

**The Sergeants Major of the Army:
On Leadership and The Profession of Arms**

1966-1996

**Quotations By and About the Sergeants Major of the Army
From the First 30 Years of the Position**



**The Information Management Support Center
Pentagon, Washington DC 20310-6602**

2016 Reprint, with Minor Changes

IMCEN Books Available Electronically, as of September 2001
(Before the 9/11 Terrorist Attacks on New York and the Pentagon, September 11, 2001)

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms (2000). Thoughts on many aspects of the Army from the Chiefs of Staff from 1979–1999: General Edward C. Meyer, 1979–1983; General John A. Wickham, 1983–1987; General Carl E. Vuono, 1987–1991; General Gordon R. Sullivan, 1991–1995; and General Dennis J. Reimer, 1995–1999. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Material is primarily from each CSA's *Collected Works*, a compilation of the Chief of Staff's written and spoken words including major addresses to military and civilian audiences, articles, letters, Congressional testimony, and edited White Papers. [This book also includes the 1995 IMCEN books *General John A. Wickham, Jr.: On Leadership and The Profession of Arms*, and *General Edward C. Meyer: Quotations for Today's Army*.] Useful to all members of the Total Army for professional development, understanding the Army, and for inspiration. 120 pages.

The Sergeants Major of the Army: On Leadership and The Profession of Arms (1996, 1998). Thoughts from the first ten Sergeants Major of the Army from 1966–1996. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Useful to all officers and NCOs for professional development, understanding the Army, and for inspiration. Note: This book was also printed in 1996 by the AUSA Institute of Land Warfare. 46 pages.

The Officer/NCO Relationship: Words of Wisdom and Tips for Success (1997). Thoughts and advice from senior officers and NCOs on key Army officer/NCO relationships. Includes chapters on the platoon leader/platoon sergeant, company commander/first sergeant, battalion commander/battalion CSM, and overall officer/NCO relationships. Scope includes several centuries of military experience. Useful for officers and NCOs at all levels. 1st edition 50 pages; 2nd edition 48 pages.

The Noncommissioned Officer Corps on Leadership, the Army, and America; and The Noncommissioned Officer Corps on Training, Cohesion, and Combat (1998). Two books of NCO wisdom and experience from the days of the Romans to 1997. Useful for all NCOs, officers, and soldiers. Also useful to young officers for their professional development, to better understand the Noncommissioned Officer Corps, and to benefit from NCO experience. 72 and 77 pages.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders (1995, 1996). Focuses on leadership and the effective staff support of leaders and units. Material is based on the writings of senior officers, senior NCOs, practical experience, and an analysis of the Army's leadership and staff manuals from WWII to the 1990's. The leadership chapters apply to leaders at all levels. The chapters for the staff focus primarily on how the battalion and brigade staff can better support the chain of command from the battalion commander through squad leaders. 224 pages.

The US Army Noncommissioned Officer Corps: A Selected Bibliography (1998).
A bibliography of significant NCO-related materials. 34 pages.

Electronic copies of the above books are available in two ways: [Note: Info current as of September 2001]

1. E-mail the IMCEN XO, currently LTC Dean Mattson, at MATTSDE@HQDA.ARMY.MIL, or call (703) 697-1365; DSN 227-1365. Address: Information Management Support Center, 6602 ARMY Pentagon, Washington, DC 20310-6602.
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Foreword and Acknowledgments

In this book the Sergeants Major of the Army from 1966-1996 talk to you about leadership, training, combat, and the Army. You can use their knowledge and experience for professional development, to improve your leadership skills, and for inspiration.

The period reflected in this book, 1966-1996, is particularly significant in the history of our Army, for it includes the building of the Army of the '80s which fought the Gulf War, the ending of the Cold War, and the positioning of our Army to meet the challenges of the 21st century. This period is also includes significant milestones in the history and development of the Army's Noncommissioned Officer Corps, including the establishment of the Noncommissioned Officer Education System, the Sergeants Major Academy, and the Major Command Command Sergeants Major Conferences. The thoughts of our Sergeants Major of the Army are an invaluable legacy that can assist leaders at every level to meet the challenges of today and tomorrow. We hope this book will help you to learn from and build on the wisdom and experience of these great leaders.

You can get an electronic copy of this and other Information Management Support Center books by contacting LTC Dean E. Mattson by e-mail to MATTSDE@HQDA.ARMY.MIL or by calling DSN 227-1365/commercial (703) 697-1365.

The position of Sergeant Major of the Army was established on July 11, 1966, and this book was first prepared in 1996 to honor the 30th anniversary of the creation of the position. One of the early versions of this book was printed by the Institute of Land Warfare, AUSA, with a foreword by CSM (Ret) Jimmie W. Spencer, Director, Noncommissioned Officer and Enlisted Affairs, AUSA.

Grateful acknowledgment is made for the support provided by the staff of the Office of the Sergeant Major of the Army; the Pentagon Library; the Office of Chief, Public Affairs (Command Information); and the U.S. Army Sergeants Major Academy Historical Office, U.S. Army Sergeants Major Academy Learning Resources Center, and the U.S. Army Museum of the Noncommissioned Officer: particularly L. R. Arms, Dr. Robert Bouilly, Melissa Cooper, Linda Gaunt, Willard Morris, and Marijean Murray. Special thanks to Dr. Margaret Scheffelin; Dr. Andrea M. Williams; CSM Jimmie Spencer; Sandra J. Daugherty; Lori J. Johnston; Dr. Ernest Fisher, author of *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*; Clifford Yamamoto; and, of course, the Sergeants Major of the Army.

M. Merrick Yamamoto
December 1997

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The Sergeants Major of the Army: On Leadership and The Profession of Arms

Accomplishing the Mission

The purpose of leadership is to accomplish the mission-to get the job done. This challenge to get the job accomplished is the same whether a soldier is a squad leader, a leader in a staff assignment, or a company first sergeant. This challenge also applies whether the people being led are active-duty soldiers, Army Reservists, National Guardsmen, civilians, or retirees. -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

A professional...is a dynamic growing being who has learned from the past, acts in the present, but above all...focuses on accomplishing his mission. -SMA George W. Dunaway, "Let's PULL Together: Professionalism- Unity- Leadership- Loyalty: A Winning Combination." *Army Digest*, Jun 1969, p. 28

One of the strengths of our great Army is the unique ability of our soldiers to rise to the occasion and get the job done, no matter what the adversities or the situation, during war and peace. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1989, p. 2

Because [one] division commander took the time to bring his command sergeant major into the process [of implementing a new plan], he brought the rest of the division's NCOs into the plan as well. Immediately, the NCOs understood that in order for the officers of their unit to be successful, the necessary control measures had to be in place to meet the commander's objective. From that, we leveraged every available technology, technique, procedure, and leadership skill to achieve success. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 13

Throughout my career I have observed that great leaders at all levels focus on the mission.... Good units and good leaders get the job accomplished: they get it done by working hard and concentrating on the basics. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, pp. 51, 52

The Army and the Nation

Our Army is truly in touch with America every day, in some way or another. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 30

We serve our nation- our people- for the devotion, faith, and trust we place in our free, democratic system of government.... Our Army is only as strong as we want to make it.... Everyone in our nation must understand why young men and women serve in our armed forces and why they put up with the hardships of Army life and are willing to lay their lives on the line to protect the greatest nation ever created and known to mankind. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, pp. 39, 42

About my fifteenth or sixteenth year of service, that peculiar chemistry made up of training, experience, and promotion began to have its effect, and I realized that I didn't *want* to be anywhere else but the Army. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 345

The military is...a reflection of American society. -SMA William A. Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 9

Soldiers are...members of a profession of arms which has existed virtually unchanged for thousands of years- far longer than most other human institutions have existed. The Army has done so because of its unique character- a uniqueness based primarily upon intangibles that cannot be "costed." -SMA William A. Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 11

It will take the hearts, hands, and heads of every soldier to build a better Army. -SMA Silas L. Copeland, "The SMA Talks to the Troops Man to Man." *Soldiers*, Dec 1971, p. 4

The ideal of honorable service which we instill in our soldiers today will lay the foundation for a better Army in the future.... The Army, like any other dynamic business, must constantly look critically at its own structure and procedures. -SMA George W. Dunaway, "'People Benefits' Will Get More Emphasis in '70s." *ARMY*, Oct 1970, p. 35

No matter how difficult times are...those of us who love the Army must stick with it. -CPT Charles Fry, quoted by SMA Richard A. Kidd, in "A Sergeant Equal to a General." *Red Star*, Jun 1993, no page number

[Being in the Army means a] total commitment to a higher calling, devotion to duty, and a thousand other adjectives. -SMA Glen E. Morrell, "The Army as an Institution." *Sergeants' Business*, Mar-Apr 1987, p. 4

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Six fundamental imperatives, which continue to mold the Army are: maintain a quality force; maintain a solid war-fighting doctrine; maintain the mix of armored, light, and special operations forces required by national strategy; conduct tough, realistic training; continuously modernize to improve war-fighting capabilities; and develop competent, confident leaders. -SMA Richard A. Kidd, "Where Our Soldiers Stand." *ARMY*, Oct 1991, p. 38

Those people who want to cut the defense budget to the bone need to realize that when we get involved in conflict, the youth of America will pay for our short-sightedness. They're the ones who will have to hold the ground. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1987, p. 4

We serve for love of the Army and mainly love of country. -SMA Glen E. Morrell, "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 8

Since [the American Army's] birth in 1775, the fate of the nation has often rested in the capable hands of its soldiers. From Yorktown to Gettysburg to Normandy to the Persian Gulf, to discovering and building a nation and protecting others from aggression, ultimately, it is the Army that decides our success in war and peace- *because we are the force of decision*. -SMA Gene C. McKinney, address at the AUSA Luncheon, MacDill AFB, FL, 10 May 1996, SMA files

The American public expects a soldier to look like an American soldier. We represent the American public and they expect us to look sharp and be true professionals. Their tax dollars support our Army and they want a visible expression of a good investment. -SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 9

Caring

Soldiers...will do anything their leaders ask if they are convinced it is important and that their leaders care. -SMA William A. Connelly, "The Soldier Remains Our Ultimate Weapon." *ARMY*, Oct 1979, p. 24

We talk about leadership and say that to be a good leader you must have candor, commitment, courage, and competence. If you truly care...you will do all those things. If you *care* about our nation, if you *care* about the Army, if you *care* about the soldiers and their families, you'll ensure you possess those qualities. -SMA Richard A. Kidd, in "SMA Speaks about Promotions, Leadership." *Korus*, Apr 1995, p. 7

Needed improvements will occur if officers and NCOs remember to take care of their soldiers. If you take care of your soldiers, they will always take care of you. -SMA William A. Connelly, in "Our Business Is Soldiers, Says Departing SMA." *Army Times*, 4 Jul 1983, p. 2

Those units that have the fewest incidents are those whose noncommissioned officers really know their men and take a personal interest in their welfare. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 24

Our medical system is one of the finest in the world. It's up to every NCO to support this system and make it work. If you don't know the sergeant major at your hospital or the NCOIC at your Troop Medical Clinic, call them, visit them. Talk to them, sergeant-to-sergeant, about your soldiers' medical care. Invite them to talk to your soldiers and their families about Army medical care. That's sergeant's business. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1986, p. 3

You spend half your life taking care of soldiers and all of a sudden you turn around and find out that all along *they've* been taking care of *you*. -GEN Bill Rosson, quoted by SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 135

In our Army every soldier must care about his job. Often- if the duty seems menial or hum-drum- it is hard to cultivate this attitude. But it must be done.... What you do in your job each day, you do for the Army. -SMA William O. Wooldridge, "The Soldier Who Cares." *Army Digest*, Dec 1966, p. 5

The names of the soldiers who cared- who have cared unceasingly since Continental Army days- are a matter of permanent record. They have been privates, sergeants, captains, and generals. Rank is immaterial to caring. Sometimes they have given their lives; most of the time they give of their lives in performing their duty.... Every unit has a measure of these men, the soldiers who care. They always seem to be on the job early in the morning, and often late at night. You can count on their reports. You can trust their judgments. They are by no means perfect, but they try, and they come through. They care about what they are doing. They care about the men around them. And men respond to this treatment. They perform better. They begin to care. They begin to understand what makes our Army tick. -SMA William O. Wooldridge, "The Soldier Who Cares." *Army Digest*, Dec 1966, p. 5

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Take care of each man as though he were your own brother. He is. -SMA William O. Wooldridge, "Understanding Soldier Problems." *Army Digest*, Apr 1967, p. 5

Challenge and Change

The six challenges we faced to insure the readiness of the Army in the 1980s [were to] train our soldiers to tough, measurable standards; standardize how we train; good plans; train smart and share the load; focus on what is important; train and coach subordinates. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 29

