

United States Marine Corps  
Professional Development Series



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# LEADERSHIP

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# United States Marine Corps One Shot Sheet



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**Leadership Goals:** Mission Accomplishment  
Troop Welfare

**14 Leadership Traits:** Justice  
Judgment  
Decisiveness  
Integrity  
Dependability  
Tact  
Initiative  
Enthusiasm  
Bearing  
Unselfishness  
Courage  
Knowledge  
Loyalty  
Endurance

**11 Leadership Principals:**

1. Be technically and tactically proficient
2. Know yourself and seeking self-improvement
3. Know your Marines and looking out for their welfare
4. Keep your Marines informed
5. Set the example
6. Ensure tasks are understood, supervised, and accomplished
7. Train your Marines as a team
8. Make sound and timely decisions
9. Develop a sense of responsibility among your subordinates
10. Employ your command in accordance with its capabilities
11. Seek responsibility and take responsibility for your actions.

# Elements of Leadership

Leadership is necessary whenever two or more people get together to perform a common task. The leader's primary purpose is to ensure that the job is done, or, in the words of the military, that the **mission is accomplished**.

Three essential elements are needed to perform the role of a leader

1. The leader
2. The group, or the people led
3. The situation.

There are two goals of military leadership:

1. **Mission Accomplishment**
2. **Troop Welfare**

## Leadership Styles

There are two extremes in leadership styles:

1. Authoritarian (autocratic)
2. Persuasive (democratic)

Each leader is free to choose a style of leadership; the choice of leadership style is influenced by the situation, the subordinates, and leader's personality. The authoritarian leader leads by personal control. The characteristics of the **Authoritarian style** are as follows:

1. Lets subordinates know he is in charge.
2. Makes subordinates into a team but remains outside the team membership.
3. Tells subordinates what to do and how to do it.
4. Makes all decisions without asking for suggestions.

The persuasive leader uses personality to lead and influence subordinates. Characteristics of the **Persuasive Style** are as follows:

1. Doesn't emphasize that he is in charge.
2. Develops subordinates into a team of which the leader is a member.

## Characteristics of the **Persuasive Style** (Continued)

3. Asks subordinates to do their jobs.
4. Makes the decision but asks for, listens to, and sometimes takes subordinates advice.

The two styles of leadership mentioned above are the extremes. Each style has its bad and good points. As displayed in front of subordinates, the authoritarian must be perfect or the subordinates will lose respect for the leader; the persuasive leader must be alert that subordinates won't play on friendships to get out of doing their work. **Very few Marine leaders are strictly authoritarian or strictly persuasive.**

## **Fourteen Leadership Traits**

1. **Justice.** Justice is fairness! As a Marine Leader, you give rewards and punishments as each case merits. Justice must be impartial. Personal feelings, emotions, beliefs, and prejudices must not be allowed to influence your decision. When dealing with a situation that requires justice, you must be fair, consistent, and prompt. It only takes one unfair decision to hurt your reputation and cause you to lose the respect of your Marines. Each Marine rates individual attention; each case should be looked at individually and be dealt with fairly. Justice is involved not only in dealing with problems; it is also rewarding a job well done. When you use justice in recognizing outstanding effort, you boost morale. To improve your trait of justice, you should do the following:
  - a. Search your mental attitudes to determine prejudices. Then seek to rid your mind of them.
  - b. Learn to be absolutely impartial when imposing punishment or giving rewards.
  - c. Search out the facts of each case.
  - d. Analyze cases that have been decided by leaders who have a reputation for justice.
  - e. Study human behavior.
  - f. Be honest with yourself.
  - g. Recognize those subordinates worthy of commendation or reward. Don't be known as one who hands out only punishment.
2. **Judgment.** Judgment is the ability to logically weigh facts and possible solutions on which to base sound decisions and includes common sense! When faced with a new problem or information you don't understand, seek advice before you attempt a solution. It isn't degrading to ask questions. It is embarrassing to arrive at a poor solution because of the lack of

