

UB  
210  
U5  
c.2

# CITIZENSHIP FOR THE FUTURE

## THE NATIONAL ASSOCIATION OF CITIZENSHIP EDUCATORS

THE NATIONAL ASSOCIATION  
OF CITIZENSHIP EDUCATORS  
IS A NON-PROFIT ORGANIZATION  
WHICH HAS THE HONOR OF  
BEING THE FIRST AND ONLY  
NATIONAL ASSOCIATION OF  
CITIZENSHIP EDUCATORS

JULY 1971

SECOND PRINTING 1968 ADAMS, MASS.

## EXECUTIVE SUMMARY--LEADERSHIP FOR THE 1970's

Beginning in January 1971, the US Army War College, at the direction of General Westmoreland, conducted a study to determine the type of leadership that would be appropriate as the Army approached the zero-draft conditions of the Modern Volunteer Army.

Using a carefully selected research team composed of staff, faculty, and students with appropriate leadership experience and academic expertise, the US Army War College designed the study on the proposition that the type of leadership appropriate for the Modern Volunteer Army (or for today's Army, for that matter) would be leadership which, at all levels and in all processes, would recognize and honor the terms of the "informal contract" that comes into being between the Army and the individual when the professional soldier dedicates his life effort to an Army career. This difficult and idealistic commitment, on the part of the organization and the individual, would require each to know and attempt to fulfill the legitimate expectations of the other--the Army in terms of worthwhile work, a sufficiency of pay, and fair and honest treatment; and the individual in terms of task proficiency, disciplined response to direction, and full support of assigned missions. This reciprocity of professionalism was seen as the critical essential under those conditions where the long term effectiveness of the Army depended upon the existence of a satisfactory relationship between the Army as an organization and the professional soldier as an individual. Army leadership was viewed as the mediating influence--the context within which and by which the informal contract is supported or negated.

The 18-man research team, using a scientifically designed questionnaire and group interview techniques, collected data from 1,800 individuals, representing a broad base of Army leadership up to and including 8-10 percent of the Army's general officers. The data, analyzed quantitatively by computer and qualitatively by content analysis techniques, spoke significantly in terms of the expectations of the organization and the individual, represented respectively by the perspectives of superior and subordinate.

The findings show dramatically that the Army's time-honored Principles of Leadership are accepted overwhelmingly by leaders at all levels as appropriate for the coming decade. The data show further, however, that there are serious deficiencies in the application of the principles--deficiencies which, through the study findings, can be identified precisely by grade level, by perspective, and by specific kinds of leadership behavior; and which evidence unrecognized failures by one or both parties to meet the expectations of the informal contract. The same data, reciprocally, using satisfaction with Army leadership as a criterion, identify with identical precision the leadership behavior necessary to produce a condition wherein

the legitimate expectations of the organization and the individual are perceived as being fairly met--this condition being the essential prerequisite to a satisfactory relationship between the Army and the professional soldier.

A listing of abbreviated statements of findings and abbreviated statements of solution concepts follow:

ABBREVIATED STATEMENTS OF FINDINGS  
OF USAWC LEADERSHIP STUDY

1. THE STUDY METHODOLOGY IS A RELIABLE DEVICE FOR MEASURING LEADERSHIP EFFECTIVENESS AND DIAGNOSING PROBLEMS.
2. DEGREE OF SATISFACTION WITH ARMY LEADERSHIP VARIES SIGNIFICANTLY BY GRADE LEVEL (HIGHER GRADE, HIGHER SATISFACTION), VARIES ONLY SLIGHTLY BETWEEN COMBAT AND NONCOMBAT CONDITIONS, AND DOES NOT VARY BY RACIAL GROUP.
3. IN GENERAL, SOLDIERS ARE SATISFIED WITH LEADERSHIP IN BASIC TRAINING AND DISSATISFIED WITH LEADERSHIP IN ADVANCED INDIVIDUAL TRAINING. (SOLDIERS ARE DISAPPOINTED IF HIGH STANDARDS OF PERFORMANCE ARE NOT SET AND MAINTAINED.)
4. OUR LEADERSHIP PRINCIPLES (AND THE INSTITUTIONAL CONCEPT THEY EXPRESS) ARE VALID, AND APPROPRIATE FOR THE 1970'S.
5. THE PERCEPTION OF THE RELATIVE IMPORTANCE OF SPECIFIC LEADERSHIP PRINCIPLES VARIES AMONG GRADE LEVELS.
6. THE APPLICATION OF LEADERSHIP PRINCIPLES IS DEFECTIVE IN SEVERAL RESPECTS WHICH HAVE BEEN IDENTIFIED BY GRADE LEVELS AND PERSPECTIVE (SUPERIOR, SUBORDINATE, SELF) IN TERMS OF SPECIFIC BEHAVIOR.
7. A MAJOR DIFFICULTY IN APPLYING CORRECTLY THE PRINCIPLES OF LEADERSHIP IS THE FREQUENT MISPERCEPTION OF HOW WELL ONE'S OWN LEADERSHIP IS MEETING THE LEADERSHIP EXPECTATIONS OF SUPERIOR AND/OR SUBORDINATE (INDIVIDUALS CONSISTENTLY PERCEIVE THEIR OWN SHORTFALLS AS LESS THAN SUPERIORS OR SUBORDINATES PERCEIVE THEM TO BE).
8. CERTAIN ITEMS OF LEADER BEHAVIOR FOR EACH GRADE LEVEL HAVE HIGH POTENTIAL FOR SIGNIFICANT IMPROVEMENTS IN OVERALL LEADERSHIP EFFECTIVENESS IN RETURN FOR A SMALL IMPROVEMENT IN THE PARTICULAR BEHAVIOR.
9. SEVERAL FACTORS WERE FOUND TO BE COMPOUNDING THE PROBLEM OF APPLYING CORRECTLY THE PRINCIPLES OF LEADERSHIP:

- A. LEADERS' PERCEPTION OF THE CURRENT SYSTEM OF MILITARY JUSTICE AS IMPEDING THEIR ABILITY TO ENFORCE STANDARDS.
  - B. DIVERSION OF SOLDIERS FROM PRIMARY DUTIES BY DETAILS AND LEVIES.
  - C. MISUSE OF SOLDIERS' TIME.
  - D. LACK OF AUTHORITY TO REWARD GOOD PERFORMANCE WITH TIME OFF.
  - E. FEELING BY JUNIOR OFFICERS AND JUNIOR NCO'S WITH PRIMARILY VIETNAM EXPERIENCE THAT THEY ARE ILL-PREPARED FOR PEACETIME LEADERSHIP.
  - F. APPARENTLY WIDE VARIATION IN THE STANDARDS BY WHICH GENERAL OFFICERS MEASURE LEADERSHIP EFFECTIVENESS OF THEIR SUBORDINATES.
  - G. SIGNIFICANT DEFECTS (LACK OF COMMUNICATION, INATTENTION TO HUMAN NEEDS, ETC.) IN THE PROFESSIONAL CLIMATE CORROBORATING FINDINGS OF OTHER PERTINENT RECENT STUDIES OF THE MILITARY ORGANIZATION.
10. THE OVERALL ATTITUDE TOWARD THE MVA CONCEPT WAS MODERATELY FAVORABLE ALTHOUGH THERE WERE WIDE VARIATIONS WITHIN AND BETWEEN GRADE LEVELS.