I...ask everyone at every level to be excited and challenged by the changes and to let me know what ideas they have to suggest that will help all of us working together to build a better, more professional Army.... Don't be afraid of change. Move smartly with the times as long as military order and discipline are not jeopardized. -SMA Silas L. Copeland, in "Let's Build a Better Army." *Soldiers*, Jul 1971, p. 7

The soldier wants to know *why*.... Credible answers often require reevaluation of traditional ways of doing things to make sure that they are based on sound logic and judgment. If so, they should be explainable. If not, they should be changed.... Challenges...demand vigorous action and dedication by our NCO Corps. The accomplishment of these tasks rests at our Army's "grass roots." -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

The big challenge for NCOs at all levels, from division right on down to fire team leader, is to keep the morale of the soldier boosted. If his morale is good, his fighting ability is good. -SMA Silas L. Copeland, *The Sergeants Major of the Army*, 1995, p. 76

The equipment and weaponry will continually change and improve, and the size of the military will expand as needed, decreasing during times of peace. But the unyielding will of the soldier and the dedication of professional military leaders will not change. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 66

[Soldiers] are looking for a challenge. -SMA Julius W. Gates, in "Noncom Know How." *Soldiers*, Aug 1987, p. 21

The greatness of our Army has always been the ability of our soldiers who serve in the ranks to rise to the

challenge against the odds, in the face of danger, and win. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 2

A leader does not "choose" the best or most opportune time in which to lead. A good leader takes the challenge whenever and wherever it presents itself and does the best he or she can. -SMA Richard A. Kidd, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, p. 13

It goes without saying that I am obliged to base my recommendations to the Army leadership on my knowledge of rules and regulations. However, I exist in order to sense when this rule or that rule is in need of change. -SMA Richard A. Kidd, in "Top NCO Says Job Is Communicating." *Mercury*, Feb 1994, p. 8

[Secretary of Defense William Perry said that] there are two types of change, change that happens to us and changes we make happen. I'd say that the changing environment in which we operate is change that has happened to us, as an Army. And, change isn't all bad because it provides us opportunities which allow for that second type of change- the change we make happen. Either way, we must seize the opportunities that are created by change. -SMA Gene C. McKinney, address to the Engineer Conference, Fort Leonard Wood, MO, 26 Apr 1996, SMA files

"Doers" are the true experts of the Army; if something does not work like the user manual claims it should, or if there is a better way to do it, then the NCO Corps should change the book. We cannot be satisfied with just changing the way of doing something in our units, but must ensure that the idea is standardized throughout the Army. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 30

Character and Doing What's Right

One aspect of pride is personal integrity. -SMA William G. Bainbridge, "We Have Met the Challenge." *ARMY*, Oct 1978, p. 27

A code of ethics...cannot be developed overnight by edict or official pronouncement. It is developed by years of practice and performance of duty according to high ethical standards. It must be self-policing. Without such a code, a professional soldier or a group soon loses identity and effectiveness.... Once we know our job, have a genuine code of ethics, and maintain unquestioned personal integrity, we have met the first

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and most demanding challenge of leadership. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, pp. 24, 25

I don't know what possesses a professional who has been around five, ten, or 20 years to turn his or her back and walk away from a deficiency. The first tenet of our behavior as professionals must be to never do this. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 31

We want the Army to be society's model of fair treatment. We want to assure that all soldiers are treated fairly, not because it is necessary but because it is right. -SMA Silas L. Copeland, in "Let's Build a Better Army." *Soldiers*, Jul 1971, p. 5

Everywhere you look- on the fields of athletic competition, in combat training operations and in civilian communities- soldiers are doing what is right. -SMA Julius W. Gates, "The Thunder of a Mighty Fighting Force." *ARMY*, Oct 1988, p. 41

Are you truly doing what's best for the nation, what's best for the Army, what's best for your unit, what's best for your soldiers and their families? Are you taking all of that into consideration, or are you looking at what makes you as an individual look the best? -SMA Richard A. Kidd, in "Lessons on Leadership." *Soldiers*, Feb 1995, p. 20

An African proverb states: "If you don't know who you are, anyone can name you. And, if anyone can name you, you'll answer to anything." I believe these words are applicable to General [Dennis] Reimer's message [about the importance of NCOs to the Army]. If you do not know who you are, how can you know your soldiers? If you do not know your soldiers- which includes your NCOs- how can you perform the mission properly? In my opinion, you cannot and you will not, or you will be unsuccessful because you will answer to what you think should be said or done and not to what is right.... We must show [soldiers] what "right looks like." -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, pp. 11, 12

Remember- managers do things right, and leaders do the right thing. -SMA Gene C. McKinney, in *Command, Leadership, and Effective Staff Support*, 1996, p. 194

Character...is the most important quality you can find in any person, but especially in a soldier. It is the foundation that will get anybody through anything he

may encounter. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, p. 7

We build character...in order for us to withstand the rigors of combat and resist the temptations to compromise our principles in peacetime. We must build character in peacetime because there is no time in war. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 40

The easy way is not necessarily the best way. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 30

There is no place in "our Army" for those who sexually harass or intimidate others, or whose use of alcohol or drugs degrades themselves and the soldiers around them. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 30

Among the things I've learned during my career is that you must be honest with everyone about everything. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1987, p. 4

Cohesion

Nothing wrong with having a clique, so long as everybody's in it. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 163

[SMA] George Dunaway's motivation to join the National Guard reflected the great strength of that institution- unit cohesion. -*The Sergeants Major of the Army*, 1995, p. 55

When there is no involvement, there is no commitment. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 12

A special bond develops when leaders live their lives following the fundamentals of leadership. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 53

Soldiers' ability to sustain themselves and their fellow soldiers during periods of high stress is built upon rock-hard confidence in themselves and their leadership chain beginning with fire team leaders or the noncommissioned officer of their section.... What we have learned and relearned in our Army is that unit cohesion and teamwork are what give individual soldiers the confidence to use initiative, to be resourceful, and to be all they can be. -SMA Glen E.

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Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, pp. 41, 42

In order for this country to survive and for our families, loved ones, and the American people to continue to enjoy the freedoms we hold dear, we must strengthen our personal development, our bonding to others (unit cohesion, family ties), and strengthen our commitment to our country, Constitution, and profession. -SMA Glen E. Morrell, "The Army as an Institution." *Sergeants' Business*, Mar-Apr 1987, p. 4

That unbreakable bond that develops between soldiers...is at the very heart of our profession. -GEN Carl E. Vuono, address at the retirement review in honor of SMA Julius W. Gates, *Collected Works*, 1991, p. 381

Combat

[The] morale of the fighting force is the single most important aspect of any battle or war. Napoleon once said: "Morale makes up three-quarters of the game; the relative balance of manpower accounts for only the remaining quarter." -SMA William A. Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 10

Our soldiers can do a great deal more under pressure than people think. You'd have to see them perform in combat to believe it. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 41

Young noncommissioned officers are the ones who call the shots; it is on their knowledge, initiative, and courage that our success in battle rests. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 28

Training, then- both good and bad- is habit forming. The difference is that one develops the battlefield habits that win; the other gets you killed. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, p. 21

A soldier always wants the best to be at his front, rear, right and left, trained to stay there regardless of what may happen. -SMA Glen E. Morrell, in addresses to soldiers

One of the first things that will impress you when you get into your first fire fight will be what an experienced combat veteran has described as "ordered confusion."... Many things happen in the heat of battle which do not

go according to plan. In this respect a maneuver on the battlefield is something like a football game. If everything went exactly according to plan, the offensive team would score a touchdown on every play.

When something happens that really disrupts our plans, soldiers say that things are "snafu." Nobody seems to know what's going on up ahead or to the flanks. Communication with other units is out- or more likely hasn't been established. The terrain doesn't seem to match what is expected from a study of the map. A couple of landmarks may have been identified- but not where they're supposed to be. If movement is made by truck, traffic may be snarled.

Frequently, a change in our plans causes this confusion. Sometimes the enemy forces us to change our plans (he's pretty smart, too) but more often we change our plans to take advantage of a new situation. We do this to surprise the enemy or hit him where he is weakest. This ability to change our plans is one of our greatest strengths....

You can almost count on it, the weather will be too hot, too cold, too dry, or too wet.... Properly used, the weather can help us. Fog can provide a natural "smoke screen" for attacking troops- without benefit of artillery or mortar smoke shells. We can't change the weather but we can make it work for us....

Waiting...the old soldier finds good use for this time. He cleans his weapon or his equipment, makes his position better, or just relaxes.... Make the best use of your time....

Knowledge helps you overcome the fear of the unknown. Knowing your stuff helps give you the confidence you need to meet the enemy in battle. Right now in training is the time to learn how to shoot and care for your weapons, what to expect and not expect from your equipment, how to use a compass, how to read a map, how to take advantage of the terrain, how to give yourself and others first aid, and how to keep in top physical shape. These are just a few of the skills that are going to take you through combat, not just to combat. Learning these things will help you develop the confidence that overcomes fear in battle....

Survival in combat is not solely a matter of luck. Doing things the right way is more important than luck in coming through a battle alive. And training teaches you to do things the right way.... It's training that defeats the enemy and saves lives. -SMA William O. Wooldridge, "So You're Headed for Combat." *Army Digest*, Jan 1968, pp. 6-11

How can fear help you? Fear is not altogether undesirable. It is nature's way of preparing your body for battle. As a consequence, the body automatically undergoes certain changes. You may temporarily lose a sense of fatigue, no matter how tired you are....

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Fear...can stimulate your body, make you more alert, and prepare you for unusual physical effort....

One of the easiest things to do is to talk to someone. Talk is a convenient way to relieve your tension- and it also helps the men you're talking to.... It's a reminder that the rest of the team is with you. Your confidence goes up and your fear goes down when you think of the coming fight as a team job. You know the striking power of the team....

Action or "doing something" will also help you overcome the initial paralyzing effect of fear in combat. This is especially true when you're waiting for battle and the suspense is bothering you. Put your fear aside by doing something- even if you have to make work for yourself.... The act of firing not only helps you overcome fear but it also helps defeat the enemy....

No man ever adjusts himself perfectly to battle, regardless of how much combat he's seen. Veteran soldiers also experience [the] reactions caused by fear. The difference is that veterans have learned to control their fears better than green troops.... Learn to control [fear] and make it work for you.... The man who controls his fear and goes about his business despite it is a courageous man. There's no limit to what courage can accomplish on the battlefield. -SMA William O. Wooldridge, "So You're Headed for Combat." *Army Digest*, Jan 1968, pp. 10-11

Command Presence

Back at headquarters is where you solve the biggest problems and prepare yourself to tackle still others, but the best study of soldiering is soldiers themselves, and you cannot do that sitting behind a desk.... It was important, I thought, that besides visiting the troop units we also get to what I call the "two-four-sixes," the detachments of only two people here or four there or six over that way. -SMA William G. Bainbridge, *Top Sergeant*, 1995, pp. 346, 201

[On visits ask: Are the soldiers] properly fed? Do they have the equipment? Do they have ammunition? Do they have weapons? Are they operable? How's their morale? How can I support you? -SMA Silas L. Copeland, *The Sergeants Major of the Army*, 1995, p. 76

I usually approach soldiers by telling them about where I came from and how I came up through the ranks. Then I'll tell a funny story to put them at ease a little bit before having them ask me questions or tell me about things. Then I listen- it's important to listen very carefully.... The unit will usually have a schedule for me, but sometimes I will just go off and see someone I

notice in the area. This keeps people on their toes and is a good way to get feedback. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, p. 7

I wanted to be visible and I wanted soldiers of all ranks to know there was someone who could hear their problems and go right to the top with problems that had merit. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 38

The way in which SMA [Julius] Gates deals with junior soldiers puts them at ease, yet maintains their respect for both his rank and office, and one of his secrets to doing that is striking swiftly, not giving anybody time to be nervous. -"NCOs in Spotlight at Annual Meeting." *ARMY*, Dec 1989, p. 42

When you go out and get a briefing from soldiers, they will tell you all about their equipment. As soon as you say, "Tell me something about you," there's a sparkle in their eyes, their smile is larger. When you start showing and telling people how much you care about them, they won't disappoint you. -SMA Gene C. McKinney, in "New SMA: View from the Top." *Soldiers*, Oct 1995, p. 29

If the first sergeant and sergeant major are tied to a desk, they are short-changing their NCOs and soldiers. That should never be allowed to happen. I am not saying that first sergeants and sergeants major do not get involved in paperwork. Certainly they do. But they have to balance that desk time with field time. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, p. 23

To gain a more accurate view of the pulse of the Army, [SMA Leon Van Autreve] would, after talking to groups of soldiers, talk one-on-one with Soldiers of the Month, NCOs of the Month, and NCOs of the Quarter, that is, some of the most dedicated enlisted men. Once he got them to relax and open up, he was able to tap into the perspectives of soldiers who were most apt to put the needs of the institution before their own personal wants. -*The Sergeants Major of the Army*, 1995, p. 95

