

## Performance Objective 7: Leadership

### Enabling Objectives:

1. **Define Leadership.**
  2. **Discuss qualities of a leader.**
  3. **Discuss morale and esprit de corps.**
  4. **The 11 Principles of leadership.**
  5. **Carry out the duties of a Young Marine Assistant Squad Leader**
  6. **Carry out the duties of a Young Marine Squad Leader**
  7. **Understand the duties of a Young Marine Platoon Guide**
  8. **Understand the duties of a Young Marine Color Sergeant**
  9. **Understand the duties of a Young Marine Color Guard Rifleman**
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### Review

1. Duties of a team member are:
  - a. Comply with rules and orders;
  - b. Make responsible decisions for your own (and your Young Marines) safety;
  - c. Maintain good personal habits and manners;
  - d. Admit your mistakes and learn from experience;
  - e. Cooperate with others and work as a member of a team;
  - f. Accept constructive criticism;
  - g. Take care of all personal and group equipment—repair or report items of equipment and clothing when they break or become damaged; and,
  - h. Encourage your Young Marines.
2. Be honest with yourself, and your Young Marines, about your personal limits - especially over things you cannot or will not do. Do not try to hide behind foolish or misleading behavior. Accept your Young Marines limits, but be encouraging and supportive. Try to get them to improve. Never resort to violent or vindictive behavior, and never leave a Young Marine behind.
3. Be patient and understanding when things go wrong, when people make mistakes, or when plans change at the last minute. Expect the unexpected.
4. Making responsible decisions means doing the right thing even when no one is watching.
5. Leadership skills start with the development of communication. Interpersonal and active listening skills;
  - a. Communication skills—speak clearly and concisely, look at the person you are in conversation with, and listen to what they have to say—do not interrupt;

b. Interpersonal skills—involve yourself with people and try to build an understanding of their feelings, experiences and behavior; and,

c. Active listeners CARE:

**C** - concentrate on the person, do not let yourself be distracted;

**A** - acknowledge, let them know you are listening;

**R** - respond, paraphrase back what you think they are saying, and ask questions to confirm your understanding; and,

**E** - empathy - imagine the problem through their eyes.

### **E.O. 1 Define Leadership.**

Leadership is defined as: “The ability to guide, direct or influence people.” Some of our greatest leaders came from the most basic of educations in the poorest parts of the world. It does not take a wealthy person or a highly educated person to lead. It takes a person with a genuine concern for those he leads; a person of humility; one who can see the result and guide his people to that end; a person who directs by need and not by favoritism. One who can influence others by convincing them that the course of action is true and just.

### **E.O. 2 Discuss the Qualities of a Leader.**

1. Leadership Traits. When you lead, give yourself objectives to measure your standards against. The following 14 Leadership traits have been a standard not only in the Marine Corps, but also in the Young Marines for years. Try to memorize the following acronym for these traits.

### **JJ DID TIE BUCKLE**

Each of these letters signifies one of the leadership traits.

- a. Judgment - Considering the consequences before you act. Very simply put, it is weighing all the facts in a given situation before rendering a decision.
- b. Justice - Applying fair, consistent rewards, praise, or reprimand. Never play favorites. Never judge a person based on their race, sex, age, or anything else. Their actions should be the sole device you use to judge someone.
- c. Decisiveness - Say what you mean and mean what you say. Study the choices you have then select the one that will get the job done without causing problems for yourself or your subordinates.
- d. Integrity - Always telling the truth no matter the outcome or the consequences. Doing the right thing even when no one is looking.
- e. Dependability - Regardless of obstacles, you can get the job done. Always be on time. Never make excuses and continue to push until the job is done. Dependability also means making personal sacrifices for the betterment of your troops. You need to be dependable at all times. Your fellow Young Marines, adults, family and peers will hold

