

**LEADERSHIP, A STUDY AND DISCUSSION OF
THE QUALITIES MOST TO BE DESIRED IN AN
OFFICER, AND OF THE GENERAL PHASES OF
LEADERSHIP WHICH HAVE A DIRECT BEARING
ON THE ATTAINING OF HIGH MORALE AND
THE SUCCESSFUL MANAGEMENT OF MEN**

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ARTHUR HARRISON MILLER

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Leadership

A Study and Discussion of the Qualities Most to be Desired in an Officer, and of the General Phases of Leadership which have a Direct Bearing on the Attaining of High Morale and the Successful Management of Men

By

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With a Foreword by

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EDWARD L. MUNSON, COLONEL, GENERAL STAFF

FOREWORD

LEADERSHIP is an essential quality which all officers are presumed to possess. But the amount of actual possession is a variable. Some come by it naturally and in high degree as a result of inherited qualities. In others, and by far the greater number, it needs to be developed. For such development, proven rules of conduct are an accepted and safe guide. The pages of this book ably summarize the results of the broad experience of many efficient leaders and show the qualities contributing to their success. The suggestions offer a direct short cut to the understanding and acquirement of true leadership, instead of the slow process through experience, wherein the right way is learned as much by error as by success. It is believed that from them all officers may benefit, each according to his needs. Further, that under the development of better standards of guidance, the army as a whole will profit. In presenting these in attractive and assimilable form, the author has rendered a valuable public service.

EDWARD L. MUNSON.

PREFACE

LEADERSHIP has gained recognition and prominence in the military world far greater than the mere tactical and technical manipulation of troops in the field. It has come to mean much more than this. Before the great test of the World War came, the subject of leadership as a definite study, aside from its tactical application, was given but slight consideration. In the schooling of officers no course was included nor lectures given in leadership as a human science or in its relation to military success as a morale factor in peace or war. The necessity and vast importance of such study is made apparent in the light of the significance which Napoleon attached to the mental quality of leadership,—“The morale is to the physical

as three to one." Mental and physical training and instruction in tactical leadership were present to an excellent degree. It seems to have been assumed, however, that giving a man an education in these and in the routine administration work of a military organization fitted him to be a leader. The result was that the young officer was obliged to learn many things by hard experience and through trial and error; there was not the desired uniformity in matters of personal leadership. If captains A, B, and C always have contented and efficient organizations, while other officers on the same post have not, there can be no question but that the success of Captains A, B, and C is due to their superior methods of leadership. By standardizing the methods of Captains A, B, and C and giving them to Captains X, Y, and Z and all other officers, I believe that it is possible to increase their value and the efficiency of their organizations. That is what

I have endeavored to do in *Leadership*, so that younger officers may be shown much in the matter of handling men that they would otherwise have to learn by trial and error. In order to crowd as much of value as possible into the shortest space I have merely set down methods and "formulæ" without going into the psychological reasons or "derivations." In any group of men there are always two classes, the leaders and the followers. The idea of "get men into the army in any way—circumstances will keep a certain number of them there and self-preservation will make them fight," has perhaps been entertained to a small degree in the past. Men can be depended upon to fight to save their lives, but such a spirit is not the spirit of a successful army. It is the duty of every officer, not only to be a leader himself, but to develop leadership in his men. The holding of a commission does not make an officer a leader. It assumes that he is a leader, but

it is up to him to prove that he is. An officer cannot be a good officer if he is not a good leader; he may be able to fool himself and some other officers but he cannot fool his company. In the same way, if you want to know how good a Colonel is, don't ask a General, ask one of his captains. Leadership is not a matter of physical size and quality, but of mental size and mental quality. The success of an army in peace or war depends on the human-leadership ability of its officer personnel. Since, and perhaps to some extent as a result of the World War, the importance of this kind of leadership has been gaining recognition every day. It is now often discussed in conference—Generals are talking about it and it is frequently spoken of in the General Orders and Circulars of the War Department as a definite subject, separate and distinct from the matter of tactical leadership. It behooves the thoughtful and progressive officer to move with the trend.