



In Their Own Words:

Officer Basic Capability Training Guide

Translations from Chinese source documents

The “In Their Own Words” series is dedicated to translations of Chinese documents in order to help non-Mandarin speaking audiences access and understand Chinese thinking. CASI would like to thank all of those involved in this effort.

In the “In Their Own Words” series, CASI and its collaborators aim to provide Chinese texts that illustrate thoughtful, clearly articulated, authoritative foreign perspectives on approaches to warfare at the strategic, operational, and tactical levels.

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Luo Jianming [罗剑明] – Overall Editor-in-Chief

Officer Basic Capability Training Guide

[军官基本能力训练指南]
{Junguan Jiben Nengli Xunlian Zhinan}

Tan Zhixing [谈志兴] and Xia Xinxin [夏欣欣] – Editors-in-Chief

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PREFACE

Standing at the forefront of the development of the times, President Hu Jintao has focused on national interests and the overall strategic situation of army building, and has established the historical mission of our army in the new century and new stage. He pointed out that the armed forces should provide an important force guarantee for the party to consolidate its ruling position, provide a strong security guarantee for safeguarding the important strategic opportunity period for national development, provide strong strategic support for safeguarding national interests, and play an important role in safeguarding world peace and promoting common development. The key to whether or not the military can successfully fulfill its historical mission lies in the people, the leading cadres, and the leading bodies of party committees at all levels. Officers are the leaders and managers of army building, the backbone of army management, and shoulder the heavy political responsibility of leading troops to fight wars for the party and the people. Strengthening the capacity building of officers is not only the top priority of the army's construction, but also an urgent task for our army to adapt to the new situation, fulfill its new mission, and accelerate the military reform with Chinese characteristics.

It is precisely in response to the urgent need to fulfill the historical mission and strengthen the capacity building of officers that we have organized the compilation of a series of books on the fulfillment of the mission and capacity building. Guided by Deng Xiaoping Theory, the important thinking of the "three represents," Jiang Zemin's thinking on national defense and army building, and Chairman Hu's series of important instructions on national defense and army building, and on the basis of the "Decision of the CPC Central Committee on Strengthening the Party's Ability to Govern" and the "Opinions" of the Central Military Commission on Implementing the Central Committee's Decision, the series of books reveals the characteristics, laws, and development trends of our army's officer capacity building, and clarifies the basic principles of our army's officer capacity building. The basic ideas and methods provide theoretical guidance and practical reference for the construction of capability-oriented military camps and learning-oriented military camps and for strengthening the capacity building of the officer corps.

There are four volumes in the series, including "Theoretical Research on Officer Capacity Building," "Officer Basic Capability Training Guide," "Case Study of Officer Capacity Building," and "Overview of Officer Capacity Building in Foreign Armies." Among them, "Theoretical Research on Officer Capacity Building" focuses on the theoretical issues in officer capacity building, including the concept and characteristics of ability, the requirements of officers' profession for their ability, the ideal model of our army's officer ability structure, and the basic principles, main laws, main contents, basic methods, evaluation system, and strategic concept of officer capacity building.

In accordance with the requirements of the Party, the state and relevant ordinances and regulations on officers' abilities, the "Officer Basic Capability Training Guide" distinguishes the training of officers' basic abilities into comprehending the intent of superiors, laying a solid knowledge base, optimizing the way of thinking, improving the level of leadership, strengthening professional standards, and enhancing overall quality. "Evaluation and Analysis of Officer Capacity Building Cases," 100 typical examples of officer capacity building in our army are selected from authoritative media such as PLA Daily, and analyzed from the aspects of the whole, group and individual, focusing on the practical experience of officer capacity building and deepening the exploration of the law of officer capacity building; the "Overview of Officer Capacity Building in Foreign Armies" focuses on the situation of officer capacity building in United States, Russia, Israel, Japan and other countries, and discusses the general law of officer capacity building, so as to broaden the thinking of officer capacity building in our army. The volumes of this series are both self-contained and interconnected, forming an organic whole; there are both theoretical and practical reflections; it not only embodies the characteristics of our army's officer capacity building, but also draws on and absorbs the successful experience of foreign armies. The publication of this series of books will be of practical guiding significance for strengthening the capacity building of officers.

Associate Professor Luo Jianming, Director of the Training Department of Nanjing University of Political Science Shanghai Branch, is the editor-in-chief, Professor Tang Zhilong of the Basic Department of the Shanghai Branch, and Associate Professor Liu Zhisheng, Director of the Department of Political Science and Engineering of the Shanghai Branch, are the deputy editors-in-chief. The editor-in-chief will draw up the framework, plan and draft of the book, with the assistance of the deputy editor-in-chief. The division of labor for the compilation of each volume of the series is: "Theoretical Research on Officer Capacity Building" is edited by Tang Zhilong and Luo Jianming; "Officer Basic Capability Training Guide" is edited by Tan Zhixing and Xia Xinxin; "Case Study of Officer Capacity Building" is edited by Chen Anran; "Overview of the Capacity Building of Foreign Military Officers" was edited by Liu Zhisheng. The publication of the book has received the care, support and guidance of the leaders of the People's Liberation Army Publishing House and the Shanghai Branch of the Nanjing University of Political Science, especially Comrade Liu Shihao, the editor in charge, who has worked hard to examine and approve the style structure and content of the book. At the same time, in the process of compiling the book, I have referred to and absorbed the relevant research results of the academic community, and I would like to express my heartfelt thanks.

It is a brand-new topic to comprehensively and systematically explore the issue of building the capacity of officers, especially in the new century and the new stage, and in the face of the new historical mission, how to strengthen the building of officers' capacity still needs to be further studied and explored in depth. It is hoped that the publication of this series of books can play a role in "throwing bricks and attracting jade." This series is a work of exploration, and there are inevitably omissions, and we sincerely ask for the advice of experts and readers.

Luo Jianming
September 2005

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CHAPTER I: INTRODUCTION

Strengthening the training of officers' basic abilities is an important measure for conscientiously implementing Deng Xiaoping Theory, the important thinking of the "three represents," and a series of important instructions of President Hu Jintao, implementing the CPC Central Committee's "Decision on Strengthening the Party's Ability to Govern" and the Central Military Commission's "Opinions on Strengthening the Army's Party Organization Capacity," promoting the talent strategy project, and speeding up the army's modernization with preparations for military struggle as the leader.

1. OVERVIEW OF THE BASIC COMPETENCIES OF OFFICERS

The basic abilities that officers should possess are determined by their status and functional role in the military. Officers shoulder important responsibilities in the people's army, which are embodied in the following: They have a special responsibility in ensuring the party's absolute leadership over the army and are in a particularly important position in ensuring that the army performs its functions; they play a decisive role in "winning wars" and "eradicating degeneration" for the army in the military, political, logistical, armament, and technical support levels, whether at the decision-making level, the planning and coordination level, the execution level, and the operational level.

In order for officers to fully perform their duties and successfully complete all work tasks, it is not enough to rely on one ability alone but requires a variety of abilities to work together. This includes a high level of political literacy, mainly political consciousness, political quality, political theory level and policy level; high degree of observation, discernment, analysis, judgment, synthesis, understanding, imagination and expression;

strong decisiveness, organization, adaptability, inhibition, influence and control over others; the ability to regulate the relationship between all aspects, the ability to dispatch manpower, material resources, information and various types of activities, and the balance of various forces. In addition, the agility and criticality of thinking, the accuracy and persistence of memory, the expansiveness and distribution of attention, etc., are also the abilities required to complete various tasks. These competencies are organically combined in a coordinated manner to form the comprehensive competencies of officers.

On the whole, the basic competencies of officers include ten aspects:

Ability to make political judgments

The ability to make political judgments is a quality that officers of the people's army particularly emphasize. It requires officers to have the level of political theory required to perform their duties, conscientiously study Marxist scientific theory, and have firm ideals and convictions. Officers are required to uphold the fundamental principle and system of the party's absolute leadership over the army, resolutely implement the party's line, principles, policies, and orders and instructions from higher levels, be able to firmly grasp the troops ideologically, politically, and organizationally, and maintain the correct direction of army building. Officers are required to have political acumen and political discernment, be able to observe, analyze, and handle problems politically, scientifically judge the situation, and withstand the tests of various complex environments and major tasks.

Ability to plan and make decisions

Officers are required to be discerning, resourceful, decisive, good at guidance, intelligent control, courageous, able to use Marxist standpoints, viewpoints and methods to think about problems, and scientifically plan work; be familiar with the basic content of modern decision-making theory, master scientific decision-making procedures, brainstorm ideas, and implement correct decision-making.

Leadership and management skills

Officers are required to master modern management theories, laws and regulations, and exercise their powers and perform their duties in accordance with the prescribed authority and procedures; implement the principle of administering the army according to law and strictly, educate and manage the troops and carry out all kinds of work in accordance with rules and regulations, and establish normal order in combat readiness, training, work, and life;

it is necessary to master scientific management methods and persist in putting people first, and to be able to combine strict management with ideological education, and with solving ideological and psychological problems with solving practical problems, so as to arouse the enthusiasm and creativity of officers and men.

Ability to lead troops in the execution of tasks

Officers are required to be able to correctly understand the intentions of their superiors and have the modern military quality and scientific and technological quality required to perform their duties; be familiar with the command procedures at the same level, and master the methods and means of operational command and support under the conditions of informationization; it can closely follow the needs of actual combat, scientifically organize training, and continuously improve the combat effectiveness of the troops; able to respond to emergencies and emergencies in a timely and orderly manner, flexibly and prudently; able to make overall plans, plan carefully, pay close attention to implementation, and lead the troops to successfully complete various tasks.

Investigative research skills

Officers are required to be rigorous and meticulous in accordance with the requirements of their work tasks, and to investigate and analyze the situation of the troops in accordance with certain investigation procedures and research methods, to explore patterns, to assist in decision-making, and to sum up experience.

Ability to express oneself in written and written language

Officers are required to be proficient in using language and writing to accurately express ideas and convey information.

Ability to unite and coordinate

Close contact with the masses, good at uniting comrades, respect for others, modest and prudent, guard against arrogance and rashness, have affinity and cohesion; able to use the work coordination mechanism to create a harmonious working atmosphere.

Self-management and regulation skills

Good health and energy; have good psychological quality, calm and rational, correctly treat and deal with good times and bad times, and maintain a positive mental state; determined, tenacious, not afraid of hardships and hardships, not afraid of bloodshed and sacrifice, brave to take risks, dare to win victory.

Ability to learn

Be able to study diligently, study hard, have a correct style of study, scientific methods, and timely update and master the knowledge and skills that are suitable for the performance of duties.

Ability to work creatively

Emancipate the mind, have the courage to explore, be able to adapt to the requirements of the new situation and tasks, and apply scientific theories to study and solve the contradictions and problems encountered in the building of the troops; seek truth and be pragmatic, keep pace with the times, be good at discovering new problems, summing up new experiences, avoid ideological rigidity, and avoid one-sidedness, superficiality, subjectivity, dogmatism and empiricism to the greatest extent in strategic decision-making thinking.

2. STRENGTHENING THE ABILITY TRAINING OF OFFICERS IS A STRATEGIC TASK FOR PROMOTING THE MODERNIZATION OF THE ARMED FORCES

It is the fine tradition of our army and the consistent ideology of our party in administering the army

As early as the war years, Mao Zedong clearly pointed out: "An army without culture is a stupid army, and a stupid army cannot defeat the enemy."¹ After the founding of the People's Republic of China, it clearly put forward the idea of turning the army into a big school, and demanded that the vast number of officers and men study military affairs, politics, culture, and technology. In the new historical period, Deng Xiaoping, in light of the new situation and new requirements of the building of the country and the army, repeatedly stressed that in selecting personnel for the army, first, it is necessary to listen to the party's words, second, it must be capable, and third, it is necessary to have a good work style. In the face of the new military changes in the world and the new tasks of our army's modernization, Jiang Zemin has repeatedly stressed the need to persist in arming officers and men with Marxist scientific theories and high-tech knowledge and comprehensively improving the quality of officers and men. Since presiding over the work of the party Central Committee and the Central Military Commission, Comrade Hu Jintao has attached great importance to the party's ability to govern and officers, and stressed that the party's advanced nature should be reflected by continuously improving the quality and ability of party-member cadres.

¹ Selected Works of Mao Zedong, Vol. 3, People's Publishing House, June 1991, 2nd edition, p. 1011.

The "Opinions of the Central Military Commission on Strengthening the Capacity Building of Party Organizations in the Army" stresses that it is necessary to continuously improve the ability of the army's party organizations in accordance with the requirements of comprehensively promoting the revolutionization, modernization, and regularization of the army, closely centering on the realization of the strategic goal of building an informationized army and winning an informationized war, strengthen the ability of the army's party organizations to strengthen the army's ideological and political construction, grasp the correct direction of army building, lead the preparation for military struggles, and lead the troops to accomplish combat tasks under the conditions of informationization. The ability to promote the mechanization and informationization of the armed forces, the ability to strictly manage the armed forces according to law, and the ability to strengthen the regularization of the armed forces. In May 2005, the General Political Department issued for the first time the Basic Standards for the General Competence of Command Officers at and above the Regiment Level of the Chinese People's Liberation Army (for Trial Implementation), which pointed out the direction for building a contingent of high-quality officers.

It is an important condition for accelerating military reform with Chinese characteristics and raising the level of military modernization

The quality and level of the army's modernization drive is always marked by the quality of officers and men, especially officers. The key to the modernization of the armed forces lies in qualified personnel, and without a large number of high-quality military personnel, it is impossible to talk about the modernization of the armed forces. In particular, under the new situation of promoting military reform with Chinese characteristics, strengthening the building of an information-based army, winning information-based wars, and realizing the leapfrog development of our army, the goal of our army's construction is higher and the tasks are heavier. However, judging from the current situation of our army, the degree of modernization is not high, the weaponry and equipment are relatively backward, and in particular, the comprehensive ability and quality of officers and men do not meet the needs of the development of the army's modernization drive. Therefore, only by improving the ability and quality of officers and men of the army through the ability training of officers can we effectively promote the improvement and development of our army's weapons and equipment, enhance the ability of officers and men to control modern weapons and equipment, and fundamentally raise the level of modernization of our army.