- judgment to seek help. To develop the trait of judgment, you should do the following:
- a. Practice making estimates of the situation.
  - b. Anticipate situations which require decisions to be prepared when the need arises.
  - c. Avoid making rash decisions.
  - d. Approach problems with a common sense attitude.
3. **Decisiveness.** Decisiveness is the ability to weigh all the facts in a situation; analyze the facts, and then arrive at a sound and timely decision. But before you make a decision, you must be sure that you have all the facts. Decisiveness is largely a matter of practice and experience. To develop the trait of decisiveness, you should do the following:
- a. Form the habit of considering several points of view for every problem.
  - b. Learn from the mistakes of others.
  - c. Force yourself to make a decision and then check the decision to see if it is sound.
  - d. Talk to people and practice making your conversations logical and clear.
4. **Integrity.** Integrity is the quality of absolute honesty, trustfulness, and uprightness of character and moral principles. In the Marine Corps, a few Marines hold the lives of many Marines in their hands. As a leader, you must have unquestioned integrity. Honesty, a sense of duty, and moral principles must be placed above all else. You must be totally trustworthy for subordinates to have faith in you and for seniors to have confidence in you.
- a. Practice absolute honesty and be trustworthy at all times, not only with yourself, but with others. Never shade the truth.
  - b. Be accurate and truthful in all statements. Don't tell your superiors only what you think they want to hear. Tell it as it is--but tactfully.
  - c. Stand for what you believe, even if the belief is an unpopular one.
  - d. Place honesty and duty above all else.
5. **Dependability.** A dependable leader is one who can be relied on to carry out any mission to the best of his or her personal ability. To be dependable, you must voluntarily and willingly support the policies and orders of your seniors. This does not mean blind obedience, but it does imply a high sense of duty. This high sense of duty results in your setting very high unit standards. You put personal interests second to military duty as well. To develop the leadership trait of dependability, you should do the following:
- a. Practice honest thinking--avoid making excuses.
  - b. Accomplish the assigned task regardless of the obstacles.
  - c. Always be prompt and perform all tasks to the best of your ability.

- d. Be careful about making promises and personal deals. But when you have made them, build a reputation for keeping them.
6. **Tact.** Tact is the ability to deal with people without causing friction or giving offense. More simply stated, tact is the ability to say and do the right thing at the right time. You must use tact not only when dealing with seniors but with the subordinates as well. To successfully use tact, you must be courteous because courtesy given will be returned. It is important that courtesy not be misunderstood as "brown-nosing." Inexperienced leaders may wrongly feel that politeness in a military command is a sign of weakness. All orders given will be obeyed but those given with courtesy will be obeyed willingly. Even in emergency situations where orders must be abrupt and rapid, there is no room or need for discourtesy. Usually you will find that a calm and courteous, though firm, manner of speech gets the best results. Tact becomes very important when criticizing a subordinate. Lack of tact can crush a Marine's spirit and initiative. Criticism must be made in a manner that points out a weakness in the subordinate's actions but still encourages the subordinate to continue to show initiative. To develop the leadership trait of tact, you must do the following:
  - a. Be considerate. Develop the habit of cooperating in spirit as well as in fact.
  - b. Study the actions of successful senior NCOs who enjoy a reputation for being able to handle Marines successfully.
  - c. Check yourself for tolerance and patience. If at fault, correct your own habits.
  - d. Apply the Golden Rule: Do unto others as you would have them do unto you--it is vital to teamwork.
  - e. Let no Marine, superior or subordinate, exceed you in courtesy and consideration for the feelings of others.
7. **Initiative.** The trait of initiative is a key to being a successful leader. Initiative is simply seeing what has to be done and doing it without having to be told to do it. As a Marine Leader, you must develop initiative, not only in yourself, but in your subordinates as well. Your Marines will develop trust and respect when you take prompt action in meeting new situations. To develop initiative in subordinates, you should assign tasks according to the subordinates' ability and experience. But once a task is assigned, don't tell subordinates how to do it unless they ask for suggestions. By allowing subordinates to do the job, it not only develops initiative but frees you to do other tasks. Closely related to initiative is resourcefulness. The successful leader must know the assets available and how they can best be used to accomplish the mission. Resourcefulness sometimes means using particular materials and methods to deal with a situation even when those materials and methods are not normally used that way. Another side of initiative is the ability to anticipate. Simply stated, this is the ability to foresee situations before they arise. This prior knowledge gives you a chance to plan for the event and

have preparations ready to deal with the situation. It is easier to prevent a fire than to put one out. Initiative, combined with resourcefulness and anticipation, gives you an advantage. When you team initiative with good judgment and experience, you have a strong leadership plus. The key test that shows you have initiative is to recognize the task and accomplish it using the resources at hand. To develop initiative, you must practice the following:

- a. Develop and maintain a state of mental and physical alertness.
- b. Look for tasks to be done and do them without being told.
- c. Practice thinking and planning ahead.
- d. Anticipate situations before they arise and have a plan already developed.

8. **Enthusiasm.** Enthusiasm is showing sincere interest and zeal in the performance of duties. You should tackle all tasks cheerfully and with determination to do the best job possible. Enthusiasm is contagious and is an excellent way to set the example for subordinate Marines.

Demonstrated enthusiasm in training and instructing develops a happy, close-knit, and successful unit. To develop the trait of enthusiasm, both personally and in others, you should:

- a. Explain why the mission must be accomplished whenever you can do so.
- b. Know and believe in your work.
- c. Tackle all tasks with a cheerful "can-do" attitude.
- d. Believe in your mission no matter what it is.

9. **Bearing.** Bearing is a Marine's general appearance, carriage, deportment, and conduct. By your bearing, you establish a standard for your peers, superiors, and subordinates. Your appearance should show confidence, competence, alertness, and energy. Your clothing and equipment should be neat and clean at all times. Your voice and actions should be under control. Few things can steady the morale of troops like a leader who, with full knowledge of the difficulties of a situation, neither looks nor acts worried. When speaking to Marines, talk in short, plain sentences. Never talk down to Marines or allow sarcasm to enter the conversation. Vulgar speech, frequent loss of temper, and an irritable nature show a lack of self-confidence that subordinates easily see. They react to lack of self-confidence with resentment or even insubordination. Avoid criticizing an entire group of Marines for the failings of a few. Those who didn't do anything wrong will resent it. Your bearing should show dignity and control of both emotions and actions. Dignity shows pride and confidence in yourself and the ability of your Marines. Emotional control shows that you have any situation well in hand. To develop and improve your bearing, you should do the following:

- a. Practice control over your voice, facial expression, and gestures.
- b. Demonstrate calmness, sincerity, and understanding.

- c. Master your emotions so that you control them and they do not control you.
- d. Speak simply and directly.
- e. Never reprimand subordinates in the presence of their subordinates.
- f. Observe and study leaders who enjoy a reputation for good bearing.
- g. Know and adhere to regulations concerning dress, grooming, and conduct.
- h. Demand the highest standards of yourself and subordinates.
- i. Avoid indiscriminate coarse behavior, profanity, and vulgarity.

10. **Unselfishness.** The unselfish leader is one who gives credit where credit is due. Unselfishness means not taking advantage of a situation for personal gain at the expense of others. No subordinate can respect a leader who takes credit for jobs well done and blames others when performance is poor. An unselfish Marine Leader will ensure subordinates' needs come before personal needs. To develop your trait of unselfishness, you should do the following:

- a. See that subordinates have the best that can be obtained for them under the circumstances.
- b. Try to understand the problems, military or personal, of subordinates.
- c. Put the comfort, pleasures, and recreation of subordinates before your own. In the field, your Marines eat before you do.
- d. Give credit to subordinates for jobs well done and ensure that any recognition from higher commands is passed on to the deserving Marine or Marines.

11. **Courage.** Courage, the physical and mental control of fear, is essential to leadership. Courage is a mental quality that allows you to recognize fear, yet enables you to meet danger or opposition with calmness and firmness. Courage is a quality of mind that gives you personal control, enabling you to accept responsibility and to act in a dangerous situation. You show physical courage when you continue to perform in the face of personal danger. **Physical courage** also means controlling your emotions. You show moral courage when you stand up for and enforce decisions that are right even in the face of popular disfavor. Admitting errors takes real **moral courage**. To develop the leadership trait of courage, you must do the following:

- a. Place duty over your personal desires or feelings.
- b. Look for and readily accept responsibilities.
- c. Speak in a calm tone, keep orderliness in your thought process, and not make any physical danger or hardship bigger than it really is.
- d. Stand for what is right, even in the face of popular disfavor.

