

## **APPENDIX B**

### **A Unit of Excellence**

#### **THE SOLDIERS OF THE UNIT**

1. A new soldier, of whatever rank, is not just automatically accepted. Military competence will determine where he stands.
2. The value of the task is in the doing of it.
3. They will attempt to “arrange the environment” before they do something. They will check out timing and sequencing, again and again.
4. During periods of peak/prolonged stress, unsuspected talents and abilities will emerge.
5. They will exhibit almost spontaneous reflex actions—“they know they had to do it”—and it worked.

#### **RELATIONSHIP BETWEEN THE SOLDIERS AND THEIR GEAR**

1. Maintenance of their gear will be co-mingled with performance.
2. They will add to and elaborate (ad lib) upon their gear.
3. They will often ascribe human characteristics to their gear.
4. There will be a personal relationship between them and their equipment.
5. In times of extreme stress/demand, they will call forth seemingly impossible performance from gear that they know personally.

#### **THINGS ABOUT THE UNIT ITSELF**

1. There will be a great deal of experimentation and rehearsal.
2. There will be considerable shifting around of manual and mental activities. There will always be a “better way” to do anything.
3. The unit will exhibit an obvious “rhythm” of operation characterized by smoothness and everything “clicking.”

---

*From “An Army of Excellence” by D.M. Malone.*

4. The unit will have a clear “on/off” character not readily discernible to an outside observer.
5. There will be a lot of unobservable activity within the unit, and externally, only the most prominent actions will be evident.

### **RELATIONSHIPS BETWEEN THE SOLDIERS AND THE UNIT**

1. Soldiers “live, eat, sleep, breathe, and fight” about the unit.
2. The passage of time will be measured by unit activities and performance.
3. Soldiers will talk about and develop desirable states for the unit.
4. When unit performance declines, the soldiers will become greatly agitated and upset.
5. Performance breakthroughs will occur in unplanned ways and virtually “all of a sudden. ”
6. There will seldom, if ever, be anything in the unit that the soldiers would call “boredom.”
7. Social and operational activities will tend to be combined frequently.
8. Soldiers will show a strong consciousness of the history, tradition, and lore of the unit.

### **“US” ATTITUDE**

1. The spirit of “us” and “we” will transcend feelings for “me” and “I” to the extent that soldiers may say “we” when they mean “I.”
2. Outside influence will be neither solicited nor welcome. The unit will tend to be very “private” and protective of soldiers and prerogatives.
3. There will always be discrepancies between “what the book says” and what the unit actually does.

4. External controls of the unit's operations will be viewed at best as irrelevant, and at worst, as impediments of performance.
5. Efforts to dictate particular kinds and qualities of output will tend to depress motivation and "rhythm."
6. The criteria used by soldiers to seek relief from stress\ pressure will be determined by unit members themselves.
7. A "private" language and set of symbols will arise—jargon—jive.
8. Soldiers will develop a set of unit-specific indicators of performance, expressed in the "private" language.
9. Hours and intensity of work will be determined far more by the imperatives of unit operations than by higher headquarters.
10. A set of explicit values about what the unit does and why will arise.
11. Replies to **outsiders about how and why the unit operates** as it does will tend to be answered by trite generalities, or by showing.

If the unit you are observing exhibits a majority of these characteristics, you may assume that it is a high-performing unit *on that day and in that place*.

---