It is an important guarantee for making good preparations for military struggles and fighting a high-level information-based war in the future

Comrade Hu Jintao pointed out: "We must constantly enhance our sense of political responsibility, put the defense of national sovereignty, security, and territorial integrity, and the protection of national development interests above all else, closely center on the historical mission of our army in the new century and new stage, accelerate the military reform with Chinese characteristics, strive to improve the level of our army's informationization construction, step up preparations for military struggle, and enhance our ability to deal with crises, maintain peace, contain wars, and win wars."

Winning an informationized war has set new and higher demands on the ability and quality of officers.

The first is the integration of military and government.

War is a continuation of politics, and in the future, informationized warfare will be more directly constrained by political factors, and striving for political initiative has increasingly become the primary issue in planning war. At the same time, the enemy and us will extensively adopt the forms of public opinion warfare, psychological warfare, legal warfare, and other forms of warfare, and may also use deterrence to induce political surrender, so that the will and political quality of military personnel will be severely tested. Therefore, the future war is not only an unusually fierce military struggle, but also an intricate political struggle. In order to meet the needs of future military struggles, military cadres should not only have a relatively high level of military theory and command ability, but also have political acumen, strong political sensitivity and political discernment, and maintain firmness in ideals and convictions and ideological and moral purity. No matter how complicated the situation is or how urgent the situation, we will never waver in our fundamental stand and always adhere to the correct political orientation.

The second refers to the integration of technology.

Modern science and technology are both highly differentiated and highly integrated, and are mainly integrated. In the military field, along with the upgrading of weapons and equipment and the refinement and intersection between military specialties, the mutual penetration between technology and command is getting stronger and stronger, and the role of technology in command is getting bigger and bigger. This trend requires technical officers to work hard to learn command, and commanding officers to work hard to drill technology, achieve a high degree of integration between command and technology, and give full play to the maximum effectiveness of operations.

Third, it is common to both services and branches of the armed forces.

In the future, the synthesis of information-based warfare will be greatly enhanced, and it will be difficult for any single branch of the armed forces and weapons and equipment to dominate the future battlefield alone. Modern combat forces are a pluralistic and integrated overall force formed by the scientific combination of various services and arms and weapons and equipment, and all branches of the armed forces can play a role only if they strengthen ties and coordinate closely. This requires that commanders must have the concept of joint operations and the concept of a large system of pluralism and integration, and must be familiar with the knowledge and related knowledge of various services and arms, so as to meet the requirements of commanding joint operations of various services and arms in future high-tech local wars.

Fourth, adapt to complex environments.

In future information-based warfare, the suddenness of the war will be stronger, the means of combat will be more complex, and the operational environment will be extremely difficult, and the officers and men participating in the war will not only face severe military pressure, but also bear tremendous psychological pressure. These complications also pose an all-round challenge to the quality of officers. In the process of making good preparations for military struggles, officers must meet the requirements of the times and the needs of winning wars, assiduously practice and temper, and strive to improve their ability to organize and command, plan and make decisions, be flexible and adapt to changes, make overall plans and coordination, and adapt physically and mentally in a complex environment.

In the face of these demands, only by generally improving the ability and quality of officers through capability training can we bring into play the benefits of modern weaponry and form realistic combat effectiveness. Only by universally improving the ability and quality of officers can we enhance the ability of officers and men to control modern warfare and lay a solid foundation for "winning wars."

It is an effective way to cultivate knowledge-based servicemen and fulfill the new historical mission of our army

In the new century and new stage, China's socialist modernization and our army's modernization have entered an important period of development, and the army is shouldering a new historical mission. Building socialism with Chinese characteristics is an unprecedented undertaking. The new undertakings and new practices have set new and higher demands on the ability and quality of the broad masses of communists. In particular, at present, China's reform is in the stage of tackling tough problems, and its development has entered a critical period, and there are many contradictions and problems that have never been encountered before to be resolved, and there are many new topics and new fields to be explored. For the broad masses of party members, especially officers at all levels, strengthening study and updating knowledge is not just an accumulation of knowledge in a general sense, nor is it just a matter of personal ability and quality, but a major political issue that has a bearing on the success or failure of the party's leadership and the cause of building socialism with Chinese characteristics. With the advent of the knowledge-based economy and the knowledge-based military era, knowledge has increasingly become a tremendous driving force for promoting social progress and promoting the development of the armed forces. The 16th National Congress of the Communist Party of China clearly stated that it is necessary to "form a learning society of learning for all people and lifelong learning, and promote the all-round development of people."

The army must adapt itself to the development of the times and the needs of officers and men in studying to become talents, further intensify scientific and cultural education, actively create learning-oriented military camps, and strive to cultivate knowledge-based soldiers. Both fronts for the construction of the motherland can play an important role.”¹ Make our army truly become an important support force for safeguarding national security and reunification and building a moderately prosperous society in an all-round way, and fulfill our army's new historical mission.

3. THE BASIC WAYS OF TRAINING OFFICERS IN BASIC ABILITIES

(1) Persist in theoretical study

In today's society, the speed of knowledge updating and scientific and technological progress is changing with each passing day, and theoretical study plays an increasingly important role in improving people's quality and ability. To do a good job in theoretical study, the most important thing for officers is to study Deng Xiaoping Theory, the important thinking of the "three represents," and Comrade Hu Jintao's theory on army building, and to grasp its spiritual essence and scientific system. It is necessary to establish a correct world outlook, outlook on life, and values under the guidance of scientific theories, solve the problems of what kind of person to be and what road to take, ensure that the theoretical foundation is solid, the knowledge is broad, the thinking is broad, and the initiative in work is grasped. Theoretical study should be closely linked with practice, promote work, and solve problems. Through theoretical study, we should strengthen our ideals and beliefs, strengthen our party spirit and principles, purify our ideological consciousness and moral character, standardize our work style, cultivate character and official morality, ensure honesty and integrity, and comprehensively improve our political theoretical literacy, political judgment and political leadership ability.

(2) Strengthen the accumulation of practice

To improve the ability and quality of officers, we mainly rely on on-the-job practice and training. Practice is an important way to transform and apply knowledge, and it is the best classroom to improve ability and quality. Officers should strive to temper and grow in the grass-roots units, in difficult places and posts, and in practice.

¹ Jiang Zemin, "Speech at the Second Plenary Session of the People's Liberation Army Delegation to the Third Session of the Eighth National People's Congress," reprinted from PLA Daily, March 11, 1995.

They should regard their own posts as the main classroom, military training as the main channel, and improve their skills through practical activities such as accomplishing major tasks, organizing major exercises, and strengthening the study and training of new equipment. In accordance with the requirements of the times and the need to win wars, we should break with conventions, adopt extraordinary measures, and put those officers who lack practical experience and have development potential in difficult areas where the foundation is weak, there are many difficulties, and the social environment is complicated. Improve the ability of organization and command, planning and decision-making, flexibility and overall planning and coordination, and ensure that we can go, stand up and stand firm at critical moments and critical moments.

(3) Actively research and innovate

At present, we are facing many contradictions and difficult problems in promoting the informationization of the armed forces and making good preparations for military struggles. Strengthening the study and exploration of these issues is not only an urgent need for speeding up the development of army building, but also conducive to the enhancement of officers' thinking, research, and innovation capabilities. When some officers encounter key and difficult problems in their work, they do not rise to the occasion and work hard to solve them, but rather bypass them, hide from them, and drag themselves out of their posts. This is not only detrimental to the building of the troops, but also to the enhancement of individual ability and quality. To step up the study and exploration of key and difficult issues in our work, we should attach importance to studying and solving the problem of how to build in peacetime and, still more, to study and solve the problem of how to use them in wartime.

(4) Pay attention to education and training

Education is the foundation of talent. To improve the basic ability and quality of officers and build a contingent of high-quality officers, it is necessary to do a good job in perfecting and implementing the officer training system, improve the training content, enhance the results of training, and conscientiously grasp the study and training of officers through various channels and forms.

(5) Do a good job with policy norms and institutional safeguards

The improvement of officers' ability depends not only on their own efforts, but also on the organization's care and help. The implementation of policy guidance and good institutional guarantees, and the achievement of new breakthroughs in establishing a mechanism for outstanding young cadres to stand out from the crowd are important traction forces for the enhancement of officers' capabilities. It is necessary to further dispel such erroneous concepts as seniority, balanced care, and perfection and blame, and boldly use cadres with good political quality, high ability level, and strong sense of innovation. It is necessary to further deepen the reform of the cadre system, intensify the appointment of young cadres, broaden the field of vision, channels, and channels for selecting and promoting cadres, correct the abnormal situation in some units in which "a small number of people are selected and people are selected from among a small number of people," persist in "going from all corners of the world," and persist in democratic recommendation and democratic supervision. Adhere to the principles of fairness, competition, and merit-based selection, and truly promote those outstanding talents who are upright, diligent and honest, fair, and truly talented and learned to leadership positions; it is necessary to further strengthen management education, strengthen the education, management, and supervision of young cadres and promote the healthy growth of young cadres through such measures as establishing and improving the assessment system, the conversation system, the admonition system, and strict inner-party life. It is necessary to further establish and improve the incentive mechanism, strive to form an employment mechanism in which "those who are capable, those who are mediocre are let go, and those who are mediocre are demoted," select the best in competition, promote outstanding talent to come to the fore, enhance the vitality and vitality of the contingent of cadres, and arouse the enthusiasm of officers in strengthening their ability and quality.

CHAPTER II: POLITICAL JUDGMENT ABILITY

The Chinese People's Liberation Army is an armed group under the absolute leadership of the Communist Party of China. Unswervingly upholding the party's banner as the banner, the party's direction as the direction, and the party's will as the will is where the political nature of our army lies. At the same time, the trend of diversification of social life and pluralism of values has continued to develop, and this has also increased the danger of decadent ideologies and cultures eroding the ideological concepts of officers and men and impacting the fine traditions of the army. In particular, since the 1990s, with the disintegration of the Soviet Union and drastic changes in Eastern Europe, Western hostile forces have stepped up their efforts to carry out peaceful evolution against our country, and have taken our army as the focus of political, ideological and cultural infiltration. In the face of the complicated situation, in order to maintain the nature and purpose of the people's army, it is urgent to demand that the officers of our army must have a strong ability to make political judgments, consciously resist such reactionary fallacies as "the army is not party and non-politicized" and "the army is nationalized," further strengthen the sense of the military soul, be loyal to the party, the people, and the socialist motherland, and always listen to the party's words and follow the party.

Jiang Zemin once pointed out: "In training middle-aged and young leading cadres, it is necessary to enable them to have a deeper understanding and grasp of the contemporary world economy, politics, science and technology, legal system, military affairs, and so on, and strive to cultivate their world vision so that they can constantly enhance their ability to judge the world."¹

¹ Jiang Zemin, On the 'Three Represents', p. 37, published by the Central Literature Publishing House, first edition in August 2001.

He also stressed: "On major issues of right and wrong, we must take a clear-cut stand. It is necessary to vigorously support all correct things, commend advanced figures and deeds, and encourage bold exploration and creation in the right direction. We must be good at identifying ideas and behaviors that endanger the interests of the state and the people, and resolutely correct and stop them, and we must never be insensitive to them, still less go with the flow. It is necessary to correct the phenomenon of getting caught up in daily affairs and not paying attention to politics and social ideological and political dynamics. It is necessary to enhance political sensitivity and insight, be good at understanding and handling problems politically, and maintain a sober mind and a firm stand on issues that have a bearing on direction and principles.¹ Chairman Hu Jintao stressed that comrades in the whole army must correctly understand the situation and resolutely fulfill the historical mission entrusted by the party and the people in the new century and new stage. It is necessary to constantly enhance the sense of political responsibility, enhance the sense of danger, pay close attention to the development of the world strategic pattern, the trend of the situation in the Taiwan Strait, and the impact of various unstable factors in society, and be prepared for danger in times of peace and be unremittingly prepared. If officers do not possess a strong ability to make political judgments and face a complex and ever-changing political situation, they will lose their way and make wrong decisions, causing heavy losses to the building of the army and having a bad impact on society. If officers do not have the ability to make political judgments, they will have no backbone in the face of major issues of right and wrong, and they will easily go astray. It can be said that the ability to make political judgments is a basic quality of our military officers.

1. THE CONNOTATION AND CHARACTERISTICS OF POLITICAL JUDGMENT ABILITY

(1) The connotation of political judgment ability

Political judgment ability is a kind of ability of people to judge political issues according to certain standards, such as right and wrong, good and evil, that is, people's ability to observe, analyze and deal with problems politically. The ability to make political judgments is a necessary condition for officers to move from perceptual understanding to rational understanding and to acquire correct political knowledge.

¹ Jiang Zemin, "Speech at the Commendation Meeting for Outstanding County (City) Party Committee Secretaries," People's Daily, July 1, 1995.

With the help of political judgment, we can achieve a true understanding of the essence of various political phenomena and information through comparison, analysis, abstraction, and generalization. The ability to make political judgments can also help officers discover and examine in a timely manner all kinds of political information they already know, and the contradictions between the political level they have reached and the new situations and new problems, so as to promote the transformation of their understanding from old knowledge to new knowledge and from low level to high level. With the help of political judgment ability, officers "can not only distinguish truth from falsehood and distinguish right from wrong from various complicated political phenomena and events, but also enhance political understanding, strengthen political feelings, and gradually transform social and political demands into conscious actions through correctly evaluating others and their own political behavior."

