

Major General William E. Ingram, President, NGAUS

PRESIDENT'S MESSAGE

LEADERSHIP VERSUS MANAGERSHIP

"The military has been developing managers for the past two decades, not leaders... there are no Marshalls and Pattons waiting in the wings to lead us in time of need like there were at the beginning of World War II."

This was the thrust of a comment made by a U.S. Navy captain during a recent "60 Minutes" television interview. My initial reaction was to disagree with her comment, but the more I thought about it, the more I began to see merit in the observation. In the end I found myself in total agreement with the good captain and would like to take this opportunity to describe how I arrived at that point.

From the outset, let me state that I am not an advocate for one of those pendulum swings where it is suddenly *bad* to be a "good manager." My concern is not with the emphasis being placed on management in the military, but rather with the attitude that promotes management as *the* solution to our problem... "we just need better management"... "if we could apply some of the latest management techniques"... "if he could only learn to manage his resources better," etc.... The military needs good managers on a continuing basis, and they must be in all positions of responsibility, commanders as well as staff positions. But we also need, in fact, must have, leaders if we are to retain our position as a strong military force.

As the National Guard moves through the 1980s and into the 1990s, a period many have begun referring to as the technological age, rapid change and scarce resources will be the historical hallmarks of the transition. It will also be a period where our nation turns to the National Guard for a more significant role in national defense. If we are to be ready for these challenges, we will need good managers to make those critical decisions the future will require. This means that our soldiers in positions of responsibility must be trained to

be good managers. We must strive to raise the civilian education levels of our officer and enlisted ranks as well as ensure that our military schools teach up-to-date management techniques and philosophies. This education and training must continue throughout each soldier's career.

Laying the "manager" issue aside for the moment, let's consider leadership. The phrase "born leader" is a misnomer. If it were true, I am sure that we would long ago have developed a test to identify born leaders and with some additional training (management included) we would have the ideal officer or NCO. Regrettably, it doesn't work that way; leaders are developed. This development requires, among other things, time, maturity and the opportunity to fail as well as to succeed. In essence leadership is learned through trial and error. You can teach the theory of leadership in a classroom and learn it from a book.

But because leadership involves people and situations, it must be practiced. No two leaders are the same, no two groups to be led are the same, and rarely is the environment requiring leadership the same. To develop the young lieutenants and sergeants of the National Guard as good leaders, we must ensure our schools accomplish what they can by teaching the principles of leadership and placing students in leadership situations wherever possible.

For example, during weapons qualifications, does the squad leader stand with the squad while the range officer tells the unit what to do and then disappears into a foxhole to qualify with his weapon? If he does you are paying for a sergeant and using him as a private. Why not have the first firing order made up of the leaders while the remaining troops undergo concurrent training. Then during the succeeding firing orders, the leaders can be "in charge" of

their units rather than just another private. You don't learn leadership by being part of a group... you learn leadership by being "in charge" of the group.

Managers deal with things, leaders deal with people. Often the distinction between "things" and "people" is not clear, and senior commanders fail to challenge their subordinates to defend their decisions from the aspect of leadership. For example, when we discuss mechanics, fire teams, companies and battalions in terms of why we assigned them a certain mission or job, we are acting in a managerial role... identifying requirements and assigning resources to fill these requirements. When we discuss why we assigned Corporal Jones, Sergeant Smith's fire team, Captain Harris' company and Lieutenant Colonel Williams' battalion to a particular task we are in a leadership role... assigning people to tasks because they need the experience, or it's their job, or it will improve the unit, etc.... Naturally, this is in addition to ensuring that the mission or task is accomplished.

In other words, managers assign tasks to titles (things) for the purpose of having that task accomplished. Leaders assign tasks to people for the purpose of having that task accomplished as well as for the development of subordinates. Our junior leaders must learn to make decisions as leaders not just managers. It's up to the senior commanders to make sure they do.

Now that we're focusing on the differences between leadership and management, let me challenge each of you to answer this question: Are you developing leaders in your unit that you would be willing to follow in time of war? Remember, units with good management will survive in peacetime. Only units with good leadership will survive in wartime. The best units will have both. The National Guard must produce the best units.

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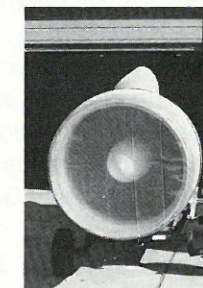
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COVER: An Air Force Thunderbird F-16 moves in to refuel from the City of Mesa tanker, 161st Air Refueling Group, Arizona Air Guard. The tanker has been updated with JT3D engines. Story, Page 32. F-16s are now part of the Air Guard inventory in the South Carolina Air Guard. Story, Page 20. Photo, 161st ARG, AzANG. Cover design: Johnson Design Group.

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