Communication and Counseling

Many times...a leader will receive information, guidance, or orders from above. He selects what he thinks is important and passes that to his subordinate who in turn does the same thing. By the time the word reaches the soldiers who do the work, the only thing they get is "Do it!" That's necessary sometimes, but

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most of the time it's not. NCOs, whenever possible, should take time to explain why. Soldiers will do anything you ask them to do if they know why, and why it's important. -SMA William A. Connelly, in "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, p. 10

When I ask NCOs if they have counseled their soldiers, I usually get a positive answer. But I bet that if I looked at the counseling statements, most- if not all- of them would be negative, indicating that the bad soldier is getting most of the attention. What is wrong with a positive counseling statement for the good soldier? And more importantly, what is wrong with paying more attention to the good soldier? We certainly have the tools available today to turn our attention to the good soldier. -SMA William A. Connelly, "Keep Up with Change in '80s." *ARMY*, Oct 1982, p. 30

The burden of establishing [communication with the soldier] rests upon the NCO. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

Counseling tells soldiers where they stand, and it helps them focus on their goals. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 33

As a leader, when the workday is over, there are other things that you have to do. You have to counsel those soldiers that you want to keep and promote. They need some help- help that you can't give them in your specified training time. -SMA Glen E. Morrell, "Looking to the Future." *Sergeants' Business*, Mar 1986, p. 7

Communication is dialogue- not monologue. -SMA Leon L. Van Autreve, "Walking Tall- and Eager." *Soldiers*, Feb 1974, p. 29

It is absolutely the responsibility of the NCO to establish a working and talking rapport with his men. There can be little accomplishment without communication. -SMA William O. Wooldridge, "The Uses of Reveille." *Army Digest*, Nov 1966, p. 5

Courage (See also Combat)

Professional courage...is the steel fiber that makes an NCO unafraid and willing to tell it like it is.... The concept of professional courage does not always mean being as tough as nails, either. It also suggests a willingness to listen to the soldiers' problems, to go to

bat for them in a tough situation and it means knowing just how far they can go. It also means being willing to tell the boss when he is wrong. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 31

It is the noncommissioned officer who must have the intestinal fortitude to recommend what is right, not what is easy. -SMA Julius W. Gates, "Bootprints That Will Never Fade." *ARMY*, Oct 1990, p. 36

It takes guts for an NCO to use inherent authority and responsibility in training, maintaining, leading, and caring for soldiers. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 41

Moral courage, to me, is much more demanding than physical courage. -SMA Leon L. Van Autreve, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, pp. 10-11

Discipline

The core of a soldier is moral discipline. It is intertwined with the discipline of physical and mental achievement. It motivates doing on your own what is right without prodding.... It is an inner critic that refuses to tolerate less than your best.... Total discipline overcomes adversity and physical stamina draws on an inner strength that says "drive on." -SMA William G. Bainbridge, "First, and Getting First." *ARMY*, Oct 1975, p. 24

Without self-discipline, a noncommissioned officer can never develop or maintain personal integrity. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

A disciplined soldier is a well-dressed, sharp-looking soldier, and represents his country in highest tradition. -SMA George W. Dunaway, "New Emphasis Aims at Putting More Strength in 'Backbone of the Army.'" *ARMY*, Oct 1969, p. 33

Families

[During the tenure of Chief of Staff GEN Edward Meyer and SMA William Connelly] the old phrase, "If the Army wanted you to have a wife, it would have issued you one" was changed to "You recruit a soldier, but reenlist a family." -*The Sergeants Major of the Army*, 1995, p. 124

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[Sending a married soldier overseas with his family] is as necessary to readiness as spare parts. -SMA William A. Connelly, in "New SMA Opposes O'sea Kin Cuts." *Army Times*, 23 Jul 1979, p. 5

It was extremely important to keep troops everywhere aware of how important their families were to them, and remind them that folks up the ladder cared about them *and* their families.... I would take my wife with me to most places where enlisted men had their families. The military wife is an important part of the Army, and it is essential that military wives receive proper recognition for the role they play in their husbands' careers. A happy soldier performs his duties much better than an unhappy one. Most men are happier when they have their families with them, and I wanted to recognize these ladies and express appreciation, on behalf of Department of the Army, for the fine job they were doing. What better way could that be done than for me to demonstrate how important my wife was to me? -SMA George W. Dunaway, *Center of Military History Interview*, 1990, pp. 38, 37

The more we get the spouses and families involved, the healthier the Army becomes. -SMA Julius W. Gates, *The Sergeants Major of the Army*, 1995, p. 152

Taking care of the family is also a method of increasing and improving our readiness, morale, and our ability to fight and win. -SMA Richard A. Kidd, "SMA Kidd Defines Roles." *Sentinel*, 12 Mar 1993, p. 3

You can't expect letters unless you write to somebody, too.... I want you to write me a letter. In your letter, remind me that we met here on this date. And enclose this card. I'm doing this for three reasons. I want to see how long the mail takes. If you write to the Sergeant Major of the Army, then you'll write to your family: your mother, your father, sister, brother. You'll be in the "write" mood. Plus, I like to recognize great soldiers. -SMA Richard A. Kidd, in "Top Soldier Visits Troops in Mogadishu." *Somalia Sand Paper*, 20 Sep 1993, pp. 1, 2

Spouses become seasoned advocates of family readiness.... Without [the family's] involvement, there is no commitment. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 33

Fitness

Running the AUSA Army Ten-Miler...has become something that I do to check myself from year to

year.... I draw a lot of strength when I run around other people. -SMA Richard A. Kidd, in "Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler." *Pentagram*, 10 Oct 1991, p. 3

I would like to emphasize how important physical fitness is. During combat, you have tremendous adrenaline flow. It helps during that time. [Also] if you are wounded, it helps you. According to the doctors, you can be operated on more often, the repair work can be accomplished quicker, you heal much faster, are more resilient, and if you're physically fit you have a better mental attitude. You can come back quicker. -SMA Richard A. Kidd, in "A Conversation with Sergeant Major of the Army Richard A. Kidd." *Arctic Star*, 24 Nov 1993, p. 3

[SMA Leon] Van Autreve, then fifty-two, undertook parachute training to prepare himself for the mission [polar route aircraft rescue missions], or at least to better understand what the soldier in his command had to endure. -*The Sergeants Major of the Army*, 1995, p. 94

At the age of 41, [SMA Glen Morrell] earned recognition as the distinguished honor graduate of his Ranger class. -GEN John A. Wickham, *Collected Works*, 1987, p. 258

Freedom

For those who have fought for it, freedom has a taste the protected will never know. -an old Australian, quoted by SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 42

Soldiers are on the outer edges of the Free World...maintaining a good readiness posture and deterring war. -SMA William A. Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 9

I am among the many millions who have served in the military establishment of this great nation. I can think of no greater or more honorable contribution I could have made. I am not only proud of having been Sergeant Major of the Army, I am proud to have been a soldier. When you think of the freedom you enjoy in this country, think of the sacrifices the soldier has made to keep us free. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 66

Our freedom to abide by an inner vision, our opportunity to meet some personal challenge- is

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entirely dependent upon our nation remaining free.... Those extraordinary men who founded our nation...swore their fortunes, their sacred honor- their very lives- for the sake of an idea. -GEN Edward C. Meyer, address at the retirement ceremony for SMA William A. Connelly, *General E. C. Meyer*, 1983, p. 385

It is almost uncanny how the three underlying principles of our founding fathers have remained unchanged over the years- our commitment to be independent, our will to win, and our determination to fight to retain our inalienable rights.... We all need to understand our heritage as soldiers in order that we may be better protectors of our nation's sacred trust.... We owe our nation, our children, and grandchildren the debt of ensuring that each of our soldiers knows what it is they are protecting and guarding and why.... Our children and grandchildren will flourish and remain as strong, dedicated, and morally sound as we are today, providing the will is never lost for the cause of freedom. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 40, 41, 42

Information and Keeping Soldiers Informed

The American soldier best performs his mission if he is well informed and knows the purpose of that mission. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

All...soldiers want are the facts and the truth.... Allow information to flow without filters. -SMA Richard A. Kidd, in "Kidd Evaluates Enlisted Force." *Pentagram*, 14 Jan 1993, p. 4

The three "Bs" of good public speaking: I'll be sincere, I'll be brief, and I'll be gone! -SMA Richard A. Kidd, in "Shades of Green' Recreation Center Serves Soldiers." *Speech File Service 3rd Quarter, Fiscal Year 1994*, p. 18

[The Public Affairs Office] can help you recognize soldiers.... Wherever I travel, I encourage the first sergeants and command sergeants major of installations and units to make better use of their PA personnel. [PA soldiers have] got to tell commanders how you fit in and what you can do for them. And then demonstrate those capabilities. -SMA Richard A. Kidd, in "No Kidding." *Public Affairs Update*, Jan-Feb 1995, pp. 17, 16

Soldiers just want to know what's going on and to know the truth. They want to know that they are appreciated and that their families will be taken care of.... Informed soldiers make better career and lifetime

decisions for themselves and their families. -SMA Richard A. Kidd, *The Sergeants Major of the Army*, 1995, pp. 172, 172

Soldiers...serve in some 80 countries around the world and serve with "quiet minds" because their leaders keep them and their families informed. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 29

You should not be afraid to seek information and bounce ideas off different people to make sure you're making a right decision. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1987, p. 4

Leadership

I believe every good soldier wants to live in an organized environment, secure in the knowledge that he or she will not be threatened or harassed by others, confident that his or her efforts will be recognized, and aware that the nonproductive soldier will be invited to leave. In such an environment, soldiers will be proud of their units and will demonstrate that pride with their performance and behavior. -SMA William A. Connelly, "The Soldier Remains Our Ultimate Weapon." *ARMY*, Oct 1979, p. 24

Leadership doesn't just happen. Leadership is an art.... The exercise of leadership...connotes dedication, vigor, and endurance- three qualities so essential in a military leader.... A good leader is like a good athlete. He must, first of all, have a love for the game. Then he must learn the fundamentals, practice them until he gains a degree of excellence and, finally, continue to strive for higher proficiency for as long as he remains active in the sport.... We need to examine ourselves from time to time: to see if we measure up as good leaders.... Pull out that worn copy of FM 22-100 and read it again. You may find it a whole lot more interesting this time. -SMA Silas L. Copeland, "Winding Down of War Calls for Top Leaders." *ARMY*, Oct 1971, pp. 26, 27

Of the four interrelated qualities vital to a modern Army- Professionalism, Unity, Leadership, Loyalty- the key quality is leadership. -SMA George W. Dunaway, "Let's PULL Together: Professionalism- Unity- Leadership- Loyalty: A Winning Combination." *Army Digest*, Jun 1969, p. 27

You must give [soldiers] reasons to have confidence and pride in themselves, in their leaders, and in their

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units. Only then will you have loyalty. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 60

Over the years we have seen many changes in our Army- vehicles, weapon systems, uniforms, and organizations.... However, one thing has not changed- the responsibility entrusted to U.S. Army noncommissioned officers to lead, train, take care and serve as role models for our soldiers. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1989, p. 2

The greatest privilege is the honor of leading America's finest men and women both in war and peace. -SMA Julius W. Gates, "Soldiers, Standards, Service." *ARMY*, Oct 1989, p. 40

[Leaders] have to be everything they want their soldiers to be. -SMA Richard A. Kidd, in "Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler." *Pentagram*, 10 Oct 1991, p. 3

You must...love being a soldier; love being around other soldiers; love leading, training, and caring for soldiers and their families; be technically and tactically proficient; be dedicated, motivated, physically fit, mentally alert, and morally straight; believe in your fellow soldier, in your Army, and in your nation; strive to be all you can be. And, if you're a leader, want the same for those in your charge. -SMA Richard A. Kidd, "Being a Soldier." *Soldiers*, May 1994, inside back cover

The main purpose of being a leader is to be someone who cares enough to bring the group together to accomplish a mission successfully, to allow people to grow, to allow people to be safe, and to allow them to be able to take care of their families. -SMA Richard A. Kidd, in "Lessons on Leadership." *Soldiers*, Feb 1995, p. 20

When NCOs stand in front of their soldiers, they will see a reflection of themselves. Look into their eyes, and you'll know how well you are leading. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 33

Noncommissioned officer leaders must know themselves, their subjects, their soldiers, and their soldier's needs. Furthermore, they must be capable of inspiring young leaders with their knowledge. That cannot be done by words alone; it must be done by

personal examples of ethical and professional excellence. -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 65