The ability to make political judgments has a special place among the many abilities of officers, and it is the "trait" of our military officers. It has a direct impact on the way and the effect of officers' political behavior. Generally speaking, if a person's political judgment ability is strong, his political behavior will be more mature, and the effect of political behavior will be better. On the other hand, a person's political judgment ability is weak, and even if he has good political aspirations, positive political motives, and political morality, he is often unable to do so because of his limited ability, and even makes things worse.

Political judgment ability is an ability based on world outlook, outlook on life, and values. The process of political judgment is a thinking process that analyzes and judges others and one's own words and deeds by using world outlook, outlook on life, and values, and makes judgments about whether they are correct or not. On the one hand, it is a process of concretizing the understanding of world outlook, outlook on life, and values, and on the other hand, it is the external manifestation of world outlook, outlook on life, and values. In the process of evaluating political judgment ability, the formation of world outlook, outlook on life, and values can be consolidated and deepened. At the same time, the enrichment and development of world outlook, outlook on life, and values can also promote the improvement of a person's political judgment ability. On the contrary, an imperfect world outlook, outlook on life, and values will affect people's political judgment ability, and incorrect judgment ability will weaken people's existing world outlook, outlook on life, and values.

Political judgment ability has a certain ability in itself, and together with other abilities, it constitutes a person's comprehensive ability.

At the same time, the ability to make political judgments has a directional effect. That is to say, if an officer does not have a correct political viewpoint, political stance, political cultivation, etc., other abilities and qualities will be lost, and sometimes the higher the ability, the greater the negative effect.

(2) Characteristics of political judgment ability

As an indispensable ability for officers, the ability to make political judgments has characteristics that are obviously different from other abilities.

1. A clear political stance.

Political judgment is closely related to political stance. Judgments on the same matter, due to different political positions, may lead to different or even diametrically opposed conclusions. In his speech at a forum to mark the 78th anniversary of the founding of the Communist Party of China, Jiang Zemin stressed: "All comrades in the party, especially leading cadres, must firm up their correct political stand, political orientation, and political viewpoint, strictly observe political discipline, enhance their political sensitivity and political discernment, and ensure a high degree of ideological, political, and organizational unity of the whole party. Only in this way can we always maintain a sober mind, scientific understanding, and firm conviction on the road ahead, withstand the tests of all kinds of difficulties and risks, and accomplish all tasks of reform and construction."¹

"Falun Gong" has set off a storm in China. The so-called "Falun Dafa" has neither a practical basis nor a theoretical basis. Li Hongzhi, who only has a junior high school education and a primary school education, can deceive the world by plagiarizing some movements of other qigong exercises with a little trick, making slight changes, stringing them together, and adding some absurd explanations that he arbitrarily fabricates to take the name of "Fa." In just a few years, more than a million believers have gathered around him, forming a nationwide network of organizations, which has made many men, women, and children intoxicated and willing to listen to the mercy and dispatch of this "teacher." What is particularly puzzling is that a considerable number of Communist Party members, some of whom are still high-ranking party cadres and intellectuals, have also been deceived by the devil and have been lured and fooled by this person whose status and knowledge are far inferior to their own, and some of them have even become the backbone of Li Hongzhi and other illegal organizations.

¹ Mao Zedong, Deng Xiaoping, and Jiang Zemin on Ideological and Political Work, edited by the Propaganda Department of the CPC Central Committee, Study Press, 1st edition, January 2001, p. 15.

For this reason, on 24 January 2000, Jiang Zemin pointed out at the Fourth Plenary Session of the Central Commission for Discipline Inspection: "The emergence of the 'Falun Gong' issue has taught us a very profound lesson, and one of the thought-provoking problems is the participation of a number of party members and cadres. According to statistics, more than 1,900 leading cadres at the prefectural and county levels have participated in 'Falun Gong' activities. Some incumbent and retired cadres, and even a few veteran cadres of the party for several decades, have actually become the backbone of the 'Falun Gong' organization. Doesn't it be necessary for these shocking examples to arouse a high degree of vigilance among our party committees and leading comrades at all levels?"

There are many reasons for party members and cadres to participate in the "Falun Gong" organization. However, the lack of political stance is one of the main reasons. As long as comrades with a firm political stance can clearly see that the "Falun Dafa" fabricated by Li Hongzhi has obvious political motives and contains sinister political motives. He tried his best to denigrate the real life of Chinese socialism, advocated another so-called "beautiful world," and induced the masses to hate and hate the real society; he wantonly disseminated the "theory that the government is useless," made a large number of anti-government remarks, claimed that only he and "Falungong" could solve problems that the government could not solve, instigated the masses to oppose the party and the government, and caused people to shake their faith in socialism and affected social stability. It is precisely because of this that the "Falun Gong" cult has been protected, supported, and used by some hostile forces in the international community. It is precisely because some party members and cadres do not have a firm political stance and strong political sensitivity that they cannot see the impact of "Falun Gong" on national security and stability, and as a result, their political judgment has declined, deviated, or even gone to the opposite side. "The fundamental political belief of our communists is socialism and communism, and the world outlook is the dialectical materialism and historical materialism of Marxism, which cannot be shaken at any time. If a party member, especially a leading cadre, shakes these fundamental things ideologically, he will also shake the fundamental political stand of a communist, and he will inevitably deviate from the correct political orientation."¹

¹ Mao Zedong, Deng Xiaoping, and Jiang Zemin on Ideological and Political Work, edited by the Propaganda Department of the Central Committee of the Communist Party of China, Study Press, January 2001, p. 42~43.

2. Perspectives and methods of class analysis.

A very important point in political judgment is to have a clear understanding of the special forms of class struggle that exist within a certain scope in reality, and to be good at using the viewpoints and methods of class and class analysis to observe and analyze issues of the nature of class struggle. Jiang Zemin said: "After the establishment of the basic socialist system, due to domestic factors and international influences, the class struggle will continue to exist within a certain scope for a long time, and it may even intensify under certain conditions."¹

Since the emergence of socialism, the antithesis of capitalism, the imperialist strategy of "peaceful evolution" towards the socialist countries has not changed or relaxed for a single day. They have stepped up their ideological infiltration into our country and, through various media channels, and taken advantage of various opportunities to disseminate the decadent ideas, culture, and way of life of the Western bourgeoisie. The antagonism and struggle between the two social systems are protracted and complex, and we must not take them lightly. Of course, it is still relatively easy for us to recognize and resist those more direct and explicit infiltration, and for the hidden struggles, we should apply the viewpoints and methods of class and class analysis to identify and judge. An important reason why some comrades cannot distinguish right from wrong on some major issues of principle and see through the essence of some major political struggles is that they have no class viewpoint and have abandoned the method of class analysis. As long as the class struggle still exists within a certain scope, we cannot discard Marxism's classes and class analysis viewpoint and method. This type of viewpoint and method has always been a key for us to observe the complex political phenomena of the struggle between socialism and various hostile forces.

¹ Mao Zedong, Deng Xiaoping, and Jiang Zemin on Ideological and Political Work, edited by the Propaganda Department of the Central Committee of the Communist Party of China, Study Press, January 2001, p. 50.

With regard to the complex contradictions and struggles in the ideological field, such as the hostile forces' use of "pluralism in guiding ideology" to shake the guiding position of Marxism, the use of "multiple parties taking turns in power" and "separation of powers" to shake our firm belief in the party's leadership and the socialist system, and the use of "non-party and non-politicization of the armed forces" and "nationalization of the armed forces" to shake the ideological foundation of our adherence to the party's absolute leadership over the armed forces, we must understand and make judgments from the viewpoints and methods of class and class analysis, so that we can see clearly the essence of these contradictions. We should do a good job in the offensive battle of the struggle in the ideological and political field and firmly grasp the initiative in our work.

3. Keen political sense.

In the new century, as the international environment becomes increasingly complex and social changes continue to accelerate, officers' political judgment ability is facing a more severe test. From an international point of view, the multipolarization of the world political pattern and the accelerated development of the trend of economic globalization have made the international political struggle very acute, the activities of foreign hostile forces in warfare, rebellion, and infiltration against China have become increasingly rampant, and the struggle in the ideological field has become more complicated, and it is very hidden, confusing, and deceptive. International hostile forces are afraid of and unwilling to see socialist China develop steadily and prosperously, and they always create all kinds of incidents politically, economically, and diplomatically, and collude with hostile forces at home and abroad to interfere with China's socialist modernization. Under the conditions of reform, opening up, and the socialist market economy, the social and economic components, organizational forms, material interests, and employment methods have become increasingly diversified, and the collision between the old and new economic systems and the intensification of various ideological and cultural agitations have exerted a profound impact on the ideological concepts, value orientations, and behavioral patterns of officers and men. Some of the hostile elements in China oppose Marxism under the banner of Marxism, oppose science under the banner of science, and engage in reactionary political activities under the banner of ignoring politics. As the pace of military reform continues to quicken, the thinking of officers and men has become more complex and active. All these require officers to have strong political sensitivity and insight. Without political sensitivity, we will be insensitive to some reactionary and erroneous things, turn a blind eye and let them go.

As an officer, in politics, you should be good at looking at the essence from the outside and the inside, and through the phenomenon; good at seeing the subtle and knowing the subtlety, preventing the subtlety. When a certain trend of social thought has just emerged, it is necessary to see the influence that the hidden political factors may have on the troops. When unhealthy tendencies emerge in the troops, it is necessary to fully estimate the serious consequences that may occur.

When negative things are only manifested in ordinary words and deeds, we must be aware of the harm that may be caused ideologically and politically, so as to do our work in the first place and solve problems in the bud.

4. Broad vision of the world.

"Those who do not seek the overall situation are not enough to seek a domain." Officers are the organizers and commanders of the work of the troops, and improving officers' political judgment ability requires a broad vision. If we only analyze and judge things from the perspective of individuals, units, and departments, it is inevitable that there will be "myopia" and "blind spots," and we will "not know the true face of Lushan." Jiang Zemin has pointed out on many occasions that leading cadres must have a "world vision" and vigorously broaden their field of vision so that they can be good at observing the general trend of the world and correctly grasp the requirements of the times.

For example, in the face of hostile forces at home and abroad vigorously advocating "non-party and non-politicization of the armed forces" and "nationalization of the armed forces," we must have a broad field of vision, apply the Marxist standpoint, viewpoint, and method to clear away the fog and get to the root cause.

First of all, it is necessary to thoroughly expose the hypocrisy and deception of "de-partyization and non-politicization of the armed forces" and "nationalization of the armed forces" from the high plane of political laws. The so-called "non-party and non-politicization of the armed forces" and "nationalization of the armed forces" are the ways of building and administering the armed forces propagated by Western countries, and reflect the political ideas and ideological propositions of the bourgeoisie. First, it is impossible for the armed forces to be "de-partyization." The acceptance and obedience of the armed forces to the leadership of political parties has been a general law since the emergence of party politics in modern times. In Western countries, although the system of two or more parties taking turns in power is practiced, the armed forces are always under the control and command of the bourgeois parties because all the parties that come to power are without exception. Second, the army cannot be "depoliticized." Military is subordinate to politics, and war is the continuation of politics. The armed forces, whose basic function is to carry out wars and military struggles, have always been instruments for carrying out specific political tasks. In the past, at present and in the future, there is no such thing as an army that is detached from politics. Third, the so-called "nationalization of the armed forces" is hypocritical. Under the historical conditions of the existence of classes, all state apparatus, including the army, is dominated by the ruling class. The armies of Western countries claim to be loyal only to the state, but in fact they are always loyal to the country dominated by the bourgeoisie, and must unconditionally implement the program of action for bourgeois governance, and do not and cannot become the kind of "nationalized" army that is divorced from politics or political parties.

Second, it is necessary to understand and deal with the essence of "non-party and non-politicization of the armed forces" and "nationalization of the armed forces" from the strategic perspective of the future and destiny of the party, the state, the armed forces, and the socialist cause. "Non-party and non-politicization of the armed forces" and "nationalization of the armed forces" are important components of the strategic conspiracy of the Western hostile forces to step up their efforts to westernize and divide China against the backdrop of political multipolarization and economic globalization. The sinister intention of this fallacy is to try to get our army rid of the party's leadership, change the nature of our army, and then subvert China's socialist system and the ruling position of the Communist Party, and turn China into a vassal of the Western powers.

Third, it is necessary to resist and eliminate the influence of "separating the armed forces from the party and depoliticizing" and "nationalizing the armed forces" from the high plane of strengthening upholding the party's absolute leadership, which is a unique political advantage of the people's army. The party's absolute leadership over the armed forces is a fundamental boundary that distinguishes our armed forces from all the old armed forces in history and the armed forces of any capitalist country, is the core of our army's fine traditions and its unique political superiority of being invincible in the world, and is also a fundamental political guarantee for our armed forces to closely follow the new trend of military reform and become one of the world's strongest divisions and powerful forces. At present, the hostile forces are vigorously advocating "non-party and non-politicization of the armed forces" and "nationalization of the armed forces" in a vain attempt to make our armed forces shake their ideals and convictions, weaken their morale, and put them in a situation of weakness and passive beatings in the fierce world military competition and on the high-tech battlefields of the future. In the great journey of achieving the goal of building an informationized army and winning an informationized war, by strengthening the sense of military soul, our army will be able to defeat all hostile forces' fundamental slander and vacillation of our army, integrate maintaining and carrying forward the revolutionary tradition with absorbing and drawing on the advanced experience of the world's military development, and combine the unique ideological and political superiority with the powerful force radiated by military reform, so as to form an unbreakable cohesive force and an invincible combat capacity, and constantly advance from victory to new victory.

The increasingly complicated international and domestic situation urgently requires officers to persistently use Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, and the important thinking of the "three represents" to observe the world today, to observe contemporary China, and to observe the armed forces at present, and to consciously link the building of the armed forces with the development of the world, the development and changes in the international situation, and the practice of China's reform, opening up, and socialist modernization.

