

MARINE CORPS MANUAL

1100. MILITARY LEADERSHIP

1. Purpose and Scope

a. The objective of Marine Corps Leadership is to develop the leadership qualities of Marines to enable them to assume progressively greater responsibilities to the Marine Corps and society.

b. Marine Corps Leadership qualities include:

(1) Inspiration -- personal example of high moral standards reflecting virtue, honor, patriotism, and subordination in personal behavior and in performance.

(2) Technical proficiency -- Knowledge of the military sciences and skill in their application.

(3) Moral responsibility -- Personal adherence to high standards of conduct and the guidance of subordinates toward wholesomeness of mind and body.

2. Responsibility

a. The Commandant of the Marine Corps is directly responsible to the Secretary of the Navy for establishing and maintaining leadership standards and conducting leadership training within the Marine Corps.

b. Commanders will ensure that local policies, directives and procedures reflect the special trust and confidence reposed in members of the officer corps. Full credit will be given to their statements and certificates. They will be allowed maximum discretion in the exercise of authority vested in them, and they and their dependents will be accorded all prerogatives and perquisites which are traditional and otherwise appropriate. Except in cases where more stringent positive identification procedures are required for the proper security of classified material and installations, or are imposed by higher authority for protecting privileges reserved for eligible military personnel, the officers' uniforms will amply attest to their status, and their oral statements will serve to identify them and their dependents.

c. An individual's responsibility for leadership is not dependent upon authority. Marines are expected to exert proper influence upon their comrades by setting examples of obedience, courage, zeal, sobriety, neatness, and attention to duty.

d. The special trust and confidence, which is expressly reposed in officers by their commission, is the distinguishing privilege of the officer corps. It is the policy of the Marine Corps that this privilege be tangible and real; it is the corresponding obligation of the officer corps that it be wholly deserved.

(1) As an accompanying condition commanders will impress upon all subordinate officers the fact that the presumption of integrity, good manners, sound judgment, and discretion, which is the basis for the special trust and confidence reposed in each officer, is jeopardized by the slightest transgression on the part of any member of the officer corps. Any offense, however minor, will be dealt with promptly, and with sufficient severity to impress on the officer at fault, and on the officer corps. Dedication to the basic elements of special trust and confidence is a Marine officer's obligation to the officer corps as a whole, and transcends the bonds of personal friendship.

(2) As a further and continuing action, commanders are requested to bring to the attention of higher authority, referencing this paragraph, any situation, policy, directive, or procedure which contravenes the spirit of this paragraph, and which is not susceptible to local correction.

(3) Although this policy is expressly concerned with commissioned officers, its provisions and spirit will, where applicable, be extended to noncommissioned officers, especially staff noncommissioned officers.

3. Personal Relations. Effective personal relations in an organization can be satisfactory only when there is complete understanding and respect between individuals. Commanders must:

- a. Strive for forceful and competent leadership throughout the entire organization.
- b. Inform the troops of plans of action and reasons therefor, whenever it is possible and practicable to do so.
- c. Endeavor to remove on all occasions those causes which make or misunderstand or dissatisfaction.
- d. Assure that all members of the command are acquainted with procedures for registering complaints, together with the action taken thereon.
- e. Build a feeling of confidence which will ensure the free approach by subordinates for advice and assistance not only in military matters but for personal problems as well.

4. Professional and personal relationships between Marines. Professional and personal relationships, including duty, social, and business contacts among Marines of different grades will be consistent with traditional standards of good order and discipline and the mutual respect that has always existed between Marines of senior grade and those of lesser grade. Personal relationships between officer and enlisted members that are unduly familiar and that do not respect differences in grade or rank constitute **fraternization** and are prohibited. When prejudicial to good order and discipline or of a nature to bring discredit on the Marine Corps, personal relationships between officer members or between enlisted members that are unduly familiar and that do not respect differences in grade or rank constitute **fraternization** and are prohibited. Prejudice to good order and discipline or discredit to the Marine Corps may result from any circumstance which calls into question a senior's objectivity, results in actual or

apparent preferential treatment, undermines the authority of the senior, or compromises the chain of command. The following paragraphs written by Major General John A. Lejeune appeared in the Marine Corps Manual, edition of 1921, and since that time have defined the relationship that must exist between Marine officers and enlisted members, as well as between officers of different grades and enlisted members of different grades of the Corps and other military Service members.

a. "Comradeship and brotherhood. -- The World War wrought a great change in the relations between officers and enlisted men in the military services. A spirit of comradeship and brotherhood in arms came into being in the training camps and on the battlefields. This spirit is too fine a thing to be allowed to die. It must be fostered and kept alive and made the moving force in all Marine Corps organizations."

b. "Teacher and scholar. -- The relation between officers and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers, especially commanding officers, are responsible for the physical, mental, and moral welfare, as well as the discipline and military training of the young men under their command who are serving the nation in the Marine Corps."

c. "The realization of this responsibility on the part of officers is vital to the well-being of the Marine Corps. It is especially so, for the reason that so large a proportion of the men enlisting are under twenty-one years of age. These men are in the formative period of their lives, and officers owe it to them, to their parents, and to the nation, that when discharged from the services they should be far better men physically, mentally, and morally than they were when they enlisted."

d. "To accomplish this task successfully a constant effort must be made by all officers to fill each day with useful and interesting instruction and wholesome entertainment for the men. This effort must be intelligent and not perfunctory, the object being not only to do away with idleness, but to train and cultivate the bodies, the minds, and the spirit of our men."

e. "Love of corps and country. -- To be more specific, it will be necessary for officers not only to devote their close attention to the many questions affecting the comfort, health, military training and discipline of the men under their command, but also actively to promote athletics and to endeavor to enlist the interest of their men in building up and maintaining their bodies in the finest physical condition; to encourage them to enroll in the Marine Corps Institute and to keep up their studies after enrollment; and to make every effort by means of historical, educational and patriotic address to cultivate in their hearts a deep abiding love of the corps and country."

f. "Leadership. -- Finally, it must be kept in mind that the American soldier responds quickly and readily to the exhibition of qualities of leadership on the part of his officers. Some of these qualities are industry, energy, initiative, determination, enthusiasm, firmness, kindness, justness, self-control, unselfishness, honor, and courage. Every officer should endeavor by all

means in his power to make himself the possessor of these qualities and thereby to fit himself to be a real leader of men."

5. Noncommissioned officers. The provisions of paragraphs 1100.3 and 1100.4 above, apply to the relationship of noncommissioned officers with their subordinates and apply specifically to noncommissioned officers who may be exercising supervisory authority or leadership roles over junior Marines.

6. Officer and enlisted marriages. The Marine Corps accepts officer/enlisted marriages which occur before the officer receives a commission or before the officer reverts to an enlisted grade. However, misconduct, including fraternization, is neither excused nor mitigated by subsequent marriage between the parties. Marines married to other Marines or to other Service members, or otherwise closely related (e.g., parent/child, siblings) shall maintain the requisite traditional respect and decorum attending the official military relationship between them while either is on duty, in uniform in public, or at official social functions.