ABBREVIATED STATEMENTS OF SOLUTION CONCEPTS  
OF USAWC LEADERSHIP STUDY

- 1. USE THE MAIN FEATURES OF THIS STUDY ON AN ARMY-WIDE SCALE TO PROVIDE:
  - A. THE INDIVIDUAL AND ORGANIZATIONAL BENEFITS ACCRUING FROM PARTICIPATORY RESEARCH.
  - B. DIAGNOSTIC INFORMATION APPLICABLE TO INDIVIDUAL AND ORGANIZATIONAL LEADERSHIP IMPROVEMENT.
  - D. A BROADENED DATA BANK OF INFORMATION TO BE USED BY ARMY PLANNERS, EDUCATORS, AND RESEARCHERS.
- 2. MAKE WIDE DISTRIBUTION OF SELECTED PORTIONS OF THIS STUDY AS A MEANS OF PROVIDING, BY LEVEL, DIAGNOSES OF LEADERSHIP PROBLEMS AND PRESCRIPTIONS FOR LEADERSHIP IMPROVEMENT.
- 3. CONDUCT SCIENTIFIC STUDY OF THE ATTITUDES, VALUES, AND CONCEPTS OF LEADERSHIP HELD BY OFFICERS AT O6 AND HIGHER GRADES.
- 4. REVISE LEADERSHIP INSTRUCTION CONCEPTS WITHIN THE ARMY SCHOOL SYSTEM TO ENSURE THAT CONTEMPORARY SCIENTIFIC APPROACHES TO THIS SUBJECT ARE BEING EXPLOITED.

5. ESTABLISH AN EXTENSIVE AND PROGRESSIVE PROGRAM OF ACADEMIC AND TECHNICAL EDUCATION FOR CAREER NCO'S.
6. BEGIN DEVELOPMENT OF A PROGRAM OF "COACHING" DESIGNED TO ENHANCE COMMUNICATION AND UNDERSTANDING OF SPECIFIC EXPECTATIONS BETWEEN SUPERIOR AND SUBORDINATE.
7. PROVIDE STAFF MEMBERS (MILITARY) WHO ARE FORMALLY TRAINED IN THE SCIENTIFIC STUDY OF LEADERSHIP AND INTERPERSONAL RELATIONS TO ALL ARMY SCHOOLS AND STAFF SECTIONS DEALING WITH THEORETICAL OR PRACTICAL LEADERSHIP EDUCATION OR TRAINING.
8. PRECLUDE EVOLUTION OF AN "ANTI-LEADERSHIP" SYNDROME BY ENSURING QUALITY CONTROL OF LEADERSHIP STUDY ACTIVITIES THROUGH CENTRALIZED COORDINATION OF FIELD SURVEY OPERATIONS.

The support for each finding and the rationale for each solution concept are explained in detail in the accompanying abbreviated report.

## ACKNOWLEDGEMENTS

The following individuals, assigned to the United States Army War College, participated in the preparation of this study:

COL Frederick T. Abt, Inf	LTC Tenho R. Hukkala, CE
LTC Ames S. Albro, CE	LTC Theodore S. Kanamine, MPC
COL Adolph L. Belser, QMC	LTC Joseph H. Kastner, Inf
CSM Myrl G. Blum	LTC Maida E. Lambeth, WAC
LTC Richard S. Bullock, FA	LTC William D. Lewis, SigC
CSM Robert L. Careless	COL William F. Luebbert, SigC
Miss Carmen Clark, USAWC Library	LTC Robert H. Luck, Armor
LTC Donald W. Connelly, AGC	LTC Dandridge M. Malone, Inf
LTC James E. Crow, Inf	CPT Ronnie L. Morgan, CmlC
COL Harold N. Elliott, MPC	COL Robert C. Morrison, FA
LTC Robert M. Elton, Inf	LTC Hugh J. Quinn, Inf
2LT Thomas O. Frank, SigC	LTC Roy E. Shelby, SigC
LTC Niles J. Fulwyler, FA	COL LeRoy Strong, Inf
COL John K. Henderson, TC	LTC Walter F. Ulmer, Jr., Armor

In addition to the above, invaluable assistance was given the study group by the following civilian authorities in the field of leadership behavior and related areas:

Doctor David G. Bowers	Doctor Charles R. Moskos
Doctor Thomas O. Jacobs	Doctor Donald D. Penner
Doctor Rensis M. Likert	Doctor Ralph M. Stogdill
	and others