- you in the highest esteem if they know that you can be depended upon for help and guidance.
- f. Tact - Doing and saying the right thing. Having genuine concern for all. Additionally, tact is the ability to convey your thoughts and ideas so as to elicit agreement and full participation.
  - g. Initiative - Taking action for things that need to be done. If you know it needs to be done...do it. Thinking ahead, planning, and knowledge show good initiative.
  - h. Endurance - Performing your duty for long periods of time and still completing the mission. Don't give up because you're a little tired or a little hungry. Your Young Marines depend on you to lead them through. Only after your subordinates have been taken care of should you rest. Staying mentally, emotionally, physically, and spiritually fit will increase your endurance.
  - i. Bearing - How you carry yourself everyday in every situation. Controlling your emotions, not using harsh words, maintaining calm in dangerous situations are all signs of good bearing. Additionally, bearing is also a sign of your appearance. The way you wear your uniform or any clothing is bearing. Are your ribbons spaced correctly on your uniform? Does the tip of your belt buckle not extend more than 2 inches past the buckle? Are your trousers pressed properly and are they bloused correctly?
  - j. Unselfishness - Ensuring that the needs of those under your care are met before your own needs. Making sure your troops are fed, clothed, sheltered, and safe before you is the highest form of unselfishness. You don't always have to be the one that gets to go, or have, or say, or do. Let others share the spotlight with you.
  - k. Courage - Courage comes in two forms; physical and moral. It is said that "courage is holding onto fear a minute longer". Physical courage is acting calmly in stressful or dangerous situations. Taking control over your emotions and make them work for you. "When the going gets tough, the tough get going". Moral courage is knowing what's right and standing up for it regardless of what others might think. Moral courage is also accepting responsibility for your actions.
  - l. Knowledge - Know your job and your equipment. Encompassed in that statement is knowing your troops and their limits. You must be knowledgeable in all that you do as a Young Marine. True leaders are. Your subordinates will certainly know if you are and will act accordingly. If they see that you are not knowledgeable on the subject, they will not trust your leadership.
  - m. Loyalty - Being true to your troops, unit, family, friends, and most importantly yourself is what loyalty is. Always back the decisions of those in charge of you. Never bad mouth anyone or anything. Maintain confidence in your subordinates by not repeating things they have told you that they wanted to keep between the two of you. The only instance where you would do this is if the information would cause harm to them or yourself. Remember, loyalty like respect, is a two way street. To get it... you have to give it!

- n. **Enthusiasm** - Having the zest and the drive to accomplish goals is enthusiasm. How you approach situations such as teaching, camping, doing homework, or household chores show your level of enthusiasm. If you stand up in front of your Young Marines and give a real positive class full of energy and passion, they will learn better. If you lack enthusiasm in giving this class, it appears you don't care and they will not care either. Approach everything you do in life with great vigor and enthusiasm.
2. **Experience.** Experience is a valuable asset of a good leader. Endeavor to gain a wide variety of experiences. Every lesson you learn in leadership will enable you to become more confident. Experience will not always give you the right answer, but it will help you understand that people are more important than tasks.
3. **Behavior.** Be yourself. Leadership is personality dependent. That is, each individual's leadership style is unique to them because of their background, education, and personality.
4. **Trust.** Trust is earned. Quite often it is the team that decides to trust their leader - trust is earned when you best demonstrate the qualities they are looking for. It is very difficult for other people to take a leadership position if they have not first earned the team's trust. "The leader... accepts the burdens of others and, by doing so, earns their gratitude and the right to lead them."
5. **Performance.** Leaders must demonstrate the will to accept the same risks and inconveniences that they ask of their team. They show this by:
- a. Sharing in the workload
  - b. Eating the same food
  - c. Carrying the same load
  - d. Completing the same tasks
  - e. Sleeping in similar shelters, etc.
6. **Shared Approach.** Leaders can further this sharing approach through simple acts like eating only after ensuring all team members have something to eat, checking team members are safe and secure before going to sleep and being the last person standing in the rain when there is not enough room under the tarp.

### **E.O. 3 Discuss Morale and Esprit De Corps.**

1. **Morale and Esprit de Corps.** Morale is a state of mind. It directly influences the performance and proficiency of individuals and therefore, that of the organization itself. Esprit de Corps is team spirit, and in the simplest terms represents ones pride in belonging to a particular organization or unit. Calling a group a team does not make it one.
2. **Morale.** In the Young Marines morale appears as:
- a. Common purpose - members make decisions that benefit the teams;

- b. Leadership - leaders are trusted and experienced;
  - c. Discipline - the team works well together, and events occur as planned;
  - d. Self-respect - individuals respect themselves and others;
  - e. Pride - individuals present themselves well and feel a strong bond to the team goals;
  - f. Comradeship - members enjoy participating in the activities of the team;
  - g. Mutual confidence - members trust their peers;
  - h. Young Marines well being - leaders take care of their team members; and,
  - i. Comfort and welfare - the environment is one where members can easily learn and grow.
3. Esprit de Corps. Esprit de Corps exists only in an environment where all team members feel involved and included. Some easy ways to build team spirit are:
- a. Ensure everyone knows each other, and always introduce new members to the team;
  - b. Build trust by delegating small responsibilities to team members;
  - c. Praise good performance, and correct errors fairly and immediately;
  - d. Watch for, and fix, small problems before they become big;
  - e. Take care of your team members;
  - f. Share your experience;
  - g. Do activities together and consciously include every member; and,
  - h. Find some common bonds - things that members may have in common - and create new common experiences (new challenges, team songs, stories, saying, etc.)
4. Common Purpose. Common purpose is a team attitude that develops within a team that works together to succeed when challenged. Individual interests are replaced by an overwhelming motivation towards team goals.