No matter what the leader's rank or organizational level, each leader has the same obligation. That obligation is to inspire and develop excellence in individuals and organizations; train members toward professional competency; instill members with the spirit to win; see to their needs and well-being; and set standards that will be emulated by those they lead. The bond between the leader, the led, and the organization must produce leaders who are grounded in the fundamentals, yet responsive to new ideas. We call on all of you to make the theme of leadership a reality in the Total Army. -Secretary of the Army John O. Marsh, on the 1985 Army Theme of Leadership, quoted by SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, pp. 63-64

If you treat a person the way you see them, they'll stay that way; but if you treat that person the way you *want* them to be, then chances are they'll change.... If you see me as a lazy old bum, I'll stay that way; but if you see me as a mature, intelligent person who can go out and make a lot of things happen, then for the most part I'm not going to go out and disappoint you.... Whichever way you push me, that's the way I'm going. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, p. 16

In a service in which high technology and increasingly sophisticated new equipment are being viewed as the keys to maintaining a modern fighting force, individual soldiers remain the most important asset in achieving battlefield success- but they still are only as good as their leadership.... "Leadership by example" is much more than a cliché; it is a way of life. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, pp. 27, 28

There is no secret to good leadership and good units. Our profession is a way of life. We must set the standard of excellence, meet that standard, and help all soldiers to meet it. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 53

The reason you find good units or some bad units [depends on] leadership, getting people qualified, and resources. -SMA Glen E. Morrell, *The Sergeants Major of the Army*, 1995, p. 139

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You could fill bookcases with everyone's interpretation over the last 10 to 15 years of the term, "Sergeant's Business." It is really simple. It is leader's business.... When you get right down to it, everything soldiers do on duty or off- is NCO business. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, p. 21

It is the leaders from corporal to general who are the responsible ones for maintaining a climate of opportunity, growth, and caring which allows both cohesion and initiative to flourish. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 42

[One commander] taught me how to win and have your soldiers with you at the finish line, and the other taught me how to...motivate soldiers and maintain their respect and confidence. -CSM William Sotomeyer, quoted by SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 12

Our soldiers are no better than those who give guidance. -SMA Leon L. Van Autreve, "Pride in Profession: The NCO's Hallmark." *ARMY*, Oct 1973, p. 21

Squad leaders, platoon sergeants, and first sergeants...create the leadership environment in which today's Army concepts thrive or expire. -SMA Leon L. Van Autreve, in *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*, 1994, p. 353

Leadership Development

A pat on the back- applied at the proper moment in the circumstances- can have a dramatic influence in developing a leader. -SMA William G. Bainbridge, "First, and Getting Firster." *ARMY*, Oct 1975, p. 24

The transformation that takes place when you say, "Jones, you are in charge" is amazing. -SMA William A. Connelly, "Keep Up with Change in '80s." *ARMY*, Oct 1982, p. 30

One of the things that makes our Army great is we train and plan for all of our soldiers to be leaders. When the time comes, whether at peace or at war, the American soldier has and will rise to the occasion. -SMA Julius W. Gates, "NCOs: Maintain the Momentum." *Field Artillery*, Dec 1987, p. 46

The three pillars of leader development [are] institutional training, unit expertise, and self-development.

1. The Noncommissioned Officer Education System that is now linked to promotions and our functional courses, such as the First Sergeant Course, serves as our institutional training.

2. The second pillar is our unit leader development. The most important place for a noncommissioned officer is in a unit- leading and training soldiers and being developed by unit leaders based on the commander's training plan.

3. The third pillar is individual study and self-improvement. This includes staying current on new battle doctrine and enrolling in self-development training and education. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 4

The most enduring legacy that we can leave for our future generations of noncommissioned officers will be leader development. -SMA Julius W. Gates, "From the SMA." *NCO Call*, May-Jun 1990, inside front cover

Soldiers learn to be good leaders from good leaders. -SMA Richard A. Kidd, "NCOs Make It Happen." *ARMY*, Oct 1994, p. 34

[1SG Felix Helms] was tough as nails, but he always looked out for my best interests.... He was always trying to teach me something. I'd be on my way out the front door for the day and he'd call me in and say, "Come here, let me show you how to run a suspense file." Or, maybe it was how to counsel or how to set up a duty roster. It doesn't really matter. When you get down to it, it's not about what skills he taught me, it's the fact that he gave a damn about me. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, pp. 15-16

Mentoring helps soldiers to establish realistic personal and professional goals, and also helps them stay focused.... We must capitalize on everyone's capabilities. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, pp. 33, 32

I've reminded many NCOs that they wouldn't be where they are today if someone hadn't given them a little extra time. I know I wouldn't be where I am. -SMA Glen E. Morrell, "Looking to the Future." *Sergeants' Business*, Mar 1986, p. 7

One's spirit enlarges with responsibility. -GEN George S. Patton, quoted by SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 32

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Leadership Development- Soldiers into NCOs

Good NCOs are not just born- they are groomed and grown through a lot of hard work and strong leadership by senior NCOs. -SMA William A. Connelly, "Keep Up with Change in '80s." *ARMY*, Oct 1982, p. 29

[When I was promoted to SGT, my platoon sergeant, Franco] sat down with me and explained that I was no longer one of the boys. He said my job was to train my soldiers so they could do whatever our leaders asked us to do and to make sure that none of them got hurt doing it. -SMA Julius W. Gates, in "Noncom Know How." *Soldiers*, Aug 1987, p. 21

Anybody who comes into the NCO Corps has to be recommended by an NCO, whether it be a squad leader, section leader, platoon sergeant, or first sergeant. We're the ones who really open the door for them.... One good indicator as to whether [a soldier] should become a future Army leader is whether you are willing to let that person lead one of your loved ones. That's the kind of person we need. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, p. 6

Identifying good soldiers- potential leaders- and turning them into good noncommissioned officers is a complex process. The bottom line is simple, however: weed out the poor performers, teach the right soldiers the right things, and recommend the best soldiers for promotion and retention. The only way to prepare good soldiers to become noncommissioned officers is to place them in leadership positions and increase their responsibility according to their ability. This process takes time and patience.... Noncommissioned officers make noncommissioned officers! -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

We have to identify [those we want to retain] early, take them under our wings and develop them, teach them what they need to know, and send them to the noncommissioned officer education schools. If we do this in a timely manner, they will be much better leaders. At the same time, they will make the unit stronger. Ultimately, this will make the U.S. Army stronger. -SMA Glen E. Morrell, in "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 6

When you pin that first stripe on, you're going to have to make a mental adjustment. You're going to have to weigh being a good friend on the one hand with being a good leader and dispatching your duties and responsibilities on the other. When you do, I think your

peers must understand, "He was selected to be a leader." I think most of them do. Sometimes you're tested by your peers. That's where you have to let everybody know: "Look, I was selected and I'm going to be the best possible leader that I can be. If I have to get on you now and then, that's the way it's going to have to be. I'm going to make you be good soldiers. At the same time, I'm going to develop you and give you a chance to be leaders, too. -SMA Glen E. Morrell, in "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 8

The five steps in the making of an NCO: selection, coaching, give responsibility and authority, observe and critique but allow for error, and re-coach. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 41

Learning and Knowledge (See also Combat)

Remember the lessons that my generation learned the hard way on the battlefields of World War II. Although we may be leaving active duty, our experience remains in the military textbooks and in the military histories. Take advantage of it. -SMA William G. Bainbridge, in "Bainbridge Hailed as NCO Leader." *Army Times*, 2 Jul 1979, p. 16

Senior NCOs must listen more to their men, to their ideas, their hopes and fears. These veteran leaders must not let this vast source of education and know-how go untapped. -SMA Silas L. Copeland, "The SMA Talks to the Troops Man to Man." *Soldiers*, Dec 1971, p. 4

Fundamental to all that we do in life, the search for knowledge must not end with a high school diploma.... High performance soldiers feel the need and motivation for self-growth. -SMA Glen E. Morrell, "Reaching for Excellence." *Sergeants' Business*, Nov-Dec 1986, p. 5

Civilian education certainly enhances the individual's personal and professional value and especially the NCOs. Again, we aren't talking about an entry on a service record. We're talking about an individual acquiring more tools which will assist in daily living and certainly in the performance of military duties. Not a single one of us can afford to limp through our military life on the crutch of limited education. -SMA Leon L. Van Autreve, "Walking Tall- and Eager." *Soldiers*, Feb 1974, p. 33

We can all learn from each other. -SMA Richard A. Kidd, in "Sergeant Major of the Army Kidd Visits Warrior Division." *Indianhead*, 26 Nov 1993, p. 11

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Do you have a better way? Tell me about it. I am not too old to learn. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever To Readiness." *ARMY*, Oct 1983, p. 30

An educated force is a strong force. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, p. 24

Although [SMA Leon] Van Autreve learned a great deal from official Department of Defense and Department of the Army briefings, he learned more by talking directly to action officers and noncommissioned officers who dealt with daily issues. Not as concerned about making an impression, they were more candid; in that informal situation, they often passed on more detailed information, often not included in their briefings to the Chief of Staff. In addition, at this lower level, they dealt with problems and issues impacting more on the soldier, while the Chief of Staff himself tended to focus on those which affected the entire Army. -*The Sergeants Major of the Army*, 1995, p. 96

Put our knowledge and training to use in guiding and assisting the men who will someday replace us. -SMA William O. Wooldridge, "Contact Point with the Top for the Soldier in the Field." *ARMY*, Oct 1967, p. 70

Learning from Mistakes

Schools and their training offer better ways to do things, but only through experience are we able to capitalize on this learning. The process of profiting from mistakes becomes a milestone in learning to become a more efficient soldier. -SMA William G. Bainbridge, "Quality, Training and Motivation." *ARMY*, Oct 1976, p. 28

Why should everyone have to make the same mistakes? -SMA Richard A. Kidd, in "Sgt. Maj. of the Army Richard Kidd." *Army Times*, 12 Jun 1995, p. 4

We have a lot of young, smart NCOs who want to make a difference, who want their share of responsibility, who are willing to learn from their mistakes. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, p. 14

Soldiers will make mistakes, but as long as they are honest mistakes, the penalty should not be too great. Errors of omission, as in not knowing how to do something, should receive enough notice to make corrections. But errors of commission, such as knowing what is right but doing differently, should result in

immediate punishment. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 12

Some of us learned our profession the hard way, without benefit of schooling and with little shared knowledge. While this is a sure way of learning- by making a lot of mistakes- it is also expensive and inefficient. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 28

[Making a mistake as the new SMA] was certainly a concern during the first couple of days but I became so busy I just didn't have time to think about it. -SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 6

Listening

Soldiers can solve 98 percent of their problems by just talking to someone about them. All you have to do is listen. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 346

What NCOs and officers alike have to learn is how to listen to problems. You may have heard that problem many times before and half the time the soldier just wants to get it off his chest, but you have to listen. People will be surprised how many problems they can resolve just by being interested enough to listen. Besides, there is usually some validity in everything the soldier has to say. -SMA William A. Connelly, in "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, p. 10

It is not always necessary that the subordinate's position be adopted. What is important to him is that he has been allowed to express his view and to participate. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

As I travel around our Army, the one thing many NCOs and soldiers tell me is this: "When you talk with our leaders or commanders, ask them to listen to us. We know what we're doing. We have the experience and all we want to do is be part of the plan and then show them what we know. They won't be disappointed." When we provide positive leadership, it allows for "active listening." And when we truly listen to our soldiers and NCOs, we find better ways to do things. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 11

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It would behoove you [major field commanders] to pay attention to what [the SMA] has to say. -GEN William C. Westmoreland, quoted by SMA Silas L. Copeland, *The Sergeants Major of the Army*, 1995, p. 77

I didn't know [SMA Glen Morrell] before I selected him. But I've listened to him and I pay attention to what he has to say. -GEN John A. Wickham, *Collected Works*, 1987, p. 335

I want to temper my own judgment with the best thinking I can get from other noncommissioned officers.... People- not *personnel*- will be my major concern. -SMA William O. Wooldridge, "First Look at a New Job." *ARMY*, Oct 1966, p. 84, 43

Noncommissioned Officers

The goal of the corps of NCOs, whose duty is the day-to-day business of running the Army so the officer corps has time to command it, is to continue to improve our Army at every turn. We want to leave it better than we found it. -SMA William G. Bainbridge, "Quality, Training and Motivation." *ARMY*, Oct 1976, p. 29

Regardless of the kind of unit you're in, it ought to be an "elite" outfit, because its NCOs can make it one. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 148

The good NCO has never been short in confidence, either to perform the mission or to inform the superior that he or she was interfering with traditional NCO business. -SMA William G. Bainbridge, "We Have Met the Challenge." *ARMY*, Oct 1978, p. 27

It is difficult to be a good noncommissioned officer. If it had been easy, they would have given it to the officer corps. -SMA William A. Connelly, in many addresses to soldiers

NCOs are the key to keeping the chain of command functioning and credible. -SMA William A. Connelly, in "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, p. 10

