compelling personality.

It is an accepted practice in our army that major and abrupt changes in military programs and duty as-

signment have to be explained to all the men concerned. The practice serves to instil stability, continuity and serve to inculcate in the minds of the men the leader's regard and concern for their welfare.

In the field, the men love to see their leader undergo the difficulties, discomforts and inconveniences attendant to operations. The leader should share them unconcernedly with his men. He should demonstrate endurance, stamina, courage, and determination. No man will balk at such a leader.

These rules are simple. Any officer who has what it takes can apply them as long as he is fully dedicated to the oath of service and duty that goes hand in hand with his commission.