#### **E.O. 4 The 11 Principles of Leadership.**

1. The Leadership Principles. Leadership is a process of focusing and motivating, of looking forward and reflecting, and of making decisions. Because leadership is an art form rather than a science, there are no true rules - simply principles to guide a leader.
- a. Take responsibility for your actions and the actions of your Young Marines – The leader is responsible for all his unit does or fails to do. Use your authority with judgment, tact, and initiative. Do not allow your Young Marines to stand alone. Be there for them and they will be there for you.

- b. Know yourself and seek self improvement - Continually evaluate yourself. Are you meeting the demands of your position? Do your subordinates know you? Do you seek all the information you can on a subject so that you can become better equipped to teach it and know it?
- c. Set the example - Your subordinates will always look to you as a standard to follow. Lead by example and your subordinates will follow that example. Set examples of truth, justice, and honor.
- d. Develop your subordinates - Give your subordinates the task at hand and let them complete it with minimal interference. This will aid you in developing strong leaders that will follow your example. Supervise to a limit. Allow your subordinates to work out the details.
- e. Ensure that a job is understood, then supervise it and carry it through to completion - Always ensure that your Young Marines have the information they need. Ask questions to determine their level of knowledge of the situation. Welcome questions from your subordinates to also ensure understanding. Supervise the situation being careful not to micro-manage. Always complete the task given. Do not leave anything for someone else to clean up when it is your responsibility.
- f. Know your Young Marines and look after their welfare - Food, clothing, and shelter. The three basic necessities of life. Each of your Young Marines requires them to be comfortable. As a Young Marine leader it is your duty to ensure that they receive these. That is known as looking after their welfare. Learn about each of your Young Marines, you may find that some cannot eat certain foods, or they may be allergic to certain plants, or they cannot perform certain duties or exercises. Knowing this will help you to become a better leader and in the eyes of your subordinates you will be the person they trust to take care of them.
- g. Every Young Marine should be kept informed - "Getting the word" is the single most important thing your Young Marines want and need, and getting the straight scoop is what they need. Do not start or pass rumors. If it is not "cast in stone", it is not the word. Keeping your subordinates well informed with the right information will go a long way in accomplishing your mission.
- h. Set goals you can reach - For you personally, don't set unattainable or impossible goals. No one can do it all. If the job will take you two days, do not say you will get it done in one. Additionally, do not set unattainable goals then drive your Young Marines to complete it. They will lose all respect in you as a leader. Make sure the goal is attainable and you assign the appropriate personnel. They will share in the glory of completion with you if they know that you did not overuse them to complete the mission.
- i. Make sound and timely decisions - Knowledge and judgment are required to produce sound decisions. Include initiative and the decision will be a timely one. Have the courage to admit bad decisions and change those that you can. Don't change decisions too often as this will confuse your subordinates and appear that you don't know what you're doing.

- j. Know your job - Pretty simple. Always stay abreast of changes. Stay informed. Make all meetings so that you don't miss out on important information or changes. Refresh your knowledge by re-visiting the guidebooks. Seek out copies of the awards manual, recruit training guide and other material that you may need to know your job.
- k. Teamwork - Train as a unit whenever possible. Not only will you become aware of your members strengths and weaknesses, but so will they. They will then compensate so that the whole team can succeed. Train all the members of your team so that substitutes can be used if someone is missing. Ensure that everyone on your team pulls their weight. Try not to break up the team if possible. The team that trains together, stays together, and succeeds together.

**E.O. 5 Carry out the duties of a Young Marine Assistant Squad Leader.**

- 1. The Young Marine Assistant Squad Leader assists the Squad Leader with his/her duties.
- 2. Carries out all duties as assigned by the Squad Leader.
- 3. Performs the duties of Squad Leader in their absence.
- 4. Young Marine Corporals can hold the billet of Young Marine Assistant Squad Leaders.

**E.O. 6 Carry out the duties of a Young Marine Squad Leader.**

- 1. The Young Marine Squad Leader is responsible to the Platoon Sergeant for their squad.
- 2. Carries out all duties as assigned by the Platoon Sergeant.
- 3. The first squad leader assumes the duties of the Platoon Guide in their absence.
- 4. Some responsibilities a Squad Leader has are:
  - a. Care and Safety of the members of their squad.
  - b. Responsibility for their squad members being kept up to date on unit, platoon, or squad information.
  - c. Ensuring their squad members look their best by adhering to the Young Marine Uniform Regulations.
  - d. Ensuring the squad members are where they are supposed to be at all times.
  - e. Recommends to the Platoon Sergeant members of their squad that are ready for promotion or awards.
- 5. Young Marine Corporals and Sergeants can hold the billet of Young Marine Squad Leaders.

