



# Leadership at the Point of the Bayonet



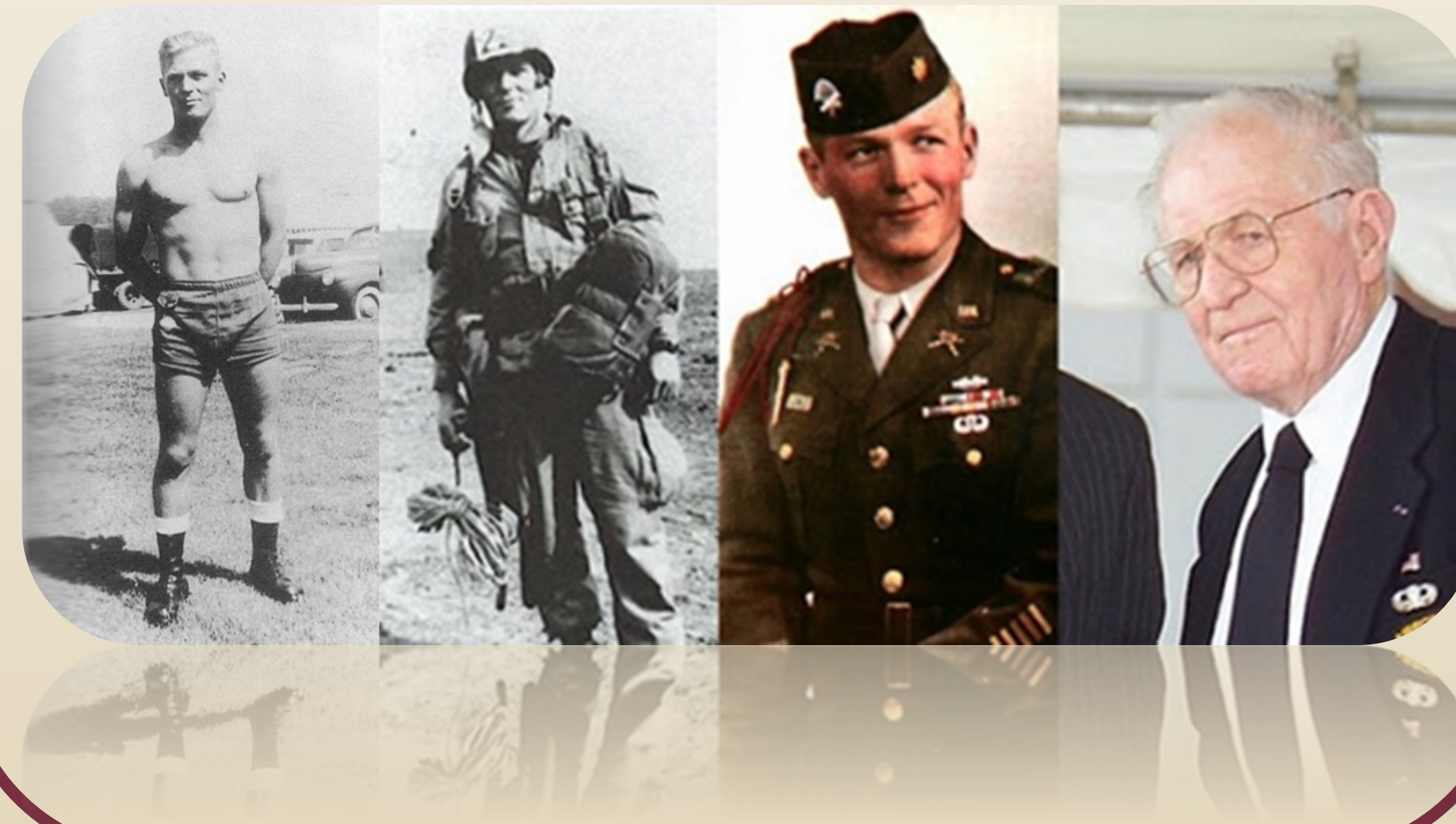
Chris “Doc” Daugherty, Captain, United States Space Force

Dr. Danny Georgiadis, FSU-FAMU School of Engineering, Florida State University, Panama City, Florida

## Abstract

The Greatest Generation got its name from the spirit of young Americans like Major Richard “Dick” Winters. Major Winters commanded the storied Company “E,” 101st Airborne Division, during World War II. He dropped into Normandy in the early hours of D-Day, on 6 June 1944, led his men through Operation Market Garden in the Netherlands, held his ground in the Battle of the Bulge in Belgium, where Easy Company reached its breaking point, and on into Germany where he liberated Jewish prisoners in a Nazi death camp and captured Berchtesgaden, Hitler’s private mountainous retreat. Winters deeply cared about the well-being of the men that were within his charge and would lay down his own life for them. His leadership style of “Follow me” and “Show the way” earned him the upmost respect of his soldiers. His leadership principles from World War II transcend time, authority and any industry. The research presented has profound implications on leadership philosophy and may help develop leaders for the future.

