

## LEADERSHIP PRINCIPLES

1. Know yourself and seek self-improvement.
  - a. Evaluate yourself by using the leadership traits and determine your strengths and weaknesses.
  - b. Work to improve your weaknesses and utilize your strengths.
  - c. Seek the honest opinions of your friends or superiors to show you how to improve your leadership ability.
  - d. Learn by studying the causes for the success or the failure of other leaders.
  - e. Master the art of effective writing and speech.
  
2. Be technically and tactically proficient.
  - a. Must demonstrate the ability to accomplish the mission through competence in your MOS.
  - b. Seek a well-rounded military education by attending service schools; doing daily independent reading and research; taking correspondence courses from MCI, colleges, or correspondence schools; and seeking off-duty education.
  - c. Seek out and associate with capable leaders. Observe and study their actions.
  - d. Broaden your knowledge through association with members of other branches of the U.S. armed services.
  - e. Seek opportunities to apply knowledge through the exercise of command.
  
3. Know your Marines and look out for their welfare.
  - a. Put your Marines' welfare before your own, correct grievances and remove discontent.
  - b. See the members of your unit and let them see you so that every Marine may know you and feel that you know them. Be approachable.
  - c. Help your Marines get needed support from available personal services.
  - d. Determine what your unit's mental attitude is; keep in touch with their thoughts.
  - e. Encourage individual development.
  - f. Provide sufficient recreational time and insist on participation.
  
4. Keep your Marines informed.
  - a. Inform Marines in your unit of all happenings and give reasons why things are to be done.
  - b. Whenever possible, explain why tasks must be done and how you intend to do them.

- c. Assure yourself, by frequent inspections that immediate subordinates are passing on necessary information.
  - d. Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.
  - e. Build morale and esprit de corps by publicizing information concerning successes of your unit.
  - f. Keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges, and other benefits.
5. Set the example.
- a. As a Marine leader your duty is to set the standards for your Marines by personal example.
  - b. Show your Marines that you are willing to do the same things you ask them to do.
  - c. Be physically fit, well groomed, and correctly dressed.
  - d. 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 calmness and confidence.
  - e. Conduct yourself so that your personal habits are not open to criticism.
  - f. Exercise initiative and promote the spirit of initiative in your Marines.
  - g. Avoid showing favoritism to any subordinate.
  - h. Share danger and hardship with your Marines to demonstrate your willingness to assume your share of the difficulties.
  - i. Delegate authority and avoid over-supervision in order to develop leadership among subordinates.
6. Ensure the task is understood, supervised, and accomplished
- a. Communicate your instructions in a clear, concise manner.
  - b. Talk at a level that your Marines are sure to understand, but not at a level so low that would insult their intelligence.
  - c. Allow Marines a chance to ask questions or seek advice.
  - d. Allow subordinates to use their own techniques, and then periodically check their progress.
  - e. Ensure the need for an order exists before issuing the order.
  - f. Question your Marines to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.
  - g. Supervise the execution of your orders.
  - 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.
  - a. Train with a purpose and emphasize the essential element of teamwork.
  - b. Sharing of hardships, dangers, and hard work strengthens a unit and reduces problems, it develops teamwork, improves morale and esprit and molds a feeling of unbounded loyalty.
  - c. Insist on teamwork from your Marines. Train, play, and operate as a team.
  - d. Be sure that each Marine knows his/her position and responsibilities within the team framework.
  - e. Never publicly blame an individual for the team's failure nor praise one individual for the team's success.
  - f. Ensure that all training is meaningful, and that its purpose is clear to all members of the command.
  - g. Acquaint each Marine of your unit with the capabilities and limitations of all other units, thereby developing mutual trust and understanding.
  - h. Base team training on realistic, current, and probable conditions.
  - i. Insist that every Marine understands the functions of the other members of the team and how the team functions as a part of the unit.
  
8. Make sound and timely decisions.
  - a. The leader must be able to rapidly estimate a situation and make a sound decision based on that estimation.
  - b. Once you make a decision and discover it is the wrong one, don't hesitate to revise your decision.
  - c. Develop a logical and orderly thought process by practicing objective estimates of the situation.
  - d. When time and situation permit, plan for every possible event that can reasonably be foreseen.
  - e. Consider the advice and suggestions of your subordinates whenever possible before making decisions.
  - f. Announce decisions in time to allow subordinates to make necessary plans.
  - g. Make sure your Marines are familiar with your policies and plans.
  
9. Develop a sense of responsibility among your subordinates.
  - a. Provide clear, well thought directions. Tell your subordinates what to do, not how to do it. Hold them responsible for results, although overall responsibility remains yours. Delegate enough authority to them to enable them to accomplish the task.

- b. Give your Marines frequent opportunities to perform duties usually performed by the next higher rank.
- c. Be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.
- d. Correct errors in judgment and initiative in a way which will encourage the Marine to try harder. Avoid public criticism or condemnation.
- e. Give advice and assistance freely when it is requested by your subordinates.
- f. Let your Marines know that you will accept honest errors without punishment in return; teach from these mistakes by critique and constructive guidance.
- g. Resist the urge to micro-manage; don't give restrictive guidance which destroys initiative, drive, innovation, enthusiasm; creates boredom; and increases workload of seniors.

10. Employ your command in accordance with its capabilities.

- a. 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.
- b. Do not volunteer your unit for tasks it is not capable of completing.
- c. Keep yourself informed as to the operational effectiveness of your command.
- d. Be sure that tasks assigned to subordinates are reasonable. Do not hesitate to demand their utmost in an emergency.
- e. Analyze all assigned tasks. If the means at your disposal are inadequate, inform your immediate supervisor and request the necessary support.
- f. Assign tasks equally among your Marines.
- g. Use the full capabilities of your unit before requesting assistance.

11. Seek responsibility and take responsibility for your actions.

- a. Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these 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 he/she were present.