[SMA William Connelly considered his assignment to the National Guard] rewarding because he worked with dedicated NCOs who had a "lifetime invested in their unit." -*The Sergeants Major of the Army*, 1995, p. 118

Although the Department of the Army is always formulating new programs and experimenting with these schemes, it takes the full support and whole-

hearted dedication of all enlisted ranks to make sure that the future's threats to our way of life can be overcome. -SMA George W. Dunaway, "'People Benefits' Will Get More Emphasis in '70s." *ARMY*, Oct 1970, p. 35

Trust, confidence, and support given to us by our chain of command, and the tenacity of the great noncommissioned officers of the past, have laid the foundation and developed our quality corporals and sergeants. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 2

NCOs are in the best position to identify and implement...improvements at the soldier level. -SMA Richard A. Kidd, "From the SMA." *NCO Call*, Sep-Oct 1991, inside front cover

NCOs are so important [because] they are the recruiters, the first trainers, the first-line leaders, and the NCOs are the ones responsible for the equipment and the training of the soldiers on that equipment. -SMA Richard A. Kidd, in "Kidd Visits Post, Talks to Soldiers." *Huachuca Scout*, 8 Dec 1994, p. 3A

NCOs and soldiers will be invaluable in enhancing the Army of the future. The opportunity for them is to test concepts, to buy things right off the shelf, to test them and to try to get them into the force quickly to improve our capabilities.... Feedback from the soldiers helped us truly evaluate a piece of equipment, get changes made rapidly and get that into the system quickly.... The key for the noncommissioned officers will be to watch over their soldiers, allow them to use [new technologies] and really capture the feedback. -SMA Richard A. Kidd, in "Kidd's Post Ties Run Deep." *Fort Hood Sentinel*, 4 May 1995, p. A12

The care and cleaning of lieutenants is NCO business. -GEN Frederick J. Kroesen, quoted by SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 24

Soldiers who wear NCO's chevrons on their sleeves represent a unique Army strength. -Secretary of the Army John O. Marsh, GEN Carl E. Vuono, and SMA Julius W. Gates, "The 1989 Army Theme: The NCO." *Sergeants' Business*, Mar-Apr 1989, inside front cover

NCOs [need] to get involved in activities within their own area of control and influence. They need to be concerned with the people on their left and right flanks, but...to be more concerned with those people and things in their own lane.... Soldiers...need their sergeants to get down in the dirt and dig the foxhole or

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to crawl up under a vehicle and get greasy.... I have yet to have a soldier for whom I have done this fail me- no matter how many butt-chewings that soldier may have gotten. -SMA Gene C. McKinney, in "Professionalism: Key to a Good Leader." *Korus*, Apr 1996, p. 14

Some of our new equipment is that much more advanced over what we used before. Most of us expect the Training and Doctrine Command (TRADOC) schools or new equipment training teams to train new soldiers and their leaders in maintenance and the use of equipment- and they do, but this is an enormous mission and without the NCO Corps' involvement, it will not be completed. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 29

Experience, especially staff experience, is vital to the CSM. A soldier whose highest level of experience has been that of the first sergeant- no matter how good a first sergeant he may have been- is going to require a period of adjustment when he finds himself the commander's chief enlisted representative on the battalion staff. During the interim, while the new battalion CSM learns to shake the adversary role he played as a hard-charging first sergeant and learns how to work *with* the staff, soldiers suffer. -SMA Glen E. Morrell, in "News Call." *ARMY*, May 1984, p. 75

Young soldiers look at their first and second line bosses as "higher headquarters." The NCO is Department of the Army to them. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 52

The title of sergeant major evokes many images: the steady, courageous leader whose very presence calms and settles his men on the eve of battle; the articulate, demanding senior NCO of the battalion who accepts only the highest standards of appearance, performance, and training; the experienced senior leader who always seems to have the answer or knows where to get it; and the ever-present embodiment of higher level commanders whose ability to communicate directly with line troops is so often taken for granted. -*The Sergeants Major of the Army*, 1995, p. 4

Squad leaders, platoon sergeants, and first sergeants can make or break any Army program. [I think of the whole process of "people" programs] as a kind of inverted pyramid. At the top is the broad base of policy. Many high-level staffs and agencies help establish these policies, each of which carries considerable weight. Beneath the policies in the

inverted pyramid are the implementing policies and instructions. There are numerous sources and channels for these, each of which adds to the weight and increases the pressure. Finally, at the bottom, is the apex of the inverted pyramid, the unit: the company or battery, and the platoons, squads, and sections that make up the Army. The entire pyramid's weight is concentrated here. This is the focal point where the noncommissioned officer can play a major role.... The noncommissioned officers who meet...professional challenges successfully will be the shakers and the movers, the leaders and the doers, the hard chargers and the thorough supervisors. -SMA Leon L. Van Autreve, "The NCO at the Apex." *ARMY*, Oct 1974, pp. 17, 18

It is the noncommissioned officer to whom the soldier first turns when he needs information, counsel, or other help. -SMA Leon L. Van Autreve, "The NCO at the Apex." *ARMY*, Oct 1974, p. 18

Good NCOs are never satisfied with the status quo. -SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 6

The drill instructor's job is a vitally important one. The drill instructor makes the first significant contact with the volunteer and is also responsible for the young soldier's initial military training. We want the best people training our young soldiers. -SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 8

Sergeant Major, I'm after your job. -several NCOs to SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 8

The victory in Operation DESERT STORM must be remembered above all as a monument to the Army's corps of noncommissioned officers- the squad leaders, tank commanders, section chiefs, platoon sergeants, first sergeants, and command sergeants major in combat, combat support, and combat service support units- men and women who won the battle where it counted: up close and personal. -GEN Carl E. Vuono, address at the retirement review in honor of SMA Julius W. Gates, *Collected Works*, 1991, p. 381

Noncommissioned officers [are] the heart and soul of our force. They are the heart because they determine our pulse.... They are the Army's soul because they represent and demand the soldierly virtues of dedication, and discipline, and the sense of responsibility. -GEN Carl E. Vuono, remarks at the Sergeant Major of the Army swearing-in ceremony, *Collected Works*, 1991, p. 8

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The quality of the noncommissioned officer corps determines in large measure the quality of the Army. - SMA Leon L. Van Autreve, *The Sergeants Major of the Army*, 1995, p. 25

The NCO Creed

When the new Sergeant Major of the Army [Gene McKinney] rises each morning he goes to the mirror, looks at himself and repeats what are perhaps the most vital 287 words of his day. -SSG David Abrams, "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, front cover

The NCO Creed is filled with many words of wisdom and guidance that capture the essence of what it means to be a soldier, an NCO, in America's Army.... There's great strength in statements like, "No one is more professional than I am."... The NCO Creed...is my rock and should be the foundation on which all NCOs build their two ideals- leadership and professionalism. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 33

An easy way to stay focused...is to think about the NCO Creed every day. -SMA Gene C. McKinney, in "New SMA: View from the Top." *Soldiers*, Oct 1995, p. 29

All the answers are in [the NCO Creed]. It talks about how professional we should be, it talks about us being the backbone of the Army, it talks about NCO-officer relationships, it talks about integrity. It's an affirmation of how we do business. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, p. 14

The NCO Creed...should be every NCO's primary icon when he or she "boots-up" each day and his or her affirmation "help screen" to guide daily endeavors.... Meeting the objective of placing positive leadership on our windshield and the zero defects mentality in our rearview mirror is easy to do if we look to the *NCO Creed*. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 10

I believe that if you go back and look at the Creed of the Noncommissioned Officer it will lead you to success. -SMA Gene C. McKinney, in "Professionalism: Key to a Good Leader." *Korus*, Apr 1996, p. 14

Noncommissioned Officer Education System

[In NCOES] we work on a soldier's potential, better equip him to understand himself, his abilities, and his role on the Army team. The NCOES provides a means of ensuring the quality NCO's continued contribution to a constantly modernizing Army. These training systems are more than merely some more schools; they are true educational institutions. The entire system available to the enlisted force continues to improve and is the prime catalyst in producing a more professional force. This training, because the soldier can see a career pattern develop, is another reason why he becomes motivated. -SMA William G. Bainbridge, "Quality, Training and Motivation." *ARMY*, Oct 1976, p. 28

NCOES is the catalyst for the magnificent training NCOs are receiving today. -SMA William G. Bainbridge, in "NCOES Sets the Pace for Enlisted Leadership." *NCO Journal*, Fall 1992, p. 10

It's not evident to the whole Army, but my contribution was to the NCOES.... In my visits to the field, I found out that there was money being used by commanders- that should be used for educational purposes- that was going into field exercises.... I got an audience with General [Maxwell] Thurman and I spent about two hours with him.... When the conversation was all finished, he said, "Sergeant Major...NCOES is not going to go away because of money." That two hours, out of my whole four-year tour, I think was worth it to the Army, and to the NCO Corps. -SMA William G. Bainbridge, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, p. 11

There can be no question that [the Sergeants Major Academy] is one of the best things that ever happened to the NCO Corps. -SMA George W. Dunaway, *The Sergeants Major of the Army*, 1995, p. 65

Our Army has invested heavily into building a strong noncommissioned officer corps.... Our Army has made a wise investment. -SMA Julius W. Gates, "From the SMA." *NCO Call*, May-Jun 1990, inside front cover

[NCOES] provided the foundation for building an Army that is second to none and a quality NCO Corps that is admired and respected by countries throughout the world. -SMA Richard A. Kidd, in "NCO Call." *Harrison Post*, 17 Nov 1994, p. 2

[NCOES teaches NCOs] how to be better NCOs. It teaches them things that can't be taught in a unit. The

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curriculum and association with fellow NCOs prepares a young sergeant for leadership. Any time we give NCOs more knowledge, we make them, their unit, and the Army better. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, pp. 6-7

The noncommissioned officers' education system (NCOES) does not produce noncommissioned officers. It will not nor was it ever intended to do so. The NCOES builds upon the training conducted by the unit to further the development of that noncommissioned officer. Leaders are made, not born. -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

We're sold on NCOES.... Our people come out of [NCOES] courses walking tall and eager to take on the world.... It's the only way to fly and we like the flight plan a little better each time we attend an NCOES graduation. -SMA Leon L. Van Autreve, "Walking Tall-and Eager." *Soldiers*, Feb 1974, p. 31

The "war college" for NCOs: the Sergeants Major Academy. -SMA Leon L. Van Autreve, "The NCO at the Apex." *ARMY*, Oct 1974, p. 18

All that attendance [at NCOES] does is enhance the intellectual capabilities of the NCO. The individual NCO must then apply the information made available.... I sincerely believe both the Army and the Officer Corps have been enhanced 1,000-percent by NCOES. -SMA Leon L. Van Autreve, in "NCOES Sets the Pace for Enlisted Leadership." *NCO Journal*, Fall 1992, p. 10

In 1966, Chief of Staff GEN Harold K. Johnson convened the first major command sergeants major conference at the Pentagon.... The number one recommendation was establishment of an NCOES. -SMA William O. Wooldridge, in "But You're a Combat Veteran." *NCO Journal*, Fall 1992, p. 15

The Past, Present, and Future

Our challenge today is to look forward, to write our own history. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 22

History lessons are valued treasures that must be used and guarded. -SMA Julius W. Gates, "Training: 'Our Top Priority.'" *ARMY*, Oct 1987, p. 31

You were part of history. -SMA Richard A. Kidd, in "Soldiers Get Insight from Army's Top NCO." *Castle*, 27 Jan 1994, p. 2

[Soldiers spend too much time and energy] thinking about things they can't affect, then they slight themselves, and sometimes other soldiers and the mission, in the things they can affect.... Don't be concerned about what happened yesterday. I'm not saying forget your past, what I am saying is to be more concerned about what's going on right in front of you, now. -SMA Gene C. McKinney, in "Professionalism: Key to a Good Leader." *Korus*, Apr 1996, p. 14

The noncommissioned officer who does not read and impart his knowledge of military history is shortchanging our soldiers, our leadership, our Army. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 42

We each leave our mark in one way or another. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1987, p. 4

We hold the future of the NCO Corps in our hands. -SMA Glen E. Morrell, "Looking to the Future." *Sergeants' Business*, Mar 1986, p. 7

Problem-solving

Citizens everywhere, and especially soldiers, should remember that entrenched bureaucracy, whatever the level, *can* be overcome.... You've got to stick to it, be polite but firm, and just not take no for an answer. -SMA William G. Bainbridge, *Top Sergeant*, 1995, pp. 191, 85

Sometimes the soldier just thinks he's got a problem. Well, if the soldier thinks he has a problem, then he really has a problem. -SMA William A. Connelly, in "Chain of Command: It Links Private to President." *Soldiers*, Oct 1979, p. 10

