

MILITIA ORGANIZATION

Small Unit Doctrine Part II, Leadership

The CAROLINA FREE PRESS
January/February, 1999 Volume V Issue 1

The militia today has much the same problem as it did in 1775. Surficial organization notwithstanding, each man remains his own boss. That is an organizational reality the militia must accommodate. History repeats because human nature tends toward independence until common cause prompts general consensus and common response to life-threatening events. As Cass Canfield observes in "Sam Adams's Revolution" (p. 80):

"The Committee of Safety, with Warren as chairman, now [after Lexington] had it's army numbering twenty thousand, but it consisted of men who simply felt bound "to meet the British" and who had no idea of engaging in a long campaign. Milling around Cambridge they were almost wholly unorganized. While some had a company structure, with elected officers to whom they gave little authority, others jointed in little groups with every man his own general. They would stay as long as they saw fit and go home again."

The organizational and leadership challenge for the unorganized militia today is more difficult than at any previous period in our history. After all, at least in liberal circles it is socially improper to even conceptualize the whole of the people, the armed citizenry, duty bound as the militia to organize in support of our republican form of government. In time, we're going to change that perspective. For now we will continue with the subject of militia leadership.

Military leadership is the process by which a soldier influences others to accomplish the mission. The commander's leadership and the small unit command structure operate in a dynamic environment which leaders must come to understand because it is essential to the successful use of combat power. Leaders must be able to motivate their soldiers and direct their efforts.

The traditional principles of leadership are excellent guidelines for developing leaders, subordinates, and units. These principles and attributes provide a philosophy of professional leadership that will help you address the challenges every leader faces. They may be summarized as follows.

Principles:

- * Know yourself and seek improvement.
- * Be technically and tactically proficient.
- * Seek responsibility and take responsibility for your actions.
- * Make sound and timely decisions.
- * Set the example.
- * Know your unit and look out for their well being.
- * Keep your unit informed.
- * Develop a sense of responsibility in your subordinates.
- * Ensure that the task is understood, supervised, and accomplished.
- * Train your unit as a team.
- * Employ your unit in accordance with its capabilities.

Attributes:

BE committed to the militia ethic (loyalty to the nations' ideals, loyalty to unit, selfless service, personal responsibility). Possess professional character traits (courage, competence, candor, commitment, and integrity).

KNOW the four factors of leadership and how they effect each other (follower, leader, communication, and situation).

- * Know yourself (character strengths and weaknesses, knowledge, skills).
- * Know human nature (human needs and emotions; how people respond to stress; character strengths and weaknesses, knowledge, and skills of your people).
- * Know your job (technical and tactical proficiency).
- * Know your unit (how to develop necessary individual and team skills, how to develop cohesion, how to develop discipline).

DO provide direction (set goals, solve problems, make decisions, plan). Then:

- * Implement (communicate, coordinate, supervise, evaluate), and
- * Motivate (apply principals of motivation, such as developing morale and spirit in your unit; teach, coach, and counsel).

Infantry Leaders:

An infantry leader is closest to the fight and must be a resourceful, tenacious, and decisive warrior as well as a tactician. They must understand and use initiative in accomplishing a mission; they cannot rely on a book to solve tactical problems. They are expected to lead by example, be at the point of decision to maintain control, understand the situation, and issue orders if need be. This means they must know how to quickly analyze a situation and make decisions in light of the commanders intent. He must be prepared to take independent action if necessary. The art of quickly making sound decisions lies in the knowledge of tactics, the estimate process, and small unit techniques and procedures.

Mission Tactics:

Mission tactics is a term used to describe the exercise of command authority by a leader; it puts the relationship of command, control, and communications in proper perspective by placing the emphasis on command. This provides for initiative, the acceptance of risk, and the rapid seizure of opportunities on the battlefield. Mission tactics reinforced by knowledge of the higher commander's intent and focused on a main effort establish the basis for small unit leadership. Leaders must be provided the maximum freedom to command and have imposed on them only that control necessary to synchronize mission and accomplishment. The more complex an operation, the more control needed. The challenge to leaders is to provide the minimal amount of control required and still allow for decentralized decision making.

In Part three we will examine the Command and Control process in depth.

“The conflict we face today is once again based on culture, and once again, the central issue is freedom. This time, however, it is the so-called rebels who are championing freedom, and the government that is chilling the people's rights. When government tax agents carry guns and wear black ski masks to hide their faces, the evil has become institutionalized.” Unintended Consequences, John Ross, p. 857

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