From the height of the world pattern and the depth of human historical development, we should scientifically judge major issues of epochal, strategic, and overall significance.

2. THE COMPOSITION OF POLITICAL JUDGMENT ABILITY

Political judgment ability is a kind of comprehensive ability, which is the ability to distinguish between right and wrong in politics under contemporary international, domestic and economic conditions. It is made up of a combination of multiple abilities. These include:

(1) Profound insight

Insight is the starting point of judgment. Any judgment begins with the observation of things, and it is only through observation, feeling, and perception that it is possible for people to obtain enough information to know things. Marx said: "The human senses, the human nature of the senses, are produced only by the existence of the corresponding objects, by the existence of a humanized nature." The formation of the senses of the five senses is the product of all previous world history.¹ The observation of politicians is usually based on the observation of the appearance of things, and the observation of the essence of things through complex phenomena (including illusions), which is an observation with strong penetrating power. Anyone with a strong political judgment ability has profound insight.

Deng Xiaoping's judgment that "peace and development are the two major issues in the contemporary world" is a concrete embodiment of his profound insight. It not only scientifically reveals the essential characteristics of the political and economic development of the contemporary world, but also enriches and develops the Marxist outlook on the times, and provides a scientific basis for the readjustment of China's internal and external strategies in the new period. Judging that "peace and development are the two major issues in the contemporary world," we can draw the following enlightenment:

¹ Marx, Economic and Philosophical Manuscripts of 1844, p. 79, People's Publishing House, June 1979.

1. Deep insight is the ability to penetrate complex phenomena and grasp the subject matter.

In different historical periods, the central issues of world politics and economy are different. In the 20th century, capitalism developed from free competition to free monopoly. After an analysis of monopoly capitalist society, Lenin proposed that the world had entered the era of imperialism. Imperialism is war, and war inevitably leads to a proletarian revolution. From this, it can be considered that the main theme of world political economy in Lenin's time was war and revolution.

After the end of the Second World War, and especially since the 1970s, the development of the world political and economic situation has undergone major changes. With the strengthening of the state's monopoly function, the ability of Western countries to regulate the productive forces and production relations has been enhanced, and major changes have taken place in the class structure. With the growth of economic interdependence, the capitalist countries have mostly used consultations and dialogues to regulate their contradictions and conflicts of interests, and no large-scale wars have broken out for a long time. Despite the antagonistic aspect between the socialist and capitalist countries, there was no direct large-scale war, but long-term peaceful coexistence and competition. After gaining national independence, the vast number of developing countries have devoted themselves to striving for a peaceful international environment in order to develop their national economies and consolidate their political independence. In the mid-80s, with the relaxation of the international situation, the focus of international competition shifted from arms competition and expansion to economic and technological development and competition. The new changes and trends in the development of world politics and economy show that the characteristics of the times of war and revolution put forward by Lenin no longer exist. With the profound insight of a strategist, Deng Xiaoping made the judgment that "peace and development are the two major issues in the contemporary world" and revealed to us the theme of the development of the contemporary world.

2. Profound insight must have the courage to break through predecessors and break through oneself.

Profound insight requires absorbing and learning from the experience and achievements of predecessors, and it also requires the courage to break through predecessors and break through oneself. In his report to the 16th CPC National Congress, Jiang Zemin pointed out: "If we want to break through our predecessors, our future generations will inevitably break through us. This is the inevitable law of social progress."

As mentioned earlier, at the beginning of the 20th century, when revealing the theme of war and revolution, Lenin put forward the concept of the times that the world has entered the "era of imperialism," and believed that imperialism is war, and war will inevitably lead to proletarian revolution. Stalin summed up this view of the times as "the epoch of imperialism and the proletarian revolution." After the founding of the People's Republic of China, our party basically inherited this outlook on the times. Mao Zedong pointed out many times: We are in an era of imperialism and proletarian revolution. Until the 1970s, he still pointed out that the main tendency in the world at present is revolution, and either revolution stops war, or war causes revolution.

Comrade Deng Xiaoping boldly broke through the limitations of the traditional outlook on the times in light of the changes in the theme of the world after the 70s. He believes that the world today is still in the great epoch of the development of human history that began after the October Revolution in Russia. That is, the transition from capitalism to socialism, and socialism replaces capitalism. "There are many different stages of development in this great historical epoch, that is, the "small era." Just as capitalism replaced feudalism, it has gone through many repeated and different stages of development, and in the great historical era of socialism replacing capitalism, there will also be repeated and different stages of development, and even retrogression. Deng Xiaoping said: "Feudal society replaces slave society, capitalism replaces feudalism, and socialism will inevitably replace capitalism after a long process of development." This is the general trend of the irreversible development of social history, but the road is tortuous. In the hundreds of years when capitalism replaced feudalism, how many dynastic restorations took place? Therefore, in a certain sense, some kind of temporary restoration is also a regular phenomenon that is difficult to completely avoid."¹ Therefore, the nature of the great epoch in which we live has not changed, and it remains the epoch of the transition from capitalism to socialism. However, in this great historical era, the characteristics of the present historical stage are no longer war and revolution, but peace and development. Seeking peace, seeking cooperation, and promoting development have become the mainstream of the times.

Here, Deng Xiaoping creatively put forward the concept of the stages of the times and the nature of the times. There are different stages of development in the great historical era, and each stage of development has its own stage characteristics, which does not contradict the nature of the great historical era.

¹ Selected Works of Deng Xiaoping, Vol. 3, People's Publishing House, 1st edition, October 1993, p. 382-383.

Just as we are in the primary stage of socialism, if we only know that we are a socialist country and do not know that we are in the primary stage, it is impossible for us to have a good understanding of the social nature of our country at the present stage, nor can we have a clear understanding of our country's national conditions. It is impossible to understand the essential characteristics of the world's political and economic development at the present stage, and it is impossible to formulate correct domestic and foreign policies. Therefore, Deng Xiaoping's concept of the great historical epoch and the stages of the epoch has greatly enriched and developed the Marxist outlook on the era.

Deng Xiaoping's judgment that war could be avoided has also undergone a process of self-breakthrough, continuous improvement, and deepening. In December 1977, Deng Xiaoping, faced with the Soviet Union's aggressive external expansion and the United States in a strategic defensive posture of contention, broke through the inherent view that war was inevitable and imminent with the courage of a strategist, and pointed out: "It is possible that we will buy a little more time without fighting."¹ This perception that the war could be postponed and that it was wary of it continued until the end of 1982.

In October 1984, Deng Xiaoping said at a meeting with then Federal Chancellor of Germany Helmut Kohl in light of the fact that the Soviet Union had begun its strategic contraction and US-Soviet relations had entered a new round of détente: "When you came to visit in 1974, we talked about the danger of war, but now our views on this issue have changed a little. We feel that the danger of war still exists, and we still need to be vigilant, but the factors that prevent the outbreak of a new world war are growing."² This sentence shows that Deng Xiaoping's views on the situation of war and peace in the world have made a new development, and it is also a breakthrough in his previous views. On June 4, 1985, Deng Xiaoping systematically expounded his new understanding of world peace at the enlarged meeting of the Central Military Commission: "It is possible to avoid a large-scale world war for a long time, and there is hope for maintaining world peace. On the basis of these analyses of the general situation in the world, as well as an analysis of our surroundings, we have changed our perception that the danger of war is imminent."³

¹ Selected Works of Deng Xiaoping, Vol. 2, People's Publishing House, 2nd edition, October 1994, p. 77.

² Selected Works of Deng Xiaoping, Vol. 3, People's Publishing House, 1st edition, October 1993, p. 82.

³ Selected Works of Deng Xiaoping, Vol. 3, People's Publishing House, 1st edition, October 1993, p. 127.

3. Deep insight can provide a scientific basis for decision-making.

Deng Xiaoping's revelation of the characteristics of the times of peace and development provided a basis for our party to abandon the class struggle as the key link and shift to the strategic focus of socialist modernization. World war can be avoided, and the judgment that peace has become the mainstream of the times provides us with a realistic possibility of concentrating our energies on modernization. "As long as we adhere to such a judgment and such a policy, we will be able to boldly and wholeheartedly carry out our four modernizations."¹ Since seeking cooperation and promoting development has become a world trend, devoting ourselves to developing the productive forces, emancipating the productive forces, opening up to the outside world, and carrying out socialist modernization drive also meet the needs of the trend of the times and conform to the fundamental interests of the Chinese people of all nationalities.

Since peace and development are the two major global strategic issues in the contemporary world, which require the efforts of all countries in the world to resolve them, they have also become the goals of China's foreign strategy. Since the Third Plenary Session of the 11th CPC Central Committee, China has always regarded opposing hegemonism, safeguarding world peace, and promoting world development and prosperity as the goal of China's foreign strategy, and at the end of the 80s of the 20th century, another article was added, that is, seeking to establish a new international political and economic order based on the Five Principles of Peaceful Coexistence. These foreign strategic objectives are formulated in accordance with the thinking of the two major themes of peace and development. At the same time, it provides a basis for China to establish the principle of independent peaceful diplomacy.

As an officer, his political insight is mainly reflected in: a high degree of sensitivity to the major activities of the party and the state, as well as new changes and developments in theories, lines, principles, and policies; pay close attention to international and domestic social trends; closely follow the trend of new military changes in the world; and paying close attention to the ideological dynamics of officers and soldiers.

¹ Selected Works of Deng Xiaoping, Vol. 3, People's Publishing House, 1st edition, October 1993, p. 128.

(2) Rigorous analysis

The use of scientific methods to process the "raw materials" obtained from the perceptual world is to remove the rough and refined, remove the false and retain the truth, so as to achieve the purpose of understanding the essence of things, which requires careful analysis. As an officer, analytical power is an ability that is constituted through a variety of analytical methods. The following mainly talks about two methods, one is the traditional class analysis method, and the other is the system analysis method that is closely integrated with modern science and technology.

1. Class analysis method.

Our army is an army under the leadership of the Communist Party of China, an army of the people, and an army of a socialist country. The class nature of our army determines that the work of officers itself has a distinct class character. The so-called class analysis method is a method of analyzing and studying various phenomena with class attributes in class society and army building from the Marxist viewpoint on class and class struggle. It is the fundamental scientific method for the proletariat and its political party to apply the principles of historical materialism to study social and historical phenomena, and it is also the main method for our army officers to understand and deal with problems of the nature of class struggle.

Historically, for a period of time after the democratic revolution and the founding of the People's Republic of China, our army used the method of class analysis, mainly through the analysis of the economic status and political attitudes of various classes, to distinguish who was our friend and who was our enemy. Organizationally, rely on the revolutionary class to the maximum, unite the middle class, isolate and strike at the reactionary class. Through such methods as "complaining about grievances and examining three times" and "remembering bitter and bitter thoughts," we should conduct class education, enhance the class consciousness of officers and men, enhance class consciousness, strengthen the proletarian stand, and strive for the proletariat to seize and consolidate political power. Through the struggle in the ideological field, we have criticized the ideology of the exploiting class, eliminated the influence of poisonous influences, established the ideology of the proletariat, and firmly established the concept of serving the people wholeheartedly. All these have played a tremendous role in the work of our army. However, under the influence of the "leftist" guiding ideology within the party, the army later tended to expand the class struggle in the application of the method of class analysis, which brought great losses to our army's work. After the Third Plenary Session of the 11th CPC Central Committee, these "leftist" mistakes and influences were cleared up, but for a time there was a tendency to be afraid of talking about classes and class struggles and to seldom apply the method of class analysis, which also had a negative impact on our army's work.

Our army is an armed group carrying out revolutionary political tasks, and almost all major issues related to the functions of our army are related to the class struggle. The report to the 16th National Congress of the Communist Party of China stressed that it is necessary to "always put political construction in the first place in all aspects of the army's work, and always maintain the nature, true colors, and work style of the people's army." Our army's "Regulations on Political Work" stresses: "The Chinese People's Liberation Army must unswervingly maintain the nature of the people's army and be loyal to the party, the people, the country, and socialism." These are clear political positions and class views. Therefore, officers must persistently apply the method of class analysis in areas related to the class struggle. In the light of the current new situation, the following points should be noted:

First of all, it is necessary to have in mind the concept of class and class struggle. Due to the changes in the social situation and the shift in the central tasks of the party and the state, the center of newspaper and periodical propaganda is economic construction, and there is little talk about class struggle. Moreover, with the in-depth development of reform and opening up, we have to deal with all kinds of figures in various countries and conduct political, economic, and cultural exchanges with them. However, our army is "a strong pillar of the people's democratic dictatorship,"¹ and as officers in this army, we must not have in our minds the concept of class and class struggle, still less can we abandon the use of class analysis methods to understand and handle issues of the nature of class struggle. Only in this way can we withstand the tests of the struggle against "peaceful evolution," reform and opening up, and a relatively peaceful environment, and maintain the nature, true colors, and work style of the people's army.

Second, it is necessary to correctly grasp the boundary conditions for applying the method of class analysis. At the present stage, there is a class struggle in our country within a certain scope. This certain range is the boundary condition under which we apply the method of class analysis. When conducting class analysis, we must conscientiously draw lessons from the "left" and the "right" and grasp this boundary condition well. It is not a question of the nature of the class struggle, it cannot be put on the platform, it is a question of the nature of the class struggle, and it cannot be unprincipled and accommodating and allowed to run rampant.

¹ Regulations on Political Work of the Chinese People's Liberation Army, 1995 edition.

