

exceeded, and leadership studies cautioned women officers: "Wherever possible, explain the reason for orders and regulations, especially disagreeable ones." Numerous cases came to light in which disappointment, resentment, and low morale followed a commander's repeated failure to give simple explanations—which would in no way have compromised security—in such matters as the cancellation of passes, the extra policing of grounds, or a delay in orders.

Colonel Hobby also noted a tendency for women, more than men, to value their individuality, possibly because of their lesser regimentation in civilian life in dress, schools, clubs, and employment. The Director urged training authorities to point out to WAC leaders that

... one of the main distinctions between successful leadership of women and similar leadership of men is that women need to remain individuals to such an extent that group activity, outside of office hours, can very easily be overdone with them.²⁶

Because of this natural individuality, prospective WAC leaders were cautioned to emphasize group loyalty. Dr. Durfee stated:

Women have not, as a rule, had much organizational experience in civilian life, and sometimes lack a concept of what loyalty to organization means. They tend to be personal and subjective in their attitudes, to feel free to criticize each other as if they were merely separate individuals. This attitude may lead to jealousy and backbiting which can disturb the unity of command and seriously affect the morale of troops.

The successful WAC leader therefore was obliged to set a perfect example of loyalty to the Army, to the station and its policies, to fellow officers, and to the members of her company. When inspired by such an

example, the women's natural idealism was apt to produce group loyalty and *esprit* of an unexcelled intensity. When not so inspired, a WAC unit seemed particularly liable to degenerate into feuding cliques and factions. Wac leaders were warned to avoid building "a selfish personal following," but instead to promote loyalty to the Army.

A forceful example of the dangers of personal followings was given early in WAAC history, when the commandant of one training center secured to himself the loyalty of one segment of the WAAC staff to such an extent that, upon his removal, these officers telegraphed hundreds of personal protests to the War Department. Colonel Hobby in return severely reprimanded these women for unmilitary conduct and misplacement of their loyalties. No commander of women was ever to be counted successful who permitted any such cleavage within his command.²⁷

The prospective WAC leader was told:

If once the impression is created that she plays favorites, is inconsistent in her discipline, or that her word is not to be trusted, she might as well walk East until her hat floats.

Enlisted women serving under poor leaders said:

"You can't beat the clique in this detachment. There's no team spirit since the new CO came. It's split the company right in two."

"Our CO caters to a little group of apple polishers . . . It makes us sick to see how hard she falls for their line."

"If you don't stand in with the first sergeant, you're out of luck."

"There's no use trying . . . what few grades there are all go to the CO's pets."²⁸

²⁶ *The WAC Officer*, p. 13.

²⁷ Hobby files.

²⁸ *The WAC Officer*, p. 29.