- e. Never blame others for your mistakes.
- f. Recognize fear but control your emotions.

12. **Knowledge.** Nothing will gain the confidence and respect of your subordinates more quickly than demonstrated knowledge. As a leader, you should develop a program of learning. Development of knowledge and skills is important and not only for military purposes. You should study and read not only to keep up with current changes in military policies but also to be aware of matters of general interest in the everyday world. To improve your knowledge of military subjects, you can take correspondence courses (MCI) and study field and technical manuals. To stay aware of current events, read newspapers, log on to the internet, or read articles and books on varied subjects. Your base library or public library downtown is a great place to do this! Another excellent source of knowledge is from discussions with people of sound judgment and experience. Ask these people questions every time you have a chance. The bottom line is, before you can teach someone else how to do something, you first must know how to do it yourself. So, to develop the trait of knowledge, you should do the following:

- a. Read all kinds of articles and take courses.
- b. Listen to experienced people.
- c. Ask questions.

13. **Loyalty.** Loyalty is the quality of faithfulness to your country, the Marine Corps, your seniors, and your subordinates. Demonstrated loyalty wins respect and confidence from seniors and subordinates alike. Your reputation spreads far and wide when it is based on actions taken to protect subordinates from abuse. Loyalty means supporting the views and methods the unit employs, but it doesn't mean becoming a "yes man." Every action you take must reflect loyalty to every area to which you owe allegiance. To develop loyalty, you should do the following:

- a. Be quick to defend subordinates from abuse.
- b. Never give the slightest hint of disagreement with orders from seniors when giving instructions to subordinates.
- c. Practice doing every task to the best of your ability. Wholeheartedly support your commander's decisions.
- d. Never discuss the personal problems of subordinates with others. Keep such matters confidential.
- e. Stand for your country, the Marine Corps, your unit, and your fellow Marines when they are unjustly accused.
- f. Never criticize seniors in the presence of subordinates.
- g. Do not discuss command problems outside the unit. Be loyal to your seniors and subordinates. Support the lawful policies of senior officers whether you personally agree with them or not. Loyalty is a two-way street.

14. **Endurance.** Endurance, like courage, has two distinct parts. **Physical endurance** means being able to function effectively when tired or in pain. **Mental endurance** is the ability to think straight when fatigued, distressed, or in pain. Demonstrated endurance brings respect from subordinates. Lack of endurance fails not only to set a proper example for subordinates to follow, but it can be also mistaken as lack of courage. You can increase both mental and physical endurance by doing the following:
- a. Avoiding excesses that lower both physical and mental stamina.
  - b. Keeping physically fit by exercise and proper diet.
  - c. Learning to stand discomfort by undertaking hard physical tasks.
  - d. Forcing yourself to study when you are tired and your mind is sluggish.
  - e. Finishing every job regardless of obstacles.

These are the 14 leadership traits. The traits consist of justice, judgment, decisiveness, integrity, dependability, tact, initiative, enthusiasm, bearing, unselfishness, courage, knowledge, loyalty and endurance. These can be easily remembered using the acronym **J.J.D.I.D.T.I.E.B.U.C.K.L.E.** The discussion of each trait defined that trait and provided you with ways you could develop the trait within yourself. Practicing the traits is the most important part of becoming a successful Marine Corps leader.

## The 11 Leadership Principles

1. **Be technically and tactically proficient.** Before you can lead, you must be able to do the job; so the first principle of leadership is to know your job. As a Marine you must demonstrate your ability to accomplish the mission, and to do this, you must be capable of answering questions and demonstrating competence in your MOS. Respect is the reward of the Marine who shows competence. Tactical and technical competence can be learned from books and from on-the-job training. To develop proficiency in the leadership principle of being technically and tactically proficient, you should do the following:
  - a. Seek a well-rounded military education by attending service schools; by doing independent reading and research; by taking correspondence courses from MCI, colleges, or correspondence schools; and through off-duty education.
  - b. Seek out and associate with capable leaders. Observe and study their actions.
  - c. Broaden your knowledge through association with members of other branches of the U.S. armed services.
  - d. Seek opportunities to apply knowledge through the exercise of command. Good leadership is a skill acquired only through practice.
  - e. Prepare yourself for the job of leader at the next higher rank.