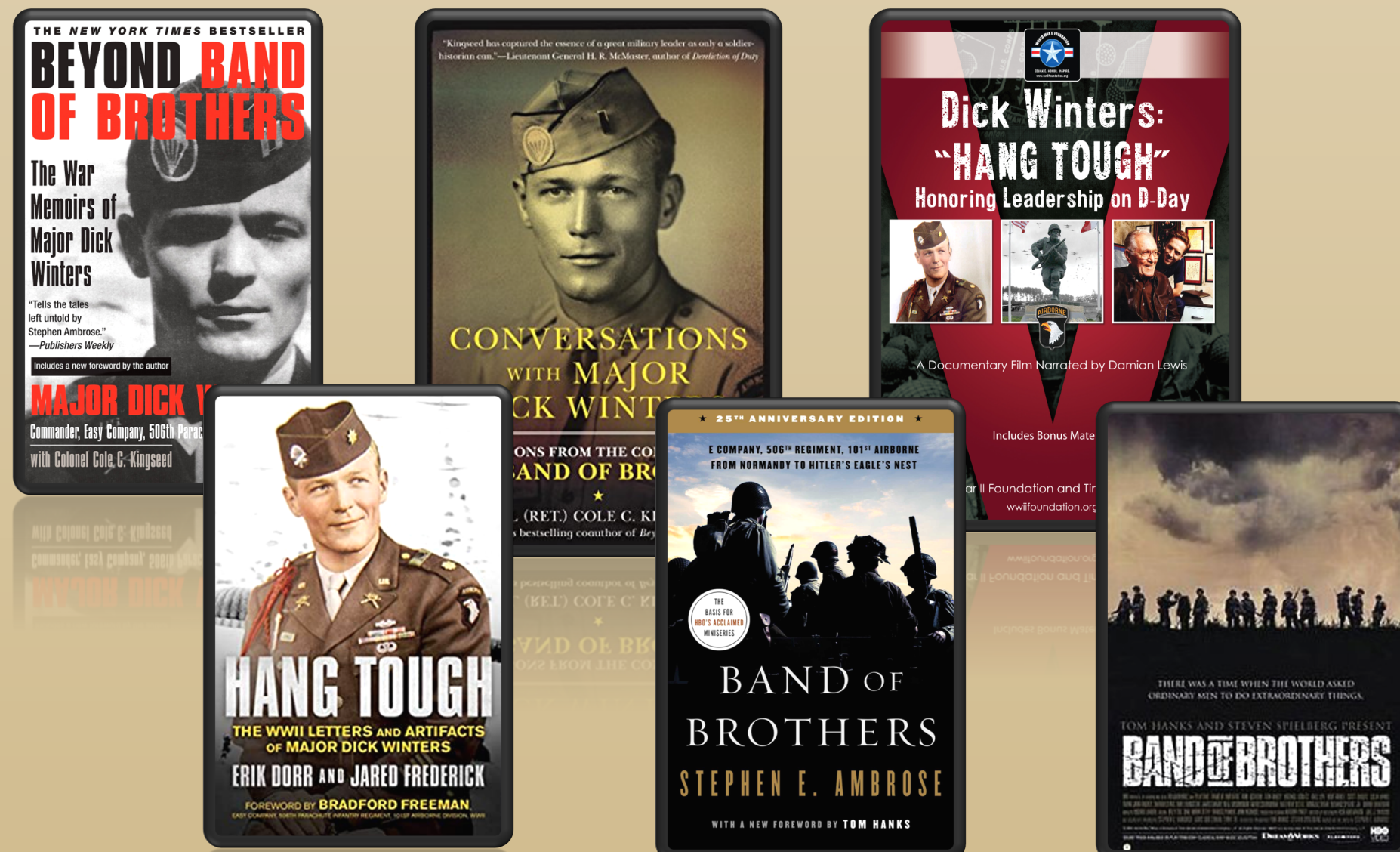
## Figure 1: Maj Richard “Dick” Winters



## Table 1: Winters’ Leadership Philosophy

1.	Strive to be a leader of character, competence, and courage.
2.	Lead from the front. Say, “Follow me!” and then lead the way.
3.	Stay in top physical shape—physical stamina is the root of mental toughness.
4.	Develop your team. If you know your people, are fair in setting realistic goals and expectations, and lead by example, you will develop teamwork.
5.	Delegate responsibility to your subordinates and let them do their job. You can’t do a good job if you don’t have a chance to use your imagination and creativity.
6.	Anticipate problems and prepare to overcome obstacles. Don’t wait until you get to the top of the ridge and then make up your mind.
7.	Anticipate problems and prepare to overcome obstacles. Don’t wait until you get to the top of the ridge and then make up your mind.
8.	Take a moment of self-reflection. Look at yourself in the mirror every night and ask yourself if you did your best.
9.	True satisfaction comes from getting the job done. The key to a successful leader is to earn respect—not because of rank or position, but because you’re a leader of character.
10.	Hang Tough! Never, ever, give up.

## Methods



## Figure 2: The Brécourt Manor Assault



## References

Ambrose, S. (1992). *Band of Brothers*. New York: Simon & Schuster, Inc

Kingseed, C. C. (2014). *Conversations with Major Dick Winters*. New York: Berkly Caliber.

Winters, M. D. (2006). *Beyond Band of Brothers: The War Memoirs of Major Dick Winters*. New York: The Berkley Publishing Group.