### **E.O. 7 Understand the duties of a Young Marine Platoon Guide**

1. The Young Marine Platoon Guide is responsible for and carries the Platoon Guidon
2. The Young Marine Platoon Guide assumes the duties of the Young Marine Platoon Sergeant in their absence.
3. The Young Marine Platoon Guide is responsible for ensuring members of their platoon receive all gear and equipment they need.
4. It is the Young Marine Platoon Guides responsibility to ensure all members of the platoon receive appropriate water and chow breaks, and ensure all get chow.
5. Young Marine Sergeants can hold the billet of Platoon Guide.

### **E.O. 8 Understand the duties of a Young Marine Color Sergeant.**

1. The Young Marine Color Sergeant is the senior Sergeant on the color guard.
2. Duties of this position include:
  - a. the continual training and preparedness of the color guard.
  - b. ensuring all members of the color guard are notified of events with times, locations, and directions, etc.
  - c. ensuring members of the color guard are appropriately dressed and well groomed according to the Young Marines uniform regulations.
  - d. Billeted as one of the rifle bearers within the color guard.
  - e. When a platoon is participating with the color guard, the Parade Sergeant is the authority for all things except the actual command of the color guard while marching in the parade or other event.
3. Young Marine Sergeants can hold the billet of Young Marine Color Sergeant.

### **E.O. 9 Understand the duties of a Young Marine Color Guard Rifleman**

1. A Young Marine Color Guard Rifleman is one of two riflemen on a color guard. The other is the Young Marine Color Sergeant. They form to the outside of the colors. This signifies protection of our National Colors.
2. Duties of this position include:
  - a. ensuring continual training and preparedness for your position.
  - b. ensuring your uniform and appearance are in line with the Young Marines uniform regulations.
  - c. being available to perform this duty when required.
3. Young Marine Corporals and Sergeants can hold the billet of Young Marine Color Guard Rifleman.



**PERFORMANCE QUALIFICATION REVIEW**  
**Performance Objective 7: Leadership**

| <b>E.O. No.</b> | <b>Enabling Objective Description and Performance Requirement</b>     | <b>Authorized Evaluators Signature</b> |
|-----------------|---|--|
| <b>1</b>        | <b>Define Leadership.</b>   |  |
| <b>a.</b>       | Knows what Leadership is defined as.                                  |  |
| <b>2</b>        | <b>Discuss qualities of a leader.</b>                                 |  |
| <b>a.</b>       | Can correctly recite the 14 Leadership Traits.                        |  |
| <b>b.</b>       | Can give examples of the 14 Leadership Traits.                        |  |
| <b>3</b>        | <b>Discuss morale and esprit de corps.</b>                            |  |
| <b>a.</b>       | Can discuss morale and what it means.                                 |  |
| <b>b.</b>       | Can discuss Esprit de Corps and what it means.                        |  |
| <b>c.</b>       | Knows what the term "common purpose" means.                           |  |
| <b>4</b>        | <b>The 11 Principles of leadership.</b>                               |  |
| <b>a.</b>       | Can correctly list the 11 Principles of Leadership.                   |  |
| <b>5</b>        | <b>Carry out the duties of a Young Marine Assistant Squad Leader.</b> |  |
| <b>a.</b>       | Understands the duties of the Young Marine Assistant Squad Leader.    |  |
| <b>b.</b>       | Knows what the rank of a Young Marine Assistant Squad Leader is.      |  |
| <b>6</b>        | <b>Carry out the duties of a Young Marine Squad Leader.</b>           |  |
| <b>a.</b>       | Understands the duties of a Young Marine Squad Leader.                |  |
| <b>b.</b>       | Knows what the rank of a Young Marine Squad Leader is.                |  |
| <b>7</b>        | <b>Understand the duties of a Young Marine Platoon Guide.</b>         |  |
| <b>a.</b>       | Understands the duties of a Young Marine Platoon Guide.               |  |
| <b>b.</b>       | Knows what the rank of a Young Marine Platoon Guide is.               |  |
| <b>8</b>        | <b>Understand the duties of a Young Marine Color Sergeant.</b>        |  |
| <b>a.</b>       | Understands the duties of a Young Marine Color Sergeant.              |  |
| <b>b.</b>       | Knows what the rank of a Young Marine Color Sergeant is.              |  |
| <b>9</b>        | <b>Understand the duties of a Young Marine Color Guard Rifleman.</b>  |  |
| <b>a.</b>       | Understands the duties of a Young Marine Color Guard Rifleman.        |  |
| <b>b.</b>       | Knows what the rank of a Young Marine Color Guard Rifleman is.        |  |