Third, it is necessary to seek truth from facts and correctly handle the contradictions of two different natures. In applying the method of class analysis, it is necessary to pay attention to objectively observing problems, pay attention to comprehensiveness, and prevent one-sidedness. It should be made clear that in daily work, there are very few contradictions between the enemy and ourselves, and a large number of contradictions exist among the people. Among the contradictions among the people, the majority are also not of the nature of class struggle. Generally speaking, problems that occur within our armed forces and are of the nature of political sabotage and criminal offenses should be handled by the security departments and political and legal organs in accordance with the law. Those who accept bourgeois political views and make erroneous political remarks but have not violated the criminal law are generally to be educated and rescued according to the problem of understanding, and the organization is to be dealt with according to the degree of change; the problem of decadent ideology and life style of the bourgeoisie is focused on education and prevention, and the handling of discipline violations in this regard is different from political problems. However, the linkages and developments between them should be seen. It turns out that the question of moral character in general is not necessarily related to political issues and should be strictly distinguished. However, moral character problems of a serious nature that are often associated with political depravity should be heightened and should not be taken lightly.

2. Systems analysis.

The method of system analysis is a method of understanding and transforming things from the perspective of systems, from the interconnection and interaction between systems and elements, systems and environments, and elements and elements.

When applying the system analysis method, there are several issues that officers should pay attention to and grasp:

The first is the principle of wholeness. The armed forces are an organic whole, and no matter which unit or department they are, they are not only a relatively independent whole, but also a part of the armed forces as a whole. There is a clear division of labor at all levels and in all departments of the military, and with the development of science and technology, the division of labor has become more and more detailed, and the work has become more and more specialized. In actual work, officers should be good at proceeding from the overall situation and the overall situation, and should not think that the work of their own units and departments is important, so they should wander away from the whole, be self-righteous, and go their own way. You can't think that your job is not important, so you lower your standards and cope with errands.

What we need to achieve in the building and reform of the armed forces is a major goal that has a bearing on the overall situation.

To achieve this great goal, it is necessary to have the idea that the whole army is playing a game of chess, and proceed from the overall situation of army building. It is necessary to pay attention to the overall situation and pay attention to overcoming individualism and self-centeredness. If we only proceed from the interests of our own units and individuals, it will be very difficult for us to break out of the small circle of local interests. Obeying the overall situation and maintaining the overall situation requires dedication and sacrifice. Taking into account the overall situation is a concrete embodiment of the political consciousness of military officers, and it is also the embodiment of party members' stress of party spirit and principles. As long as we wholeheartedly think about the building of the troops, we will be open-minded, keep the overall situation in mind, and consciously act under the overall situation.

The second is the principle of relevance. Everything in the world is in a multi-system connection, not only a unity with structure and function, but also exists as a component element of a larger system, a complex of internal and external connections. The same is true of the military, where the work of various units and departments and the central work of the overall situation are interrelated and interact with each other, and there are both contradictory and unified aspects. For example, military, political, logistical, and equipment work are all interrelated and mutually influential; the armed forces and the localities, as well as our armed forces and foreign armed forces, are also interrelated and mutually influential. Officers should pay attention to studying and grasping the interrelationship between the various elements within the system and their laws, and then grasp the overall structure, function, and characteristics of the system. By clarifying this relevance, we can be far-sighted and have the overall situation in mind when understanding the problem, and we can cooperate with each other and actively coordinate in our work, so as to avoid the defects of narrow vision and short-sightedness. Only in this way can one become an officer with an overall vision, an officer with a promising future, and a qualified officer.

The third is the principle of dynamics. Everything in the world is in a dynamic process, with a process of generation, development and disappearance. It is precisely this kind of change that has caused all kinds of new situations and new problems to emerge one after another. This requires officers not to stick to the old ways, to stand still, but to be bold in making innovations. As an officer, only by innovating can we have an inexhaustible motive force for development, adapt to the development of the situation, and make continuous progress. As Jiang Zemin said in his report to the 16th National Congress of the Communist Party of China: "There is no end to practice, and there is no end to innovation." This requires us to adapt ourselves to the new development of the practice of army building, and consciously emancipate our ideological understanding from the shackles of outdated concepts, practices, and systems, from the erroneous and dogmatic understanding of Marxism, and from the shackles of subjectivism and metaphysics.

It is necessary to uphold the basic tenets of Marxism, write a new theoretical chapter, carry forward the revolutionary tradition, and create new experiences. He is good at unifying his thinking in the process of emancipating his mind and using the developing Marxism to guide new practice.

Fourth, the principle of orderliness. The development and change of any thing is regular, that is, systematic, any connection is carried out according to levels and levels, and the changes and movements of the system are all activities according to certain procedures. When some officers understand problems, they often only list examples in pieces, comprehensively synthesize the situation, go from phenomenon to phenomenon, and discuss things on a case-by-case basis, with shallow thinking and lagging behind. The main reason for this is that they can't figure out the law and can't grasp the essence. Therefore, officers should painstakingly practice the basic skills of grasping the law, be keen to observe and think diligently, and often make in-depth comparisons and analyses of things from multiple angles, aspects, and levels, so as to make profound synthesis and generalization. In the course of work practice, it is necessary to study and explore the laws governing the work of one's own units and professional departments, as well as the laws governing the work of superiors and subordinates, and the laws governing the comprehensive building of the armed forces. The more deeply we understand these laws and the more skillful we are in applying them, the more predictable and forward-looking our work will be.

Fifth, the principle of optimization. It refers to the selection of the optimal system scheme from a variety of possible ways, so that the system is in the optimal state and achieves the optimal effect, which is the purpose of the system method. There is often more than one solution to any problem. In the end, which method should be adopted, we should not only base ourselves on our own units and departments, but also take a holistic view of the overall situation, consider the present situation and take a long-term view, and dialectically unify the whole and the part in a dynamic way.

The work of an officer at any level is a multi-level, multi-element, dynamic and open system. It is composed of a certain structure according to a certain goal and under a certain environmental influence, and is composed of the main body system and the object system of the army's work according to a certain structure. The environment and the subject and object systems interact with each other and promote each other, giving play to the overall function of the military's work. Applying the systematic method to the practice of military work is of great significance to bringing into play the overall efficiency of the military work system and to achieving the best results in military work.

Therefore, it is very important for officers to master this method in order to improve their overall ability, including their analytical ability.

(3) A high degree of integration

Judgment requires mastering a large amount of first-hand information, and forming a correct judgment through the systematic and comprehensive integration of these data. Whether it is good at integration is an important factor in whether the judgment is strong or not.

1. Integration is to be good at grasping the overall situation from the relevance of things.

Deng Xiaoping repeatedly admonished people: "We must advocate taking the overall situation into account." Some things are feasible from a local point of view, but not from a big picture point of view; some things are not feasible from a local point of view, but they are feasible from a big picture point of view. At the end of the day, it's all about looking at the big picture.¹ This not only shows the strong party spirit and principles of an old Communist Party member, but also shows us the revolutionary demeanor of Deng Xiaoping who consciously acted according to the dialectical method, correctly handled the dialectical relationship between the whole situation and the part, and had a scientific sense of the whole.

There is a famous saying in ancient Chinese politicians governing the country: those who do not seek eternity are not enough to seek a moment; those who do not seek the overall situation are not enough to seek a domain. The global and the local are two important philosophical categories of materialist dialectics. Engels pointed out: When we carefully examine the natural world or human history or our own mental activities, the first thing that appears before our eyes is a picture of an infinite interweaving of various connections and interactions. Materialist dialectics is the science of universal connections. It sees the whole world as an interconnected unified whole, and everything is an ingredient or link in a unified web of connections. Therefore, in practice, people are required to pay great attention to correctly handling the dialectical relationship between the overall situation and the part, to grasp their organic relationship, and to pay special attention to grasping the overall situation from the correlation of things. The overall situation and the local are not only different from each other, but also interrelated and unified with each other, and under certain conditions, they will transform each other. The whole is the whole that organically combines the parts, and the parts are the basis for the whole situation, and both are indispensable. The overall situation is the dominant aspect of the existence and development of things, plays a decisive role in the process of the existence and development of things, and is in a commanding position;

¹ Selected Works of Deng Xiaoping, Vol. 2, People's Publishing House, October 1994, 2nd edition, p. 82.

The local is in a subordinate position in the process of the development of things, and has an important influence on the development of things. The overall commander of the local and the local subordinate to the whole. Only under the command and coordination of the overall situation can the various parts maintain their intrinsic ties and develop along with the development of the overall situation. If the local does not obey the overall situation and detach itself from the overall situation, it will not only hinder the development of the overall situation, but also damage the development of the local itself. This requires us to focus on the overall situation, take the overall situation as the starting point, and correctly handle the relationship between the overall situation and the local when analyzing and judging things.

As an officer, you must keep the overall situation in mind and focus your attention on the overall situation. As Mao Zedong pointed out: "It is a kind of leadership art for leading personnel to take the overall situation into account in accordance with the historical and environmental conditions of each specific region, correctly decide the focus of work and work order in each period, and persistently implement such decisions, so as to achieve certain results."¹

On the issue of correctly handling the relationship between the overall situation and the local situation, Deng Xiaoping was exemplary. As early as January 1943, Deng Xiaoping, who served as political commissar of the 129th Division of the Eighth Route Army and secretary of the Taihang Branch of the Communist Party of China, put forward a series of important ideas to guide the overall situation of the war when summing up the experience of the struggle against the enemy over the past five years of the War of Resistance Against Japanese Aggression. He seriously criticized some comrades at that time for being careless in "speech, action, and policy decisions" and for lacking a deep understanding of the central authorities' principles, and pointed out that the reason for this was that "we do not have enough understanding of the political significance of the fact that every move we make in the struggle behind enemy lines can affect the whole country." In the final analysis, it was "a lack of a sense of the overall situation" and "the main manifestation of independence and impure party spirit." He stressed that all our policy actions should take into account not only the base areas themselves, but also the impact on the whole country. This concept should be established among cadres, especially among leading cadres. In June 1947, Liu Deng's army leapt thousands of miles into the Dabie Mountains, posing a great threat to the rule of the Kuomintang government. Chiang Kai-shek mobilized heavy troops to encircle and suppress Liu Deng in an attempt to get rid of them, which put the troops under tremendous pressure and paid a heavy price, thus giving rise to some misunderstandings and pessimism among the cadres and soldiers.

¹ Selected Works of Mao Zedong, Vol. 3, People's Publishing House, 2nd Edition, 1991, p. 901.

On April 25, 1948, Deng Xiaoping convened a joint meeting of the Henan, Shaanxi, and Hubei Front Committees and made a speech entitled "The Victorious Situation of Leaping into the Central Plains and Future Policies and Strategies." Proceeding from the overall situation, he dialectically pointed out: "Some of our Communist Party members, who have too few Marxist-Leninist ideological methods, think that the whole world is full of clouds when they see a small cloud on their heads, look at problems intuitively, and judge the victory or defeat of the revolution by whether there is a dark cloud on their heads.¹ Then, he calculated an account for everyone, pointing out that we have now attracted more than half of Chiang Kai-shek's troops on the southern front in the Central Plains, ensuring the smooth development of our army in other areas and the annihilation of the enemy.

2. The ability to integrate is to be good at grasping the whole from the synthesis of elements.

The key to integration is to have a holistic awareness. Materialist dialectics is to study and grasp the unity of contradictions as a whole. However, for quite a long time, people have paid more attention to studying and grasping the "opposites" of contradictions and the two sides of contradictions, and have neglected the unity of contradictions. If we do not study and grasp the issue of the unity of contradictions as a whole, it will be difficult for us to study and grasp things from a far-sighted perspective, and it will be difficult to make correct judgments.

The modern system theory proposed and founded by the Austrian biologist Ludwig von Bertalanffy reveals that everything exists as a system, and its elements are a unity that is interconnected and interacts with each other. Wholeness, therefore, is one of the most fundamental characteristics of systems theory. This feature illustrates that a system is not a chaotic and accidental accumulation, but a regular whole composed of multiple elements. It requires revealing the characteristics and laws of motion of the system in the interdependence, mutual combination, and mutual restriction between the whole and the parts of things. Undoubtedly, this characteristic revealed by systems theory also embodies the basic spirit of materialist dialectics on universal connection and emphasis on the identity of opposites.

¹ Selected Works of Deng Xiaoping, Vol. 1, People's Publishing House, 2nd Edition, October 1994, p. 99-100.

As Bertalanffy himself emphasized, the dialectics of Marx and Hegel played a large role in the creation of systems theory.

In the history of our army, Tan Zheng's "Report on the Political Work of the Army" can be said to be another milestone in our army's political work after the "Resolution of the Gutian Conference." Tan Zheng's report discusses the political work of our army, but he has always insisted on understanding and judging political work in the context of the entire work of our army. It comprehensively summed up the experiences and lessons of the military's political work after the Gutian Conference, expounded the nature, status, and basic principles and principles of the people's army's political work, put forward opinions on reforming the organizational form and work system of political work, and expounded the correct attitude that should be adopted toward the tradition of political work.

Tan Zheng pointed out in his report: "It is necessary to make all units of the Eighth Route Army and the New Fourth Army unconditionally obey the political leadership of the Communist Party Central Committee and its representative organs, so that the army will not deviate and achieve the goal of harmonizing the army and the people of the whole country and overthrowing Japan imperialism." The "so-called military-party relationship" means that our armed forces must be completely and unconditionally placed under the political leadership of the Communist Party and its leading organs, and must not be independent. The basic principle of revolutionary political work in the armed forces is to educate the armed forces with the program of the national democratic revolution and in the spirit of the people's revolution, so that the revolutionary armed forces will tend to be unanimous within the revolutionary army, and that the revolutionary army will be in unison with the revolutionary people and the revolutionary government, so that the revolutionary army will completely obey the political leadership of the revolutionary party, enhance the combat effectiveness of the armed forces, and carry out the work of disintegrating the enemy army and the friendly armies, so as to achieve the goal of uniting oneself, defeating the enemy, liberating the nation, and liberating the people." This is what we mean when we say that "the political work of the revolution led by the Communist Party is the lifeblood of the revolutionary army." When this kind of revolutionary political work is combined with revolutionary military work, it becomes the entire work of the revolutionary army. "Without this kind of military and political work, it is impossible to have an army that thoroughly embraces the interests of the people."