We would be much better served if we could do a better job of accentuating the positive. Pat that young NCO on the back when he does it right. Better yet, have the guts to underwrite NCO mistakes and back up our junior NCOs. Finally, look for solutions and suggest them instead of problems to our commanders. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, p. 30

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Seek to be part of the solution, not the problem. -SMA Richard A. Kidd, in "NCO Call." *Harrison Post*, 17 Nov 1994, p. 2

We do still have some problems here but it only means we have to work a little harder. -a young staff sergeant to SMA Leon L. Van Autreve, "Walking Tall- and Eager." *Soldiers*, Feb 1974, p. 32

Our object is to go out there and attempt to cure the problem; take care of it. -SMA Leon L. Van Autreve, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, p. 11

95 percent of the problems I encountered in the field I should be able to take care of by going to action officers. -SMA Leon L. Van Autreve, *The Sergeants Major of the Army*, 1995, p. 95

You find that one of your men has a problem. This means you have a problem, too. What to do? It depends on the situation. It depends on the man, his age and experience, and his actual problem. Your main function is not to solve the problem for him, but to establish a climate of understanding in which the man feels free to seek intelligent help. -SMA William O. Wooldridge, "Understanding Soldier Problems." *Army Digest*, Apr 1967, p. 5

Promotion

Hard questions must be answered [on promotion boards]. What has this NCO done during his career? What has he failed to do? What makes him better (or worse) than the hundreds of other soldiers against whom he is competing? Did he look for the tough jobs or did he seek the line of least resistance? Does he take care of his subordinates yet demand that they produce to the best of their ability? What has he done personally to become a better soldier? The answers to these questions do not come easily.... Not everyone can be selected. Some really fine soldiers were not promoted because others were better qualified. The differences between the NCOs who were selected and those who were not are frequently very small. -SMA William G. Bainbridge, "How Fair Is the Centralized Enlisted Promotion System?" DA Pam 360-838, *Commanders Call*, Mar-Apr 1978, p. 5

A question frequently asked is, "What can I do to improve my chances of promotion?" The reply is really quite simple.... A soldier must seek the responsible jobs and see to it that his job performance will earn him the desired efficiency report; and he must strive to improve

his score on his MOS evaluation test. -SMA George W. Dunaway, "New Emphasis Aims at Putting More Strength in 'Backbone of the Army.'" *ARMY*, Oct 1969, p. 35

If you...do your job to the best of your ability, the rest seems to take care of itself. In all honesty, I've never worried about a promotion or an efficiency report. I've always gotten reports that were accurate, and I've always gotten promoted fairly. I can't say that I was always pleased with those reports, but looking back on them now, they were fair. That's how hard it is to be a good NCO. -SMA Julius W. Gates, in "Noncom Know How." *Soldiers*, Aug 1987, p. 21

Promotions are based on the whole person concept. A soldier's ability to compete for promotion was never in the past, isn't today, nor will it ever be based [solely] on a written report. Certainly, the evaluation report plays a critical role, but there are many other areas considered by the promotion board members. SQT scores, appearance of the soldier- based on the DA photo- experience, variety of assignments, difficult leader assignments, the disciplinary record, awards and decorations, physical fitness, NCOES attendance, academic reports, are all areas other than the evaluation report the promotion board considers to determine promotion eligibility. -SMA Julius W. Gates, "NCOs: Maintain the Momentum." *Field Artillery*, Dec 1987, p. 47

You have to take the tough jobs [and] assignments so you can show what you can do. -SMA Richard A. Kidd, in "Training Tops Army Agenda." *Casemate*, 24 Sep 1993, p. 1

The same thing that it takes to be a good soldier will bring promotion. -SMA Richard A. Kidd, in "Soldiers Get Insight from Army's Top NCO." *Castle*, 27 Jan 1994, p. 2

The most important thing soldiers can do to enhance their careers is job performance. -SMA Richard A. Kidd, in "Army's Top NCO Shares Views with Post Soldiers." *Bayonet*, 9 Dec 1994, p. A-6

Quality of Life

Effective quality of life changes can only happen when soldiers and families inform the chain of command about what things work best and when they work best. -SMA Richard A. Kidd, in "Kidd Visits Installation." *Soundoff!*, 11 Feb 1993, p. 3

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Quality of life can...multiply combat effectiveness.... Enhancing the quality of life for the soldier- our ultimate weapon- and his family, allows him to focus his attention on training and combat readiness. -SMA Richard A. Kidd, "From the SMA." *Command Information Package*, Spring 1993, p. 2

Quality of life...for most of us [is] peace of mind [and] a feeling that we are growing as people and as soldiers. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 33

Recruiting and Retention

The bar to reenlistment signals the fourth quarter in a contest where there is no overtime for a lucky play in a sudden-death play-off. The final score is for keeps. It is a blunt warning that professionalism is the norm and not the exception. -SMA William G. Bainbridge, "First, and Getting First." *ARMY*, Oct 1975, p. 24

The best recruiting tool we have is a reserve soldier who feels he or she is making a meaningful contribution; being trained well to do the job and who relates that satisfaction to friends at work and in the community. -SMA William A. Connelly, "The Soldier Remains Our Ultimate Weapon." *ARMY*, Oct 1979, p. 24

Good people recruit good people. -GEN Howard G. Crowell, quoted by SMA Glen E. Morrell, *The Sergeants Major of the Army*, 1995, p. 137

Quality attracts quality. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 4

Confidence and satisfaction developed through meaningful training will cause soldiers to reenlist. It will cause soldiers who return to hometown USA to become our most effective recruiters by using positive word-of-mouth influence. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 4

I stayed in [the Army] because a number of great NCOs and officers really showed me what the Army is all about: the camaraderie, the cohesiveness, the duty, honor, and country. -SMA Richard A. Kidd, in "Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler." *Pentagram*, 10 Oct 1991, p. 3

Adventure, challenge, being part of a team, and facing and overcoming obstacles are all part of why young

men and women join and soldiers stay in the Army. -SMA Richard A. Kidd, "Soldiering When Less Is More." *ARMY*, Oct 1993, p. 29

Recruiting is everyone's responsibility. NCOs must become visible in the community and help the community know what programs are available, and they must present a positive image of the Army. In this way, NCO leaders become the force multiplier needed to reach America. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 30

Today, our Army puts a lot of emphasis on individualism, professionalism, and leadership. Our recruiting slogan, "be all you can be," is aimed precisely at the attitude of our country's youth. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 40

Safety

Another form of protection for our soldiers during war and peace is safety. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Jan-Feb 1988, p. 4

I challenge every noncommissioned officer to develop and enforce a tough, caring attitude for the safety of our soldiers, both on and off duty. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 5

In every war we have ever had, more people were killed because of soldiers not doing things to standard and not doing things according to the safety rules that we teach. -SMA Richard A. Kidd, in "SMA Kidd Defines Roles." *Sentinel*, 12 Mar 1993, p. 3

Who has the most influence on safety in your unit? The safety officer? The commander? No. You do! You, the noncommissioned officer, have the single greatest chance to make safety happen in your unit.... Keep in mind that the costly shortcuts and failures to follow procedures are most likely to happen when you are not there, so make it a habit to be there. Be there. Watch. Ask questions. And don't be there only in fair weather; it's more likely the faults are going to occur when the weather is cold, wet, and miserable. If your troops are out working in those conditions, get out there with them. Do what you can to improve the conditions, but, above all, make your soldiers do the job safely. -SMA Glen E. Morrell, "Aviation Safety Is NCO Business." *U.S. Army Aviation Digest*, Jan 1986, pp. 18, 19

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The Sergeant Major of the Army

Established in 1966, the title Sergeant Major of the Army designates the senior sergeant major insignia of rank and represents the senior enlisted position of the Army. The sergeant major in this position serves as the senior enlisted advisor and consultant to the Chief of Staff of the Army.

The SMA provides information on problems affecting enlisted personnel and proposed solutions to these problems; on standards, professional development, growth, and advancement of NCOs; and on morale, training, pay, promotions, and quality of life for soldiers and family members.

Utilizing command information channels, the SMA keeps soldiers current on important NCO issues, and through the public media informs the American people of the Army mission, soldier accomplishments and future enlisted trends.

He directs NCO support channel activities through the major commands' command sergeants major by using written and verbal communications.

Other functions of this position include: presenting the enlisted viewpoint to Congress, DA boards and committees, meeting with military and civilian organizations to discuss enlisted affairs, receiving enlisted personnel who visit HQDA, and representing all Army enlisted personnel at appropriate ceremonies.

-TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, pp. 48-49

A bright page was added to the 191-year history of the U.S. Army in mid-July at a colorful ceremony at the Pentagon marking the appointment of the first Sergeant Major of the Army. -"This Is the Man." *Army Digest*, Sep 1966, p. 5

[The SMA] forges a new link between headquarters and the field. -SFC Carl Martin, "SMG Wooldridge-Enlisted Advisor, Consultant, Spokesman." *Army Digest*, Dec 1966, p. 49

The two responsibilities the "chief" [GEN Edward Meyer] gave me [were] to provide open and frank advice and criticism of what I see in the field, and to oversee the continued development of the NCO Corps.... Most of the time I've seen my role [as SMA] to be like the slick duck hunter who lays back and waits for the right time to get in a shot. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 21

After a week in office, [SMA William Connelly] told General [Edward] Meyer that he didn't yet know how

to be Sergeant Major of the Army. The chief simply replied, "I don't know how to be Chief of Staff yet either." -*The Sergeants Major of the Army*, 1995, p. 124

[As SMA, I thought] I could make a big difference so long as I kept the best interests of soldiers foremost in my mind.... I knew soldiers, and I knew the way they lived.... I knew what they needed, what motivated them, and what irritated them.... Now I could do things that would be felt Army-wide.... The most important thing I always remembered was where I came from. I was a soldier who had dug slit trenches, pulled K.P. and guard duty, and crawled in the mud. It was that same soldier I was there to represent, and I did my best every day I was Sergeant Major of the Army.

[The Major Commands Command Sergeants Major Conference] was something the Army did not have prior to the establishment of a Sergeant Major of the Army. Soldiers of all grades and ranks, from all levels, had an opportunity to present ideas and recommendations for improving the Army's morale, training, readiness, proficiency, and anything else that could be improved. They simply made suggestions to their immediate enlisted supervisor. Suggestions were consolidated at each level and submitted to the next higher level.... This gave the enlisted soldier a voice that was heard at the very top, a voice he had never had before. [This way] we got lots of things approved that would never have even surfaced through the officers' chain of command. Even the things that were disapproved were at least recorded and copies of everything considered were sent to all commands afterwards. That was an excellent way of informing commanders Army-wide of the things that interested soldiers....

The Army will be forever indebted to General Harold K. Johnson for establishing the SMA position. There are countless significant improvements that were made and will continue to be made as a result of the influence of the Sergeants Major of the Army. [GEN Johnson was] very concerned for the soldiers in his Army, and he left a system in place that will continue to provide for their best interests. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, pp. 33, 40, 39, 56-57

[The most rewarding aspect of being Sergeant Major of the Army was] being in the position to influence Army-wide policies pertaining to enlisted personnel, and getting top-level attention and focus on matters that never got to the top prior to the establishment of the Sergeant Major of the Army position. -SMA George W. Dunaway, *The Sergeants Major of the Army*, 1995, p. 68

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I think the Sergeant Major of the Army's job is to support and keep the Chief of Staff informed about the enlisted concerns in the Army, and let him know how soldiers are training and living at the canteen-cup level.

