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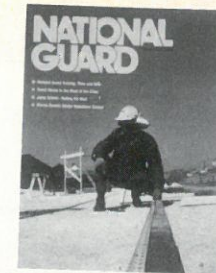
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COVER:

Today, National Guardsmen are deployed overseas to train where they will fight during a war. This Guardsman is participating in TEAM SPIRIT, a multinational military exercise conducted in Korea. Photo, Russell Weston, AKANG. Design, Johnson Design Group.

FEATURES

Leaders Are Role Models 14
 A lot has been said about the need for good leaders in the National Guard and the qualities they should possess, but not enough has been said about the importance of their role as leaders.

National Guard Leaders Rate High 18
 The authors have taken statistical data gathered from two National Guard workshops, one from the New York Army National Guard and the other from the Michigan Air Guard, and compared the capabilities of National Guard leaders with their counterparts in private industry.

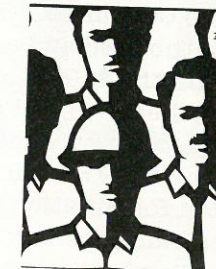
Reaching the Heights, Plumbing the Depths 22
 National Guard Jump School, Camp Williams, Utah, brings out the best and the worst in its students. It is a two-week course, as opposed to the active Army's three-week course, and is run by Special Forces personnel.

Training—Then and Now 28
 National Guard training has come a long way since pre-World War II. Several major changes in Department of Defense policies, congressional legislation and training techniques have had a major impact on National Guard readiness and training.

IMA's Winter Operations Instructor Course 32
 The Illinois Military Academy's Winter Operations Instructor Course takes Guardsmen out to Fort McCoy, Wisconsin, in the dead of winter to teach them how to instruct others in basic winter survival techniques.

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