"Political work should have its proper place in any part of the revolutionary army, and its role should be duly emphasized, otherwise the work of this army will suffer."

"It is wrong to overemphasize the status of political work, but it is also wrong to have no necessary emphasis, and it is also wrong to have no necessary status." The direction of the army as a whole is the direction of political work. Therefore, the tasks of political work can only be based on the basic tasks of our army..... with the specific task at hand..... It is stipulated that there can be no so-called independent tasks of political work in addition to the basic tasks of our army and the specific tasks of the present."¹

Judging from the actual situation of the troops' work, both the overall situation and the local situation and the overall situation and the small situation are all important components of the unified whole. Therefore, while dealing with the dialectical relationship between the whole and the part, we should also pay attention to grasping the whole of things in the integration of various elements, that is, to incorporate the individuals, phenomena and processes of things into a broader scope and relationship, and focus on studying the interrelationship between the various parts that make up the whole of the system, rather than just focusing on the situation of a certain part. This avoids sacrificing and influencing the whole for the optimization of the part, so as to grasp the individual and phenomenon more deeply.

3. Integration is to be good at balancing the system from the dynamics of development.

The interconnection and interaction between various components of the various things that exist as a system promote the continuous development and change of the system as a whole. Therefore, the system is a dynamic whole, and when we study the system, we should pay attention to coordinating the relationship between various parts in the dynamic, do a good job of comprehensive balance, and grasp the law of development of things. This is also an inevitable requirement and further deepening of the overall grasp of things. In practice, officers must step up their study in order to enhance the systematization of their work, and pay attention to abstracting the main lines and laws from the complex connections between things, processes, and elements, so as to grasp the dynamic system as a whole and make correct judgments that are in line with the overall situation.

3. CULTIVATION OF POLITICAL JUDGMENT ABILITY

"Peace and development remain the main themes of today's world. However, the unjust and irrational old international political and economic order has not fundamentally changed. Uncertainties affecting peace and development are growing.

¹ Classic Literature on Military Political Work, p. 28, Shanghai Branch of Nanjing University of Political Science, April 2003, first edition.

Factors of traditional and non-traditional security threats are intertwined, and the threat of terrorism is on the rise. Hegemonism and power politics have taken on new manifestations. Local conflicts caused by ethnic and religious contradictions and border and territorial disputes have come and gone. The gap between the North and the South has widened. The world is still very unstable, and humanity faces many serious challenges.”¹ In the face of a complex and ever-changing environment, in order to always maintain the nature, true colors, and work style of the people's army, it is necessary to always put political construction in the first place in all aspects of the army's construction, and it is necessary to strengthen the cultivation of officers' political judgment ability and regard it as the primary content.

In order to improve their political judgment, officers must strengthen their self-cultivation, and in particular, they must actively adapt themselves to the needs of the situation, tasks, and the times, persist in keeping pace with the times, have very firm convictions, always maintain a sober political mind, have strong political acumen, and have a clear sense of party spirit and principles.

(1) Strengthen political convictions

Firm political conviction is the soul of a communist, the indispensable political quality and the primary condition for officers at all levels, and the foundation of political judgment. In his report to the 16th National Congress of the Communist Party of China, Jiang Zemin pointed out: "Communist Party members must play a vanguard and exemplary role, firmly establish the lofty ideals of communism and the firm belief in socialism with Chinese characteristics, and strive in a down-to-earth manner to realize the party's basic program at the present stage." As an officer, to be firm in your political convictions, you must:

Persist in arming the mind with advanced theories.

Without revolutionary theory, there can be no revolutionary practice. A lack of soberness in theoretical understanding will inevitably lead to inaccuracy and mistakes in political judgment. Our party has always attached importance to the theoretical study of the whole party, especially the leading cadres who are party members, and has repeatedly stressed the need to strengthen the study of Marxist theory and strive to master and apply the Marxist stand, viewpoint, and method.

¹ Building a Moderately Prosperous Society in an All-round Way and Creating a New Situation in the Cause of Socialism with Chinese Characteristics, pp. 45-46, published by the People's Publishing House, November 2002, the first edition.

If we do not truly study and understand and understand the theoretical system and profound connotations of the writers of the Marxist classics in a comprehensive and systematic way, we will not be able to consciously uphold and apply Marxism, we will not be able to integrate theory with practice, and we will inevitably have vague or erroneous understandings of this or another about the new situations and new problems that arise in practice, which will lead to wavering or deviation in our convictions. Therefore, officers must unremittingly study Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, and the important thinking of the "three represents," constantly deepen their understanding of the laws governing the Communist Party's governance, socialist construction, and the development of human society, and constantly transform the subjective world while transforming the objective world. It is necessary to combine the study of Marxist theory with the summing up of practical experience and with the study of contemporary economic, scientific, technological, and cultural knowledge. Officers should set an example in studying, lay a solid foundation in Marxist theory, strengthen their ideals and convictions, enhance their political sensitivity and political discernment, and enhance the principled, systematic, predictable, and creative nature of their work.

Become an active propagandist of socialism.

As military officers, it is not enough for them to be firm in their conviction in socialism, but they should also arm themselves with Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, and the important thinking of the "three represents," as well as with the officers and men under the Ministry of Education and those around them, and deepen their study and understanding of theories in the course of propaganda and constantly improve their political judgment ability. Through hard work, we should uphold and consolidate the guiding position of Marxism, help people establish a correct world outlook, outlook on life, and values, strengthen their belief in Marxism and socialism, enhance their confidence in reform, opening up, and modernization, and enhance their trust in the party and the government. It is necessary to profoundly analyze the objective environment and its basic characteristics that have an effect on the ideological activities of the vast number of officers and men under the new situation from the angles of international and domestic, historical and realistic, and correctly examine and resolve those major theoretical and practical problems that affect the ideological activities of officers and men. At present, there is an urgent need to solve the problem of enabling the vast number of officers and men to clearly understand the four major issues that directly affect people's ideological activities: "how to understand the historical process of socialist development," "how to understand the historical process of capitalist development," "how to understand the impact of the practical process of socialist reform in our country on people's thinking," and "how to understand the impact of today's international environment and international political struggles."

Whether or not we can deeply study these major questions and strive to make scientific answers with theoretical depth and convincing force is of great practical significance and far-reaching historical significance for guiding subordinates to correctly understand the objective laws of social development and the long-term, complex, and arduous nature of the socialist cause, and to strengthen their determination and confidence in the road of socialism with Chinese characteristics. Marx said: "Once theory has mastered the masses, it will also become a material force. As long as theory convinces people, it can grasp the masses; and as long as the theory is thorough, it can convince people. "It is not easy for an officer to become a qualified propagandist of socialism, but it is by no means unattainable. The key lies in whether you really believe in it, whether you really learn, whether you understand it, whether you understand it, whether you have done it, whether you have achieved the combination of theory and practice, and whether you have achieved the unity of knowledge and action.

Achieve the unity of knowledge and action.

Our party is a Marxist political party, and officers should be cadres armed with Marxist theory. Facts have proven that subordinates' understanding and acceptance of Marxism are to a great extent influenced by the behavior of officers. The fine work style and exemplary behavior of officers are a living Marxist textbook that can infect and impress countless subordinates. In the history of the party, Mao Zedong once compared our party's cadres to the "propaganda team" and "seeding machine" of Marxism. On the other hand, if an officer says one thing and does another in his work, this will inevitably lead his subordinates to doubt the scientific theory itself, and even cause rebellion and rejection. The so-called crisis of faith and belief in society is, to a large extent, a crisis of trust. Therefore, when an officer preaches Marxism-Leninism to others, he must first be a staunch Marxist; to allow others to use Marxism to occupy the ideological and cultural front, we must be the backbone of this position. If you become a "deserter" and a "prisoner," then this position can easily be broken from the inside. In addition to being upright themselves, officers must also have the courage to fight. At present, many contradictions and problems are not due to the lack of solutions, but the lack of courage to solve them. We must dare to wage a resolute struggle against remarks and behaviors that slander Marxism and socialism, set strict demands on our spouses, children, and comrades around us, and dare to deal with corrupt phenomena and problems, even if they affect certain personal interests.

It is necessary to let the masses see in themselves the image of a true Communist Party member, the demeanor of a Marxist, and the hope of the country and the nation, so as to strengthen their conviction in building socialism with Chinese characteristics.

Officers should ensure that no matter how the situation changes, how complicated the environment is, and no matter what difficulties and risks they face, they must not waver in their belief in Marxism, their belief in communism, their confidence in building socialism with Chinese characteristics, their trust in the Communist Party of China, and their eternal military soul of upholding the party's absolute leadership over the army.

(2) Maintain a high degree of political sensitivity

During the war years, it was relatively clear who was our enemy and who was our friend, what was revolutionary and what was reactionary, and it could be said that there was a clear distinction between the enemy and our front. In the current period of major social changes, social ideology and culture are pluralistic, the struggle in the ideological field is very complicated, and the infiltration and sabotage of our country by hostile forces is always changing their methods, which are very hidden, confusing, and deceptive. Some are anti-Marxism under the banner of Marxism, anti-science under the banner of science, political opposition under the banner of not engaging in organizational activities, and political activities under the banner of not caring about politics. This requires officers to possess strong political acumen and political discernment, be highly vigilant against the corrosive influence of various reactionary ideologies on the troops, and always ensure the political firmness of the troops. At present, correct, advanced, and progressive ideological concepts are the mainstream of China's ideological field. However, it should also be noted that China is in a period of transition to a socialist market economic system, the social changes are very extensive and profound, and the struggle in the ideological and political fields is still intense, complex, protracted, and sometimes even quite acute. Officers should be good at distinguishing right from wrong in complicated situations, promptly discern and resist the influence of erroneous trends of thought and unhealthy tendencies, and grasp the correct political orientation. It is necessary to stress study, politics, and healthy trends, earnestly enhance political sensitivity and political discernment, and be good at observing and handling problems politically. Through study, we should enhance our consciousness in implementing the party's basic theory, basic line, and basic program, and enhance our political awareness and awareness of the overall situation. It is necessary to strengthen the concept of discipline and the legal system, and consciously use party discipline and state law to regulate one's own behavior.

We should conscientiously study and strictly abide by the provisions of the party constitution and guidelines, and maintain the advanced nature of communist party members. It is necessary to consciously study and master the basic knowledge of laws and regulations and discipline so that their behavior conforms to the requirements of laws and regulations. Constantly enhance the awareness of the law and the concept of the legal system, especially the ability to handle affairs according to law, and become a model of abiding by discipline and law, and handling affairs according to law. When there is an important trend, we must be able to see the political background and political motivation behind it; when events develop, it is necessary to foresee the possible political impact and political consequences; when dealing with problems, it is necessary to make clear what kind of political attitude and political principles should be upheld.

(3) Adhere to the principles of party spirit

At present, the advancement of reform and opening up and the development of the socialist market economy have promoted the all-round development of the social productive forces and the quality of the people, and at the same time, they have also had a major impact on the building of ideology and morality. The lack of strong party spirit and principles is an important source of all kinds of negative and corrupt phenomena and is the main culprit for shaking ideals and convictions. Now it is true that there are a number of people who have lost their minds as playthings, disarmed themselves ideologically and morally, pursued an arrogant and lascivious life, and become captives of money worship, extreme individualism, and decadent lifestyles. Therefore, officers must use the moral standards of communists as a ruler to inspire their consciousness, build the party for the public good, and lay a solid ideological foundation.

Regardless of their rank or length of party service, if an officer gives up ideological transformation, deviates from the purpose of serving the people, and uses the power entrusted by the party and the people as a means to pursue personal interests, he will be abandoned by the times and spurned by the people, and his reputation will be ruined. Individual corrupt elements in the party, they do not build the party for the public, but for the private gain; it is not about righteousness, but about evil; it's not above board, but two-sided. It is precisely because they have completely betrayed the party's purpose that it is inevitable that they will degenerate from a leading cadre into a deranged, corrupt element.

If we forget the purpose of the party and abandon the principles of the party spirit, our bodies will deteriorate, and our fragile shells will be vulnerable in the face of the turbid waves of money, beauty, and selfish desires. Only by serving the people wholeheartedly can the masses truly trust you, support you, regard you as the backbone and close friend, and enhance the party's prestige among the masses. With the deepening of reform and opening up, and the development of the socialist market economy, changes are and will continue to take place in all aspects of social life. In the new historical period, new situations and new problems are ever-changing, but the nature of the party cannot be changed, the purpose of serving the people wholeheartedly cannot be changed, the fine tradition of maintaining close ties with the masses cannot be changed, the work style of coming from the masses to the masses cannot be changed, and the spiritual outlook of always sharing weal and woe with the people, sharing life and death, and constantly striving for self-improvement cannot change.

As the organizers, commanders, leaders, and practitioners of the troops' work, officers should bear special responsibilities in safeguarding the party's policies and resolutions, must always stand on the party's standpoint, adhere to the clear-cut party spirit and principles, and earnestly assume the political responsibility of checking and supervising the party's absolute leadership over the army. Therefore, officers must always have the concept of the party, must not be ambiguous in the slightest on issues of principle, take a clear-cut stand and take a firm stand on what they approve of and what they oppose, take the lead in listening to greetings, observing rules, and stressing procedures, strictly observe political discipline, and resolutely prevent and overcome the erroneous tendency of being inconsistent in their words and deeds, doing their own thing, discounting, and making changes.

CHAPTER III: PLANNING AND DECISION-MAKING ABILITY TRAINING

The level of planning and decision-making of officers has a direct impact on the development of work and the fulfillment of tasks. Some officers are unable to grasp the ideas of their work, some are unable to put forward weighty and valuable opinions and suggestions, and some of their work is always hovering at a low level, all of which reflect the problem that a person's level of planning and decision-making is not high.