-SMA Julius W. Gates, *The Sergeants Major of the Army*, 1995, p. 154

In [SMA William Wooldridge's] opinion, the Chief of Staff [GEN Harold K. Johnson] was gratified that most senior noncommissioned officers regarded the creation of the office of Sergeant Major of the Army as "one of the finest things that had happened to the noncommissioned officer corps in recent memory." - Ernest F. Fisher, *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*, 1994, p. 348

The newly designated position of Sergeant Major of the Army has no precedent in the U.S. Army. It marks a new high in recognizing the importance of our noncommissioned officers. The position is not honorary, for the Sergeant Major of the Army will serve as a personal assistant to me for matters relating to enlisted personnel. -GEN Harold K. Johnson, *Army Digest*, Dec 1966, Table of Contents page

[The SMA] will identify problems affecting enlisted personnel and recommend appropriate solutions. He will advise on the initiation of and content of plans for the professional education, growth, and advancement of non-commissioned officers, individually and collectively. He will advise the Chief of Staff on all matters pertaining primarily to enlisted personnel, including but not limited to morale, welfare, training, clothing, insignia, equipment, pay and allowances, customs and courtesies of the service, enlistment and reenlistment, discipline and promotion policies. He will be available to provide advice to any board or commission dealing with enlisted personnel matters. - GEN Harold K. Johnson to the first SMA, *The Sergeants Major of the Army*, 1995, p. 9

You will report directly to me and there will be no one between your desk and mine. When you need to see me, you will use the private entrance to my office. The only other person who uses that entrance is the Secretary of the Army. -GEN Harold K. Johnson to the first SMA, in "SMA's Role Evolves, Grows." *NCO Journal*, Summer 1995, p. 44

The most important mission of the Sergeant Major of the Army is providing direct communication between the soldier and the Army leadership. -SMA Richard A. Kidd, in "Top NCO Says Job Is Communicating." *Mercury*, Feb 1994, p. 8

[As SMA] I wanted to make sure that policies were enforceable by non-commissioned officers in the field. I also wanted to ensure soldiers could live with whatever was recommended. -SMA Glen E. Morrell, "Changing of the Guard." *Soldiers*, Jun 1987, p. 7

Over the years, the SMAs have directly influenced decisions on a number of enlisted issues. A partial list includes: creating and hosting the first Command Sergeants Major Conference in Washington, D.C., in 1966; making a relatively bump-free transition to an all-volunteer force in the early 1970s; enforcing draft registration; establishing the first sergeant and sergeants major courses at Ft. Bliss, TX; linking NCO school attendance to promotion; and fine-tuning the former Skills Qualification Test as an evaluation tool. - SSG David Abrams, "SMA's Role Evolves, Grows." *NCO Journal*, Summer 1995, p. 45

The intent of the Sergeant Major of the Army is to support existing programs and provide input that may affect the possibility of additional programs. -SMA Leon L. Van Autreve, in "The Army's SMAs from the Beginning to the Present." *NCO Journal*, Summer 1994, p. 11

The Sergeant Major of the Army...is the standard bearer in the development of NCOs. He is the central voice on the issues of NCO education, development, and assignment. He is the monitor of how the Army is taking care of our soldiers and their families. He is a leader, a teacher, and a role model. He establishes priorities and sets the tone and temper of the noncommissioned officer corps. He is...a loyal implementer of national defense programs. He must understand the past, yet have a sense of vision. He must lead by example. As the highest ranking noncommissioned officer in our Army [he] represents our proud NCO Corps in our relationships with other Services and other nations. -GEN Carl E. Vuono, *Collected Works*, 1991, p. 8

[The Sergeant Major of the Army is] the soldier's voice in the Pentagon. -GEN John A. Wickham, *Collected Works*, 1987, p. 258

In [GEN John Wickham's] initial guidance to the new Sergeant Major of the Army, Wickham told [SMA Glen] Morrell to be himself and "go do the things that needed to be done in the Army." Morrell later stated that "what a Sergeant Major of the Army does depends on the Chief of Staff." General Wickham listened...and, according to Morrell, "we pushed a lot of things through that would not have been accomplished if it

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hadn't been for all of us working together." -*The Sergeants Major of the Army*, 1995, p. 139

One of the best tools that has been developed to realize harmony and understanding is the Annual Major Command Sergeants Major Conference. -SMA William O. Wooldridge, "Contact Point with the Top for the Soldier in the Field." *ARMY*, Oct 1967, p. 53

[The establishment of the Command Sergeants Major Conferences was] one of the finest initiatives approved on behalf of the noncommissioned officer. -SMA William O. Wooldridge, *The Sergeants Major of the Army*, 1995, p. 52

The symbolism of the SMA chevrons: The stripes, stars, and American Eagle represent every enlisted rank in the Army. The American Eagle symbolizes the Army's linkage to the Nation and the Sergeant Major's link to the Chief of Staff of the Army and to the enlisted soldiers. The American Eagle was chosen because of its prominence throughout the Army. It is found on the Army's hat brass, on the Army's dress uniform buttons, on unit colors, on the Secretary of the Army and Chief of Staff positional colors, centered on the Specialist rank insignia, the Command Sergeant Major collar brass, and on the SMA's distinctive shield. A portion of the American Eagle, our Nation's symbol, is now depicted in the rank insignia of every service's senior enlisted representative, symbolizing an era of increased joint operations. -Office of the SMA files

Soldiers

The American soldier is a proud one and he demands professional competence in his leaders. In battle he wants to know that the job is going to be done right, with no unnecessary casualties. The noncommissioned officer wearing the chevron is supposed to be the best soldier in the platoon and he is supposed to know how to perform all the duties expected of him. The American soldier expects his sergeant to be able to teach him how to do his job. -GA Omar N. Bradley, quoted by SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 65

The most precious asset we have in the U.S. Army is the soldier; the scarcest asset is time. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 24

I have not forgotten what it is like to be a young soldier thousands of miles away from home. -SMA William A.

Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 9

Soldiers are intelligent, well-motivated, and will tax the abilities of those appointed over them with their demands for aggressive, positive leadership to provide the guidance they need to become professionals. -SMA William A. Connelly, "The Worsening Plight of the 'Army's Own.'" *ARMY*, Apr 1980, p. 9

On a visit to one of our installations, I was shown an automated system which is designed to significantly improve artillery fire support. Being a former tanker, I was impressed by a system which, according to reports, will revolutionize the battlefield. As I was leaving, the young soldier who had operated the control console and had overheard my praise of the system stood up as I walked past him and said, "Sergeant major, this sure is a great machine, but it doesn't do anything unless I tell it to." -SMA William A. Connelly, "The Soldier Remains Our Ultimate Weapon." *ARMY*, Oct 1979, p. 23

Our specialists fourth-class and below want a sergeant who acts like he or she is in charge. They want a professional who sets standards and then enforces them. They want a leader who will stick up for them. But, most important, they want somebody who knows the regulations, enforces them fairly, and gets on with the job at hand. -SMA William A. Connelly, "NCOs: It's Time to Get Tough." *ARMY*, Oct 1981, pp. 29-30

[I never saw] the morale of a unit increase as much as when we got seventeen brand-new M60 tanks. It was like every soldier had a brand-new Cadillac. -SMA William A. Connelly, *The Sergeants Major of the Army*, 1995, p. 116

My main job is getting out...to the field to talk with you, the soldier. Not just to talk, but observe you at work and off-duty. To inform myself about your welfare, your views, to learn what you and I, working together, can do to help build a better Army. -SMA Silas L. Copeland, "The SMA Talks to the Troops Man to Man." *Soldiers*, Dec 1971, p. 4

The American soldier...is unbeatable in war... We cannot give the American soldier too much credit... He deserves everything we can do for him and he deserves all the respect we can show him... The American soldier is among the greatest assets this country has. Generations of Americans will be able to enjoy the freedom that American soldiers have defended and preserved in war after war throughout our history...

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Whether or not a war is popular among the nation's people, and whether or not it is supported by the legislators, has no bearing on what the soldiers do and think. They perform their duties magnificently and bravely. They don't make the policies, and they don't declare war. *But they fight, they bleed, and they die.* And they do it unhesitatingly. They should be appreciated and recognized for it, without regard for the political aspects of the war. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, pp. 41, 66, 65

Soldiers...expect their sergeants to be professional, set the example, and kick them in the butt when they need it. -SMA Julius W. Gates, in "Noncom Know How." *Soldiers*, Aug 1987, p. 21

If you listen carefully, you can hear them. They are the echoes of marching soldiers.... From the numerous camps, posts, and stations around the world, these echoes rise to form a mighty thunder, a thunder made by the best-trained, best-led, best-equipped Army in the history of the world. -SMA Julius W. Gates, "The Thunder of a Mighty Fighting Force." *ARMY*, Oct 1988, p. 41

Our...soldiers should look as good as they are. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 5

Our most precious resource- our soldiers. -SMA Julius W. Gates, in *NCO Guide*, 1992, p. 125

Readiness is the best way to truly take care of soldiers. -SMA Richard A. Kidd, "The Threshold of a New Chapter in Army History." *ARMY*, Oct 1992, p. 39

The soldier is a representative of everything that our nation stands for. -SMA Richard A. Kidd, in "SMA Kidd Defines Roles." *Sentinel*, 12 Mar 1993, p. 3

I draw my energy from...soldiers. -SMA Richard A. Kidd, in "Kidd's Post Ties Run Deep." *Fort Hood Sentinel*, 4 May 1995, p. A12

The essence of being a soldier always remains the same. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 32

Soldiers must know that NCOs care, that they can approach the NCO for guidance and direction, and that NCOs can make things happen when a difficult

situation arises. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 52

Soldiers...expect the noncommissioned officer to be technically proficient, up front, and honest with them. -SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

If you're technically and tactically proficient, comply with Army standards and policies, and lead by example, you won't have any problem. If you don't, you'll have problems with your soldiers. You can't fool them. You never could, and you never will. -SMA Glen E. Morrell, in "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 8

Soldiers are the guardians of freedom, liberty, and the sacred values and trust of the American people and our nation.... Values are what built this country. Values are what keep us going. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 39

The most impressive thing about any Army is the individual soldier. He will always be the one responsible for taking and holding the ground in support of our foreign policy, mission, goals, and objectives. Even with sophisticated technology and advanced equipment, an Army cannot fight, sustain, and win a war without individual, quality soldiers. -SMA Glen E. Morrell, "The Army as an Institution." *Sergeants' Business*, Mar-Apr 1987, p. 4

Experience...the thrill that comes from being a soldier. -GEN John A. Wickham, address at the retirement review in honor of SMA Glen E. Morrell, *Collected Works*, 1987, p. 258

What I have seen during this past year has come as a revelation to me: the scope, the depth, the know-how, the ingrained dedication of the members of the Army team.... From taps to reveille, from reveille to taps, wherever the cooking fires of our bivouacs burn, you will find the American soldier on the job because he has a job to do. -SMA William O. Wooldridge, "Contact Point with the Top for the Soldier in the Field." *ARMY*, Oct 1967, p. 72

Standards

Training in our Army of today is easy. Because we don't have to worry about establishing standards; we have a standard for everything.... Our trouble comes when we leaders don't know the standards. Or when we fail our soldiers and our unit by not enforcing the

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known standards. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, p. 5

Enforcing the standards is a tough job. It requires intestinal fortitude and impartial fairness. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1988, p. 4

Enforcing standards is training, is leadership, and is safety! -SMA Richard A. Kidd, "Enforce Standards to Save Limbs and Lives." *NCO Journal*, Spring 1993, p. 5

Don't just shoot for the standard. Use the standard as a springboard to even greater achievements. -SMA Richard A. Kidd, in "Facing the Future." *Soldiers*, Jul 1993, p. 7

Everyone wants a good unit- and could have one if only they would demand that standards be met.... People talk a lot about Ranger battalions. Every unit in the Army could be like a Ranger unit. What the Rangers have is a high set of standards that the leadership and the soldiers must meet. The leadership demands and ensures standards are met. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, pp. 23, 22

Success

When you don't have quantity you make up for it with quality and staying power. -SMA William G. Bainbridge, "First, and Getting First." *ARMY*, Oct 1975, p. 24

You can take a lot of punishment if you learn not to complain about the little stuff. -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 14

Quality must be judged in two ways: in terms of accomplishment and in terms of attitude. -GEN George E. Blanchard, quoted by SMA William G. Bainbridge, "Today's Volunteer Is a Quality Soldier." *ARMY*, Oct 1977, p. 28

You're not being paid by how hard you work, but by what you accomplish. -SMA William A. Connelly to MSG Dale Ward, referenced in telephone conversation 28 May 1996

If you can't hack it, pack it. -SMA William A. Connelly, in many addresses to soldiers

In the absence of any formal schooling...I watch a guy who's been successful. -SMA Silas L. Copeland, *The Sergeants Major of the Army*, 1995, p. 75

Nothing is out of reach if you set high goals and work toward them sincerely. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 38

I think dreams are very important. That's what causes people to strive to achieve certain goals and to do their very best. -SMA Richard A. Kidd, in "Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler." *Pentagram*, 10 Oct 1991, p. 3

As the system improves, the race will not only go to the swift but the ones with long distance endurance. -SMA Richard A. Kidd, in "SMA Kidd Visits the Foreign Materiel Intelligence Battalion." *INSCOM*, Mar 1993, p. 7

The better prepared you are, the better chance you have at being successful. -SMA Richard A. Kidd, in "Sgt. Maj. Kidd Visits Military Academy." *Shenandoah*, 11 Jan 1995, p. A12

Concentrate on doing the very best you can with your resources. -SMA Richard A. Kidd, in "Kidd Challenges Post's New NCOs." *Mountaineer*, 4 Nov 1994, p. 1

There's nothing in the world that can take the place of persistence. Talent won't, genius won't, education won't. If you're persistent and determined to keep going, you'll get there.... You can never see the full development of yourself down the road. But there's a certain distance you *can* see. I believe if you go as far as you can see and then get there, you'll be able to see a little bit farther and so on. -SMA Gene C. McKinney, in "SMA McKinney Launches Each Day with NCO Creed." *NCO Journal*, Fall 1995, p. 14