2. **Know yourself and seek self-improvement.** Use leadership traits to develop this principle of leadership. Evaluate yourself by using the leadership traits to determine your strengths and weaknesses. Then, work to improve your weaknesses and use your strengths effectively when the opportunity to do so presents itself. With a knowledge of yourself and your experience with and knowledge of group behavior, you can determine the best way to deal with any given situation. With some Marines and in certain situations, the firm, hard stand may be most effective; however, in other situations the "big brother" approach may work better. You can improve yourself in many ways. Self-improvement can be achieved by reading and observing. Ask your friends and seniors for an honest evaluation of your leadership. Their advice will help you to find your weakness and strengths. Solicit, when appropriate, the honest opinions of your contemporaries and superiors as to how you can improve your leadership abilities. To develop yourself and seek self-improvement, you should do the following:
  - a. Make an honest evaluation of yourself to determine your strong and weak personal qualities. Strive to overcome the weak ones and further strengthen those in which you are strong.
  - b. Seek the honest opinions of your friends or superiors on how you can improve your leadership ability.
  - c. Learn by studying the causes of success or failure of other leaders.
  - d. Develop a genuine interest in people; acquire the human touch.
  - e. Master the art of effective writing and speech.
  - f. Have a definite goal and a definite plan to attain it.
3. **Know your Marines and look out for their welfare.** You should know your Marines and how they react to different situations. This knowledge can save lives. A Marine who is nervous and lacks self-confidence should never be put in a situation where an important, instant decision must be made. Knowledge of your Marines' personalities will enable you, as the leader, to decide how to best handle each Marine and determine when close supervision is needed. To know your Marines and look out for their welfare, you should do the following:
  - a. Put your Marines' welfare before your own.
  - b. Be approachable. See the members of your unit and let them see you.
  - c. Get to know and understand the Marines under your command.
  - d. Concern yourself with the living conditions of the members of your unit.
  - e. Help your Marines get needed support from available personnel services.
  - f. Protect the health of your unit by active supervision of hygiene and sanitation.
  - g. Determine your unit's mental attitude.
  - h. Ensure fair and equal distribution of rewards. Encourage individual development.

- i. Provide sufficient recreational time and insist on participation.
  - j. Share the hardships of your Marines so you can better understand their reactions.
4. **Keep your Marines informed.** Marines are inquisitive by nature. To promote efficiency and morale, a Marine Leader should inform the Marines in his unit of all happenings and give reasons why things are to be done. This, of course, is done when time and security permit. Informing your Marines of the situation makes them feel that they are a part of the team and not just a cog in a wheel. Informed Marines perform better and, if knowledgeable of the situation, they can carry on without your personal supervision. The key to giving out information is to be sure that the Marines have enough information to do their job intelligently and to inspire their initiative, enthusiasm, loyalty, and conviction. To apply this principle, do the following:
- a. Whenever possible, explain why tasks must be done and how you intend to do them.
  - b. Assure yourself, by frequent inspections that immediate subordinates are passing on necessary information.
  - c. Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.
  - d. Build morale and esprit de corps by publicizing information concerning the successes of your unit.
  - e. Keep your unit informed about current legislation and regulations affecting their promotion, privileges, and other benefits.
5. **Set the example.** As a Marine progresses through the ranks by promotion, all too often he or she takes on the attitude of "Do as I say, not as I do." Nothing turns Marines off to a leader faster! As a Marine leader, your duty is to set the standards for your Marines. Your appearance, attitude, physical fitness, and personal example are all watched by the Marines in your unit. If your personal standards are high, then you can rightfully demand the same of your Marines. If your personal standards are low, you are setting a double standard for your Marines and you will rapidly lose their respect and confidence. Remember your Marines reflect your image! Set the example by sharing danger and hardship with your Marines--demonstrate your willingness to share their difficulties!
- Techniques for setting the example include the following:
- a. Show your Marines that you are willing to do the same things you ask them to do.
  - b. Be physically fit, well groomed, and correctly dressed.
  - c. Maintain an optimistic outlook. Develop the will to win by capitalizing on your unit's abilities. The more difficult the situation is, the better your chance is to display an attitude of calm and confidence. Conduct yourself so that your personal habits are not open to criticism.
  - d. Exercise initiative and promote the spirit of initiative in your Marines.