1. ELEMENTS AND PROCESSES OF PLANNING

The so-called planning refers to the use of certain thinking methods to guide and solve problems. Human behavior is governed by his thoughts, and the thinking activities carried out by human beings in practical activities can be called planning. Planning and decision-making are both distinct and closely linked. Planning is the premise of decision-making, and decision-making is the purpose of planning; there is decision-making in the planning process, and there is planning in the decision-making.

(1) Elements of planning activities

1. Essential elements: subject, object and instrument.

The subject of the plot is the officer himself; the object is the work faced by the officer; tools are all kinds of material carriers, communication media, methods, procedures, etc.

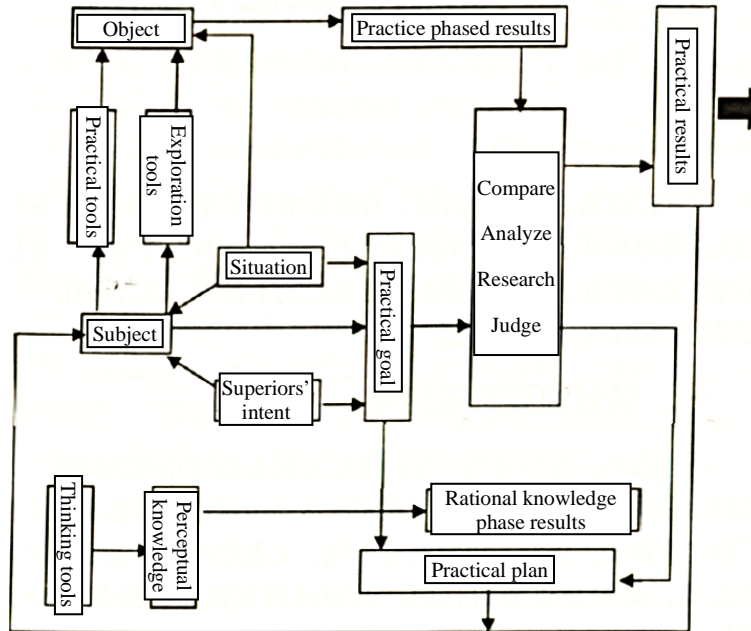
2. Direction Elements: Practical Purpose and Practical Results.

In practical work, once the purpose of an activity is determined, officers must plan the activity in accordance with the purpose and must not deviate from it at will.

In the process of planning, it is necessary to compare and analyze the new situations and new problems that are constantly emerging in practice with the goals to be achieved at any time, and to study and make judgments, so as to constantly revise and improve the activity plan.

3. *Process elements: practice plan, that is, specific methods and steps to achieve the goal.*

(2) Diagram of the planning process



On the one hand, the subject uses tools to explore the object, forms a certain perceptual understanding and rational understanding, and at the same time determines the practical purpose and practice plan according to the situation and superiors' intent. Then, through the efforts of the subject, the object is transformed.

On the other hand, due to the influence of the subject, the object will be changed in one way or another, and the staged results of practice will be produced. At this time, it is necessary to compare, analyze, and make judgments on the staged results of practice with the phased results of practical purpose and rational understanding.

If there is agreement, the practice should be continued. If there is a deviation, the practice should be adjusted or corrected to continuously promote the planning activity to success.

2. THE PLANNING OF THE PLAN

(1) Determine the goal

1. Determine the meaning of the goal

Defining goals is an important part of planning on the basis of understanding the intent of superiors and grasping the situation of the unit. Its significance is: first, to point out the direction for planning; second, unify the thinking of planners; third, to provide criteria for the development and selection of options; fourth, control the entire planning activity.

2. Determine the principles of the goal

The main principles that should be followed in determining the goals are: first, necessity. That is, it is really necessary for the organization at the same level to enable the contradictions and problems of the organization to be resolved. Second, feasibility. That is, it not only conforms to the intent of superiors and the constraints of external conditions, but also fully considers the constraints of various internal conditions of the organization. Third, reasonableness. It is necessary not only to have a reasonable advanced nature, but also to enable the Organization to develop its strong points and avoid its weaknesses and give full play to its strong points. Fourth, appropriate flexibility. That is, there is room for anti-interference. Fifth, clarity. That is, the goal is clear, specific, easy to grasp, easy to measure, and easy to operate.

3. Methods for determining goals

The first is to decompose and synthesize the target. On the basis of the analysis of various problems and contradictions, eliminate unattainable goals and prioritize several goals. After the overall goal is formulated, the sub-objectives of each stage are arranged, and then the ideal indicators that are hoped to be achieved and the minimum indicators that must be achieved are formulated.

The second is to think about constraints. The first is capacity constraints, which put the objective and subjective capabilities of the Organization on a footing. For example, the appeal and execution ability of the planners, the enthusiasm and recognition of the masses. The second is the time constraint, which defines the time frame for achieving the goal and determines the rate at which the goal will be achieved. Finally, there is the value constraint, which considers the priority criteria for determining the basis of the minimum indicator and the specific goal in the event of a contradiction.

(2) Formulate a plan

1. Prepare a plan

A program is a collection of measures, approaches or ways to ensure that the objectives are achieved. The principles that must be followed in the preparation of the plan are: first, the principle of innovation. When encountering new problems and new contradictions, traditional and effective methods are of course needed, but it is difficult to be effective by sticking to the old ways and simply imitating them. Second, the principle of constraints. The practice plan must take full account of the constraints of various factors. Third, the principle of time. Timeliness is always a factor that should be taken into account in the preparation of a plan. Fourth, the principle of diversity. The program takes into account as many possibilities as possible and comprehensively enumerates the various ways and measures to achieve the objectives.

2. Program analysis

Scheme analysis is to use certain methods and methods to analyze and evaluate the benefits, hazards, sensitivities and other aspects of the proposed feasible schemes, so as to further understand the pros, cons and feasibility of each scheme. The main methods of program analysis are: first, empirical analysis, that is, summarizing the empirical facts of past successes or failures to support or oppose existing solutions; second, abstract analysis, that is, to eliminate irrelevant and accidental factors, and extract the important characteristics or necessary connections of objects to understand; third, the comparative analysis method, that is, several schemes are put together for comparative analysis; fourth, the pilot analysis method, that is, for some complex and major problems, in order to gain experience, the pilot analysis is first carried out on a small scale to gain greater certainty.

The contents of the program analysis are roughly as follows: first, benefit analysis, mainly referring to social benefits; second, hazard analysis, the adverse consequences of the implementation of the program; third, the analysis of implementation conditions, fully considering whether the conditions for implementation are met; fourth, sensitivity analysis, that is, to investigate and determine the degree of shock that the program can withstand when encountering unexpected or abnormal situations during the implementation process.

3. Scheme selection

The principles of choosing a solution are: first, the principle of objectives. That is, according to the closeness of the plan to the goal, the choice is made from whether the plan can meet the requirements of the goal.

In a single-objective scenario, the objective is the only criterion for program selection. In a multi-objective program, it is necessary to consider the suitability of the program with the objectives of all aspects and phases, as well as the suitability of the program with the overall objective, and to measure it with both desirable and minimum indicators, so as to determine the proximity of the program to the overall target system. Second, the principle of interests. That is, the choice is made according to the benefit of the program, the size of the harm, and the degree of risk. Third, the principle of satisfaction. In real life, it is necessary not only to strive to find the best solution, but also to require the plan to meet the requirements of the goal, and its benefits make the planner satisfied. Fourth, the principle of adaptability. That is, from the sensitivity of the plan, consider whether the plan can adapt to environmental changes and unexpected events once it is implemented.

(3) Implementation and adjustment of the program

With a plan, it is only the beginning of the work, and the more important and larger amount of work lies in the implementation of the plan.

The basic requirement for program implementation is to ensure that the program is completed in a comprehensive and balanced manner. If decision-making and the formulation of plans are primarily the business of officers, the implementation of plans depends on the efforts of all members of the organization. Therefore, whether the program can be completed in a comprehensive and balanced manner depends to a large extent on whether the enthusiasm of all personnel can be fully mobilized in the implementation of the program.

In order to give full play to the role of different personnel in the implementation of the program and coordinate the efforts of these personnel, it is necessary to transform the tasks into overall goals, and decompose them into sub-objectives of various units and levels according to the characteristics of the target activities and organizational structure, and managers at all levels of the organization should guide and control the work of the lower levels according to the requirements of the sub-objectives. This is often referred to as management by objectives. The implementation of management by objectives generally involves the following steps.

1. Set goals

This includes the identification of overarching objectives and sub-objectives for each unit. The overall goal is the state and level of activity to be achieved in the future, which in fact depends on the joint efforts of all members. In order to coordinate the efforts of these members in different time and space, each member of each unit should establish sub-objectives that are integrated with the overall goal. In this way, a consistent goal system centered on the overall goal has been formed.

When formulating the goals of each unit and each member, the higher levels should put forward their own policies and goals to the subordinates, and the lower levels should formulate their own target plans in accordance with the policies and objectives of the higher levels, and on this basis, they should hold consultations and finally make a decision after comprehensive consideration by the superiors.

2. Execution goals

Members of all levels and units in the organization must engage in certain activities in order to achieve the sub-goals; a certain amount of resources must be used in the activity. In order to ensure that they are in a position to carry out their targeted activities, they must be empowered to mobilize and utilize the necessary resources. With a goal, the members of the organization will be clear about the direction of their efforts; with power, they will have a strong sense of responsibility corresponding to the use of power, so that they can give full play to their judgment and creative ability, so that the implementation of goals can be carried out effectively.

3. Evaluate the results

Achievement evaluation is not only the basis for the implementation of rewards and punishments, but also an opportunity for communication between the top and bottom, and a means of self-control and self-motivation. Outcome evaluation includes not only the evaluation of superiors to subordinates, but also the evaluation of subordinates to superiors, peers and self-evaluation at all levels. The mutual evaluation between superiors and subordinates is conducive to the communication of information and opinions, so as to achieve control over activities; the evaluation between horizontal units is conducive to ensuring the coordination of activities in different links; the self-evaluation of personnel at all levels is conducive to promoting their self-motivation, self-control and self-improvement.

4. Implement rewards and punishments

The rewards and punishments given to different personnel are based on the combined results of the above-mentioned evaluations. Rewards and punishments can be material or spiritual. Fair and reasonable rewards and punishments are conducive to maintaining and mobilizing the enthusiasm and enthusiasm of personnel, and unfair rewards and punishments will affect the improvement of the behavior of these members.

5. Set new goals and start a new goal management cycle

Achievement evaluation and personnel behavior rewards and punishments are not only a summary of the effect of activities and personnel contributions at a certain stage, but also provide reference and reference for the next stage of work.

On this basis, new goals are formulated and organized for the activities of various levels and units, so that a new round of target management has begun.

In the process of implementation, the program sometimes needs to be adjusted according to the situation. This is due not only to the fact that the objective environment in which the program is operating may have changed, but also to a change in people's subjective perception of the objective environment. In order to make the program more environmentally friendly, it is necessary to make timely adjustments to the plan.

3. IMPROVEMENT OF PLANNING ABILITY

(1) Reasons for not having strong planning skills

In reality, some officers have, to varying degrees, the problem of ignoring "planning" and not being able to "plan." In a certain sense, this state of affairs restricts the improvement of officers' level and their stamina for development. There are several reasons for the lack of planning ability of officers:

Lack of a sense of involvement.

Some officers think that their positions are low, and they can do some concrete and practical things, and planning is the business of superior officers; some are content to run errands and be "communicators," some are content to move their mouths and be "microphones," and some are content to use their hands and be "combatants."

Lack of a holistic view.

Some officers have a narrow field of vision and are not good at looking at the units they are responsible for in a larger scope, and in their work they only aim at their own "one acre and three points of land" and "only sweep the snow in front of their own house, regardless of the frost on the tiles of others." Because of the inaccurate self-positioning, they cannot stand at a higher level to see problems and make ideas, so that their work and the requirements of their superiors cannot "resonate at the same frequency."

Lack of intellectual literacy.

Planning is a thinking activity that is grounded in reality and oriented to the future. Some officers do not have rich experience in their work and do not pay attention to accumulating experience;

some have a narrow range of knowledge, slow to update, do not know much about new situations, and have no sense of innovation, resulting in their own thinking not being able to keep up with the thinking of their superiors and the thinking of their brother units, so that their planning lags behind and lacks creativity.

(2) How to improve planning ability

If officers want to raise the level of planning, they must make it clear that planning is the responsibility of officers, clarify the vague understanding that "matters are not their own business," and overcome the inferiority complex of "being inferior in their positions and inferior in their positions." In practical work, to improve planning ability, we should pay attention to the following auspicious aspects:

1. Improve planning ability in the development of work around the center

It is necessary to grasp the "context" of the center's work in the practice of participating in the work of the center. There is a clear division of labor in the work of the troops, but no matter which unit or which work is an indispensable part of the completion of the central work. Therefore, every officer should carry out the work of the center and take an active part in the work of the center, especially in the activities of the party committees and leaders organized by the party committee and the leadership to grasp the work of the center, so as to learn more about the progress of the work of the center and gain the initiative and the right to speak in making suggestions and suggestions around the work of the center.

Officers at all levels should concentrate their attention on the central work, eliminate interference, and create conditions for the smooth development of the central work. If the officers have the awareness of making suggestions and providing high-quality services for the development of the central work, there will be no major deviation in the direction and no strength will be in vain.