Reputation is what people think you are; character is what you are- that is the staying power. -SMA Glen E. Morrell, "The NCO: More Vital Than Ever to Readiness." *ARMY*, Oct 1983, p. 28

Leaders at all levels must understand that the keys to success are effective communication and demonstrated leadership.... The desire to excel must become [an NCO's] way of life.... The corps is only as good as the core. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, pp. 52, 53

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NCOs...are the ones who [provide] the small unit leadership so necessary for our Army's success. -SMA Glen E. Morrell, "Sergeant to Sergeant." *Sergeants' Business*, May-Jun 1987, p. 3

[According to Chief of Staff GEN Gordon Sullivan and SMA Richard Kidd] teamwork, leadership, and dedication [are] the winning formula that has enabled the Army to maintain quality despite turbulent circumstances. -"Facing the Future." *Soldiers*, Jul 1993, p. 6

When General [Creighton] Abrams interviewed me for this job he asked me what I would do to get our Army moving again if I were chief of staff. I told him the success of the Army is in direct proportion to the involvement of the Noncommissioned Officer Corps. -SMA Leon L. Van Autreve, "As I See It." *Soldiers*, Jul 1975, p. 7

To be a professional, career soldier...can't be done in a 40-hour work week. -SMA William O. Wooldridge, in "SMG Wooldridge- Enlisted Advisor, Consultant, Spokesman." *Army Digest*, Dec 1966, p. 50

Teamwork

[Soldiers are] discovering a pride in resourcefulness and the esprit of teamwork. -SMA William G. Bainbridge, "First, and Getting First." *ARMY*, Oct 1975, p. 24

Teams are the means by which the mission is accomplished. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, p. 23

Senior noncommissioned officers now accompany their commanders to Washington each year, where they discuss your recommendations. From the 1966 and 1967 conferences came proposals for changes in virtually every area affecting the enlisted ranks.... None would have reached successful decision, however, without the cooperation of the staffs of the Department of the Army. These agencies have worked tirelessly to develop and guide these recommendations through all levels of approval. -SMA George W. Dunaway, "New Voice at the Top for the Enlisted Man." *ARMY*, Nov 1968, p. 47

One of the major ingredients in a well-rounded organization is teamwork. Troops are taught teamwork in their jobs, but it takes more than that. There has to be a good sports program and there has to be some social

life that involves the family. -SMA George W. Dunaway, *The Sergeants Major of the Army*, 1995, p. 59

[Good leaders] enjoy watching soldiers develop as individuals and then, for those individuals to grow into teams. -SMA Richard A. Kidd, in "Sgt. Maj. of Army Speaks on NCOs, Leadership, the Army Ten-Miler." *Pentagram*, 10 Oct 1991, p. 3

Teamwork gets it done every time. -SMA Richard A. Kidd, *The Sergeants Major of the Army*, 1995, p. 167

[The commander's objectives can] only be obtained through two axes of advance- the NCO and officer working together. -SMA Gene C. McKinney, "Meeting Leadership Challenges as a Team." *Military Review*, Jan-Feb 1996, p. 13

It doesn't matter whether you're combat arms, combat support, or combat service support, everybody has a role to play in making the Army successful. -SMA Glen E. Morrell, in "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 7

If we are to live up to the responsibilities that history has placed upon this great land, then it is important that we know we can count on each other. It starts with the basic element of our Army- squads; and is true of the Total Army- active, Guard, and Reserve. We need each other. We need the other services, and we need the support of the American public. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 42

Training (See also Combat)

Motivation and training go hand in hand. -SMA William G. Bainbridge, "Quality, Training and Motivation." *ARMY*, Oct 1976, p. 28

If one can find time to think up a make-work project, one also has the time to better plan for training. -SMA William G. Bainbridge, "The Professional." DA Pam 360-832, *CDRS Call*, Mar-Apr 1977, p. 5

The proper use of the soldier's time, spent learning how to do and practicing his job, is the only way to give our soldiers what they deserve. They know, perhaps better than we do, that in the words of Field Marshal Erwin Rommel, "The best form of 'welfare' for the troops is first-class training."... If you are not training because you are short people, then treat them as if they were battle casualties and ask yourself, "How

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do I still accomplish my mission?"... When you spot something that is being done wrong, or could be done better, instead of just making an "on the spot correction" (which is fine), go one step further and make a five- or ten-minute training situation out of the problem. -SMA William A. Connelly, "For NCO's: Leadership, Hard Work and TRAINING." *ARMY*, Oct 1980, pp. 24, 23

The habits that are the basis of professional competence are at the heart of the training challenge.... Junior NCOs and soldiers...are the leaders of tomorrow and the people who represent the legacy of our labor. If they are well trained, we can rest easy. -SMA William A. Connelly, "Keep Up with Change in '80s." *ARMY*, Oct 1982, pp. 29-30, 28

Most people don't really realize how much we depend on the National Guard and the Reserves. They train far more than people know.... They are good [and] we need them. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, pp. 3-4

The most critical training is conducted at unit level by unit leaders. Unit training starts with sergeants who train young soldiers (including newly commissioned lieutenants) to become members of the unit team that serve and win. -SMA Julius W. Gates, "Training: 'Our Top Priority.'" *ARMY*, Oct 1987, p. 32

The best form of soldier protection, if we are required to fight, is prior training conducted to the prescribed standards. Simply stated, if we accomplish our training requirements right, when needed, we will inflict more damage on the enemy than he can withstand, and subsequently the fighting will stop. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Jan-Feb 1988, p. 4

All NCOs in our Army (the Active, National Guard, and Reserve) are *trainers*. -SMA Julius W. Gates, "Sergeant to Sergeant." *Sergeants' Business*, Mar-Apr 1988, p. 4

Soldiers will respect an individual who cares about their welfare, which includes ensuring that they're properly trained. -SMA Julius W. Gates, in "A Talk with the SMA." *ARMY*, Jan 1989, p. 26

Everyone in our Army recognizes the importance of the noncommissioned officer as a trainer. Drill sergeants mold and build our young recruits into soldiers. Unit sergeants and corporals continue to train our soldiers individually and as a team to accomplish the unit mission. In the final analysis, it is the noncommissioned

officer who will lead our nation's best against the odds and win.... Soldier performance is the measurement for effective training. If our soldiers can perform well, then- and only then- can we be satisfied with our training program. -SMA Julius W. Gates, "From the Top." *Army Trainer*, Fall 1989, pp. 4, 5

Training allows the soldier to employ technology. Technology enhances the way we fight. -SMA Gene C. McKinney, "Our Army- In Touch with America." *ARMY*, Oct 1995, p. 32

You never forget skills when you've been trained well. -SMA Glen E. Morrell, "Performance, Character and Contact." *Soldiers*, Jan 1984, p. 9

Soldiers know when training is being conducted up to standards and proper objectives are being met. It is a good feeling to train hard and accomplish constructive objectives. No one wants to waste time during "make-work" training that does not accomplish anything. Time is too valuable. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 52

First things first. Training is the most important thing we do in the Army. Don't ever forget that. Don't lose sight of it when you are wrestling with all those other alligators.... A lot of people say, "Well, I have a lot of training distractors; I have to do this; I have to comply with that."... There is time for good training if we do the planning and follow guidance. Make it happen. Do not use those distractors as a crutch. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, pp. 21, 24

Simulators will not, and are not intended to replace live firing. Those psychological aspects of firing have to be experienced first-hand. Gunners have to see and feel that weapon go off, experience the smoke and noise, and watch that round go down range and hit the target. Live fire is crucial to those first round hits. And we cannot afford to give our adversaries the chance to shoot back. -SMA Glen E. Morrell, "As the SMA Sees It." *Army Trainer*, Fall 1984, p. 24

Once we get [soldiers through] school, then we have to sustain that training out there. The training has to be sustained by the leadership in the particular unit to which the soldier is assigned. -SMA Glen E. Morrell, in "Soldiers Deserve the Best Leaders." *Soldiers*, Dec 1985, p. 8

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Unit training...builds character and, more importantly, instills values.... We must [train] in peacetime because there is not time in war. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 40

If we truly care about soldiers, we must care about quality training that's tough and also safe. Good training means strong leadership, with you and your fellow noncommissioned officers fully responsible for individual training. You are responsible for the training of soldiers in their individual skills. -GEN John A. Wickham, quoted by SMA Glen E. Morrell, "NCOs Are the 'Vital Link in the Chain of Command.'" *ARMY*, Oct 1985, p. 64

Trust

[GEN Bernard Rogers, the Chief of Staff, wanted me to make] the leadership speech to the graduating class of the U.S. Military Academy.... My theme was "Trust the NCO and use the experience that's there." -SMA William G. Bainbridge, *Top Sergeant*, 1995, p. 296

A soldier is the most-trusted profession in America. Americans have trust in you because you trust each other. -SMA Richard A. Kidd, in "Top Soldier Visits Troops in Mogadishu." *Somalia Sand Paper*, 20 Sep 1993, p. 4

Trust establishes the character within a command and ties leaders and subordinates together. Camaraderie and cohesion are products of demonstrated trust between leaders and subordinates. Trusting a soldier to perform a critical task places his reputation and pride on the line. The mission or task becomes very personal; the stakes are high when trust is involved. The weakest leader or soldier will try harder when placed in the limelight under fire. When the trusted soldier is successful and that success is recognized by the leader, the soldier gains confidence. With each success the attitude and proficiency of the soldier improve. -SMA Glen E. Morrell, "Hard Work, Leadership Still Keys to Quality." *ARMY*, Oct 1984, p. 52

Soldiers must possess integrity in order to build trust and confidence in themselves, our leadership, and the American public. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 41

Values

My love of country, the way I was brought up, and my family life helped sustain me [as a POW]. -SMA William G. Bainbridge, *The Sergeants Major of the Army*, 1995, p. 105

High standards and values...are still fully relevant to young people. -SMA Silas L. Copeland, "The NCO Must Grow with Army." *ARMY*, Oct 1972, p. 25

Loyalty...was the primary trait I looked for in soldiers.... I learned early to be loyal to my bosses and subordinates. -SMA George W. Dunaway, *Center of Military History Interview*, 1990, p. 13

Our soldiers won every battle [in Vietnam]- every encounter with the enemy. We should hold our heads high- because we did our duty. -SMA Julius W. Gates, *The Sergeants Major of the Army*, 1995, p. 151

The only way [the SMA coin] can tarnish is to do something unprofessional. No amount of Brasso will polish it; you have to do something exceptional to bring the polish back. But I know you won't let it tarnish. -SMA Richard A. Kidd, in "Top Soldier Visits Troops in Mogadishu." *Somalia Sand Paper*, 20 Sep 1993, p. 2

People value honesty. They value integrity. They value competence and courage and all those kinds of things. -SMA Richard A. Kidd, in "Lessons on Leadership." *Soldiers*, Feb 1995, p. 20

What is all this [emphasis placed on values and devotion to duty] about? It is all about surviving in this hectic, imperfect world; it is all about being free to live life to its fullest...and in that great intangible virtue possessed by all Americans- a commitment to service. It is about keeping our nation free. -SMA Glen E. Morrell, "What Soldiering Is All About." *ARMY*, Oct 1986, p. 40

Chiefs of Staff and Sergeants Major of the Army 1966-1996

<i>Chief of Staff of the Army</i>	<i>Sergeant Major of the Army</i>
Harold K. Johnson Jul 1964-Jul 1968	William O. Wooldridge Jul 1966-
William C. Westmoreland Jul 1968-Jun 1972	William O. Wooldridge -Aug 1968
	George W. Dunaway Aug 1968-Sep 1970
	Silas L. Copeland Oct 1970-
Bruce Palmer, Jr. (acting) Jul-Oct 1972	Silas L. Copeland
Creighton W. Abrams Oct 1972-Sep 1974	Silas L. Copeland -Jun 1973
	Leon L. Van Autreve Jul 1973-
Frederick C. Weyand Oct 1974-Sep 1976	Leon L. Van Autreve -Jun 1975
	William G. Bainbridge Jul 1975-
Bernard W. Rogers Oct 1976-Jun 1979	William G. Bainbridge -Jun 1979
Edward C. Meyer Jun 1979-Jun 1983	William A. Connelly Jul 1979-Jun 1983
John A. Wickham, Jr. Jun 1983-Jun 1987	Glen E. Morrell Jul 1983-Jun 1987
Carl E. Vuono Jun 1987-Jun 1991	Julius W. Gates Jul 1987-Jun 1991
Gordon R. Sullivan Jun 1991-Jun 1995	Richard A. Kidd Jun 1991-Jun 1995
Dennis J. Reimer Jun 1995-	Gene C. McKinney Jul 1995-

The Sergeants Major of the Army, 1995, p. 177

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Creed of The Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind- accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

Training Circular 22-6, 1990
The Army Noncommissioned Officer Guide