- e. Avoid showing favoritism to any subordinate.
  - f. Share danger and hardship with your Marines to demonstrate your willingness to assume your share of the difficulties. By performance, develop the thought within your Marines that you are the best leader for the position you hold.
  - g. Delegate authority and avoid over-supervision to develop leadership among subordinates.
6. **Ensure the task is understood, supervised, and accomplished.** This principle is necessary in the exercise of command. Before you can expect your Marines to perform, they must first know what is expected of them. You must communicate your instructions in a clear, concise manner. Talk at a level that your Marines will understand but not at a level so low that would insult their intelligence. Before your Marines start a task, allow them a chance to ask questions or seek advice. Supervision is essential. Without supervision, you cannot know if the assigned task is being properly accomplished. Many leaders tend to over-supervise. Subordinates view over-supervision as harassment and effectively stops the initiative. Allow subordinates to use their own techniques, and then periodically check their progress. The most important part of this principle is the accomplishment of the mission. All the leadership, supervision, and guidance in the world are wasted if the end result is not the successful accomplishment of the mission. To ensure the task is understood, supervised, and accomplished, you should do the following:
- a. Ensure that an order is necessary before issuing it.
  - b. Use the established chain of command. Through study and practice, issue clear, concise, and positive orders.
  - c. Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand.
  - d. Question your Marines to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.
  - e. Supervise the execution of your orders.
  - f. Make sure your Marines have the resources needed to accomplish the mission.
  - g. Vary your supervisory routine and the points which you emphasize during inspections.
  - h. Exercise care and thought in supervision. Over-supervision hurts initiative and creates resentment; under-supervision will not get the job done.
7. **Train your Marines as a team.** Teamwork is the key to successful operations. Teamwork is essential to both the smallest unit and the entire Marine Corps. As a Marine leader, you must insist on teamwork from your Marines. Train, play, and operate as a team. Be sure that each Marine knows his or her position and responsibilities within the team framework. When team spirit is in evidence, the most difficult tasks become much easier to accomplish. Teamwork is a two-way street. Individual Marines give their best, and in return, the team provides the Marine with security,

recognition, and a sense of accomplishment. To train your Marines as a team, you should do the following:

- a. Encourage unit participation in recreational and military events.
  - b. Never publicly blame an individual for the team's failure nor praise one individual for the team's success.
  - c. Provide the best available facilities for unit training and make maximum use of teamwork.
  - d. Insure that all training is meaningful and that its purpose is clear to all members of the command.
  - e. Acquaint each Marine of your unit with the capabilities and limitations of all other units, thereby developing mutual trust and understanding. Ensure that each junior leader understands the mechanics of tactical control for the unit.
  - f. Base team training on realistic, current, and probable conditions.
  - g. Insist that each leader knows the functions of the other members of the team.
  - h. Seek opportunities to train with other units.
8. **Make sound and timely decisions.** As a leader, you must be able to rapidly evaluate a situation and make sound decisions based on that evaluation. Hesitation or reluctance to make a decision leads subordinates to lose confidence in your abilities as a leader. Loss of confidence in turn creates confusion and hesitation within the unit. Once you make a decision and discover it is the wrong one, don't hesitate to revise your decision. Marines respect a leader who corrects mistakes immediately instead of trying to bluff through a poor decision. Some suggestions for making sound and timely decisions include the following:
- a. Developing a logical and orderly thought process by practicing objective estimates of the situation.
  - b. Planning for every possible event that can reasonably be foreseen when time and the situation permit you to do so.
  - c. Considering the advice and suggestions of your subordinates whenever possible before making decisions.
  - d. Announcing decisions in time to allow subordinates to make necessary plans.
  - e. Encouraging subordinates to estimate and make plans at the same time you do.
  - f. Making sure your Marines are familiar with your policies and plans.
  - g. Considering the effects of your decisions on all members of your unit.
9. **Develop a sense of responsibility among your subordinates.** Another way to show your Marines that you are interested in their welfare is to give them the opportunity for professional development. Assigning tasks and delegating the authority to accomplish tasks promotes mutual confidence and respect between the leader and subordinates. It also encourages the subordinates to exercise initiative and to give wholehearted cooperation in the accomplishment of unit tasks. When you properly delegate authority,

you demonstrate faith in your Marines and increase their desire for greater responsibilities. If you fail to delegate authority, you indicate a lack of leadership, and your subordinates may take the failure to delegate to be due to a lack of trust in their abilities. To develop a sense of responsibility among your subordinates, you should do the following:

- a. Operate through the chain of command.
- b. Tell your subordinates what to do, not how to do it. Hold them responsible for results, but don't forget that the overall responsibility remains yours. Delegate enough authority to them to enable them to accomplish the task.
- c. Give your Marines frequent opportunities to perform duties usually performed by the next higher ranks.
- d. Be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.
- e. Correct errors in judgment and initiative in a way that will not discourage the Marine to try harder. Avoid public criticism or condemnation. Give advice and assistance freely when your subordinates request it.
- f. Let your Marines know that you will accept honest errors without punishment in return.
- g. Assign your Marines to positions in accordance with demonstrated or potential ability.
- h. Be prompt and fair in backing subordinates. Until convinced otherwise, have faith in each subordinate.
- i. Accept responsibility willingly and insist that your subordinates live by the same standard.

**10. Employ your command in accordance with its capabilities.**

Successful completion of a task depends upon how well you know your unit's capabilities. If the task assigned is one that your unit has not been trained to do, failure is very likely to result. Failures lower your unit's morale and self-esteem. You wouldn't send a cook section to fix a vehicle nor would you send three Marines to do the job of ten. Seek out challenging tasks for your unit but be sure that your unit is prepared for and has the ability to successfully complete the mission. To employ your command in accordance with its capabilities, do the following:

- a. Not volunteer your unit for impossible tasks. Not only will the unit fail, but your Marines will think you are seeking personal glory.
- b. Keep yourself informed as to the operational effectiveness of your command.
- c. Be sure that tasks assigned to subordinates are reasonable but do not hesitate to demand their utmost in an emergency.
- d. Analyze all assigned tasks. If the means at your disposal are inadequate, inform your immediate supervisor and request the necessary support.
- e. Assign tasks equally among your Marines.
- f. Use the full capabilities of your unit before requesting assistance.

- 11. Seek responsibility and take responsibility for your actions.** For professional development, you must actively seek out challenging assignments. You must use initiative and sound judgment when trying to accomplish jobs that are not required by your grade. Seeking responsibilities also means that you take the responsibility for your actions. You are responsible for everything your unit does or fails to do. Regardless of the actions of your subordinates, the responsibility for decisions and their applications fall on you. You must issue all orders in your name. Stick by your convictions and do what you think is right; but accept justified and constructive criticism. Never remove or demote a subordinate for a failure that is the result of your own mistake. To seek and take responsibility for your actions, do the following:
- a. Learn the duties of your immediate senior and be prepared to accept the responsibilities of those duties.
  - b. Seek different leadership positions that will give you experience in accepting responsibility in different fields.
  - c. Take every opportunity that offers increased responsibility.
  - d. Perform every act, large or small, to the best of your ability. Your reward will be increased opportunity to perform bigger and more important tasks
  - e. Stand up for what you think is right; have the courage of your convictions.
  - f. Carefully evaluate a subordinate's failure before taking action. Make sure the apparent shortcomings are not due to an error on your part. Consider the Marines that are available. Salvage a Marine if possible, and replace a Marine when necessary.
  - g. In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if the leader were present.

These are 11 leadership principles. They include being technically and tactically proficient; knowing yourself and seeking self-improvement; knowing your Marines and looking out for their welfare; keeping your Marines informed; setting the example; ensuring tasks are understood, supervised, and accomplished; training your Marines as a team; making sound and timely decisions; developing a sense of responsibility among your subordinates; employing your command in accordance with its capabilities; and seeking and taking responsibility for your actions.