2. Improve the planning ability in realizing the combination of "upper feelings" and "lower feelings."

First, we must thoroughly understand the "top." The spirit of the instructions given by the higher authorities is the fundamental basis for guiding the building of the troops. As an officer, when planning various tasks, he must be very familiar with the intent of his superiors, know the spirit of his superiors thoroughly, and thoroughly study them, so that he can consider problems on this basis and not deviate from the center. Second, we must find out the "lower head." In order to ensure the implementation of the instructions of the higher authorities and make our work targeted and feasible, we must be familiar with the situation and grasp the true situation. Officers should not think that just because they are at the grassroots level or often go to the grassroots level, they think that they know everything about their "situation." In order to truly find out what is going on, it is necessary to master the basic skills of investigation and research, to really go deep into the problems that need to be understood, to be willing to ask questions, and to be willing to be a student.

Third, we must do a good job of integration. We should do a good job of studying the spirit of the above and the situation below, and come up with our own operable things in the combination, so that the things we plan will be realistic and achieve good results.

3. Improve planning ability in the arduous training of diligent study and practice

First of all, it is necessary to strengthen learning. If an officer does not have a strong desire to learn, is tired of studying, and relies on his former "old background" to do things, his planning ability can only linger at a low level. As military officers, they should systematically study Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, and the important thinking of the "three represents," learn how to observe, understand, and solve problems using the Marxist stand, viewpoint, and method, and strive to learn other relevant knowledge, such as market economy knowledge, legal knowledge, historical knowledge, and high-tech knowledge.

Second, we must actively practice. Only by hands-on practice can you enrich your work experience. We must cherish every opportunity to work and exercise, be willing to endure hardships and sweat, and not be afraid of falling and hitting nails. Only in this way can you become a well-rounded and competent officer who is able to take on heavy responsibilities.

Third, we must be brave in innovation. Only when officers carry out their work with innovative thinking and the spirit of reform, and when they learn, apply, and innovate can they continuously improve their level of planning. It is necessary to have the courage to explore, make bold innovations, find countermeasures, make efforts, seek breakthroughs, and come up with pioneering opinions and suggestions on some deep-seated problems that have a bearing on the overall situation and the whole, as well as on the "bottlenecks" and "stubborn diseases" that are difficult to solve. It is necessary to adapt to the development of the new situation and the needs of work, boldly improve the work mode, apply new thinking, new models, and new routines to enhance the quality and vitality of work, and thus bring new vitality to the building of units.

4. Improve planning ability in the beating of diligent thinking and frequent planning

With the extension of the road of elite soldiers with Chinese characteristics, the requirements for the work efficiency of officers will become higher and higher, and the tasks will become heavier and heavier. If you can't think diligently and plan your work well, it's easy to fall into a state of busyness and exhaustion. Therefore, to improve the ability to strategize, we should start from concrete things, cultivate them bit by bit in our own work practice, and improve step by step from small planning to big planning.

First, it is necessary to strengthen the foresight of work. All things are foreseen, and those who are not prepared are wasted. With the changes in the international situation and the expansion of the functions of the armed forces, many tasks, especially temporary and routine work, are sometimes unpredictable. However, after the routine work of one's supervisor and the central work of a period of time are determined, the tasks that oneself may undertake can still be predicted and grasped. Therefore, we should make early plans and arrangements for routine work, and take the initiative to do it without waiting or relying on it; it is necessary to be good at observation, such as observing the work dynamics of the leaders and higher-level organs, so as to prepare in advance for the work that may be carried out and avoid rushing into battle.

Second, we must do our work ahead of time and strive for the initiative. For the tasks to be accomplished, we must be good at making plans, and every time we receive a task, we must be very clear about the focus, steps, methods, and progress of the work, and we must not think of what to grasp, and we must not count what we do, and we must avoid arbitrariness. When there are many clues in the work and it is difficult to cope with them, it is necessary to grasp the main contradictions, distinguish between priority and priority, distinguish between priority and urgency, and give priority to handling key tasks and urgent matters and make breakthroughs in key areas. At the same time, it is necessary to have a strong sense of time. The work undertaken should be completed within the time limit. Winning time is likely to win the initiative.

Third, we must continue to summarize and improve. As an officer, in order to improve your planning ability, you must learn to summarize. Summing up experience is an important ladder for improving quality. Being good at summing up experience is an important link in integrating the basic tenets of Marxism with concrete practice and is the basic condition for realizing the unity of subjectivity and objectivity. As an officer, we should sum up both experience and lessons in our practical work. It is necessary to summarize both one's own and others'. It is necessary to summarize both the regular and the phased. It is necessary to summarize both the concrete and the abstract. will summarize, in order to achieve the purpose of greater improvement in a relatively short period of time.

In short, the ability to plan is not born in, nor will it fall from the sky to our minds, we must insist on improving the ability to plan in the practice of work, improve the ability to plan in the process of taking the initiative and being proactive, and improve the ability to plan in the baptism of failure and success.

4. THE ROLE OF DECISION-MAKING AND ITS DECISION-MAKING THINKING

Decision-making ability includes correct decision-making thinking, scientific foresight, using existing experience to make decisions, and making decisions according to scientific procedures.

(1) Clarify the role of decision-making

1. Decision-making is the starting point of practical activities

The realization of any work goal starts with decision-making and runs through the whole practice of practice. From the leaders of the armed forces to the major affairs of the whole army, and the platoon commanders have to make decisions on the specific matters of their own platoon. Officers at all levels are unable to make decisions or make mistakes in decision-making, which can lead to losses in their work. The most important and decisive factor for whether or not an officer's work can achieve good results lies in whether or not policy decisions are made scientifically and put into practice. Since ancient times, people have paid attention to decision-making and put decision-making at the top of their practical activities. There is such a sentence in "The Art of War": "The way of using soldiers is to start with calculation," which emphasizes making decisions first. The ancients said that "plan first and then act, know victory and then fight," "plan first then act and succeed, and act first then plan and lose" are all important to make decisions. It can be said that policy decisions are the premise and starting point of all work in the military. Therefore, officers should concentrate their main energies on making good decisions, think carefully about the objectives of the actions and the plans for achieving them before taking action, and make repeated deliberations, strive to make correct scientific decisions, and always maintain consistency between policy decisions and objectives.

2. Decision-making runs through the whole process of work

First, decision-making determines all stages, aspects, and links of practical activities. For example, if a plan is to be made for the development of an activity or the completion of a task, it is necessary to make a plan decision; the selection of goals in the plan requires goal decision-making; how to distinguish between tasks requires task decisions; how to allocate time requires time decisions and so on. That is to say, there are decision-making problems in all aspects and stages of practical activities. Second, decision-making is a process of continuous improvement. Things are always constantly developing and changing, so it is impossible to "decide" any policy decision at once, and it is also necessary to constantly adjust and revise the policy decision according to the internal and external conditions, changes in subjective and objective factors, and the needs of the development of the situation, so that the policy decision can be closer and closer to the objective requirements.

Third, decision-making depends on hard work. The most difficult and time-consuming part of the whole decision-making process is not the decision itself, but how to push everyone to implement the decision. If a decision cannot be translated into practical actions for everyone, it is not a complete decision, but can only be regarded as a good intention and intention.

3. Decision-making is an important responsibility of an officer

The most important responsibility of a manager is to make the right decisions and implement them. Officers in the army often "keep their eyes open and busy until the lights go out" and "although their eyes are closed, they think about it." But no matter how busy you are, you should first do your own thing, especially in major matters. If officers can make correct decisions, their work will be organized, busy and not chaotic, and they will be able to accomplish various tasks with excellence. Otherwise, the direction may be unknown, and the beard and eyebrows may be grasped.

To make decisions correctly, we need to grasp the most basic three things: first, understand the intent of superiors and grasp the correct direction; the second is to understand the situation at multiple levels and through multiple channels, and grasp a large amount of information; third, it is necessary to combine the two to conduct comprehensive analysis, comparison, and judgment, and to determine the goals and tasks in a realistic manner. In the decision-making process, it is important to avoid "following the feeling" with unclear directions, and "thinking by patting your head" if the situation is unclear. In this way, not only will the intended purpose not be achieved, but also will bring losses.

(2) Cultivate decision-making thinking

Decision-making thinking is manifested in the decision-making process. The motivation, understanding, ambition, will, courage, etc., are the psychological basis for the quality of decision-making. Officers should pay attention to three aspects before making a decision: first, whether the decision is within the scope of their authority; second, whether the time is ripe for decision-making and whether the conditions are met; the third is what method of decision-making is most conducive to accomplishing the task. Attention should be paid to the following aspects in cultivating officers' decision-making thinking:

First, we must have the right motivation for decision-making

Decision-making motivation is the intrinsic reason that triggers and sustains decision-making behavior to achieve a certain goal. All decision-making actions of officers are always motivated by a certain motive and always directed towards a specific goal.

Decision-making motivation is the internal motivation of decision-making behavior.

Decision-making motivation comes from need. When an officer implements a decision, it is always done to satisfy a need. There is no need and there will be no motivation for decision-making. Once you have a clear goal, it translates into motivation for decision-making. Therefore, it is necessary to pay attention to the influence of different needs on decision-making motivation in decision-making.

The correct motivation for decision-making comes from the correct needs, and the correct needs are based on the understanding of the situation of the superiors and subordinates and the scientific analysis of the subjective and objective conditions. When the need is transformed into decision-making motivation, it is necessary to be good at controlling the intensity of motivation, not to show carelessness because the intensity is not enough, and not to show impatience because the motivation is too strong. Both of these states of mind are not conducive to correct decision-making and are prone to mistakes.

Second, we need to have ambitious decision-making ambitions

Decision-making ambition is the expectation that a set goal will yield great results. It is based on a good understanding of the nature and conditions of the decision-making problem and the environmental factors. During the Liaoshen Campaign, Mao Zedong resolutely made the decision to seize Jinzhou and completely annihilate the Kuomintang troops in the northeast after a careful analysis of the internal divisions and mutual tilting of the Kuomintang army, the fact that it would not sincerely support, and that our army had the advantage of strength and was capable of completely annihilating the enemy. We know that any military decision involves a certain amount of risk. In wartime, due to the many uncertainties between the enemy and us, even a victorious general cannot win a battle. In the current process of the armed forces embarking on new military reforms, there are also many unknown factors that may lead to deviations in decision-making, which may lead to undesirable consequences. In the face of the threat of various risks, some officers do not seek merit but no fault, and try their best to maintain the status quo in order to achieve psychological balance. Yet aspiring officers use all sorts of risks as a catalyst for their pursuit of greater achievement. They are not satisfied with the status quo, they do not like to be stable and do nothing, they dare to boldly explore, dare to use scientific and bold decisions to create a new situation.

Decision-making ambitions are broadly expressed in the following aspects: (1) Pioneering. They have a sense of innovation, have the courage to break with conventions, and can not only uphold the fine traditions but also put forward new ideas for the work of the troops in light of the characteristics of the times.

(2) Be pragmatic. Knowing oneself and knowing one's opponent, being down-to-earth, neither blind nor ambitious, and making decisions should be realistic and implementable. (3) Be aggressive. Not satisfied with the success of past decisions, but the pursuit of higher standards in the future.

Third, we must have the courage to make bold decisions

The so-called courage is a kind of courage to make a choice. In layman's terms, it is to dare to "make decisions" when making decisions. Decisions are choices made about everything that may happen in the future. Therefore, in the face of conflicting interests, it is necessary to repeatedly weigh various envisioned options in the process of decision-making. However, the military's work decisions are extremely time-sensitive, and "time is victory." The time for preparing for modern warfare is extremely short, and it takes courage to make a quick choice in a very short period of time and among the existing plans.

Courage is first of all to lose no time in "making a decision." For example, on some controversial and controversial issues that are difficult to make a quick decision, bold officers do not engage in unprincipled compromises or compromises, nor are they easily swayed by the opinions of others; they always adhere to the stand of making decisions on their own and decisively choose plans. The courage to make decisions is also manifested in the decisive adjustment of decisions when the situation is urgent. In the course of offensive and defensive operations in wartime, in combat readiness and training in peacetime, and in the course of carrying out major tasks, unexpected situations often arise, and mistakes and problems in the original decision-making will become apparent due to different times, different places, and changes in circumstances. If you don't have much courage, when you encounter unexpected situations, you will be afraid and helpless and miss the opportunity.

Fourth, we must have a tenacious will to make decisions

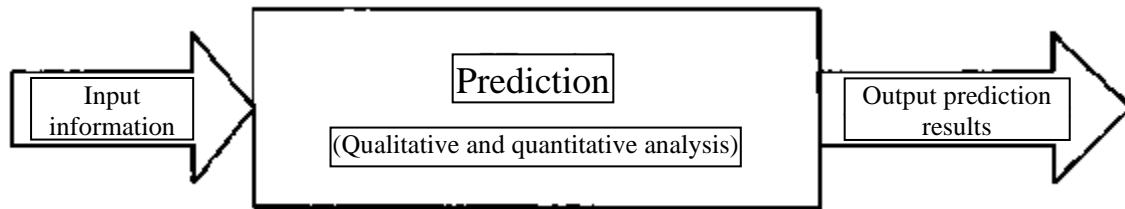
The will is the quality of thinking that consciously governs and regulates its actions in order to achieve a predetermined purpose. In a series of activities from the establishment of goals to the implementation of the plan, decision-making will inevitably encounter "difficulties" of one kind or another, such as the troubles of uncertainties in the program selection stage and the emergence of unexpected situations after the plan is determined, which may more or less or even seriously interfere with the normal progress of decision-making activities.

In order to ensure the smooth implementation of decision-making, decision-makers must have the courage to overcome their own weakness and external interference, and have the determination and indomitable confidence to "know that there are tigers in the mountains and prefer tigers to go to the mountains."

Because unforeseen events are often encountered in the implementation of the plan during and after the decision-making, these unexpected situations will seriously interfere with the determination of the leaders and the implementation of the plan. Leaders with a good will to make decisions will not flinch in the face of interference and difficulties, but carefully analyze the subjective and objective causes, eliminate all kinds of interference, adhere to the truth, correct mistakes, and strive to achieve the predetermined goals.

5. IMPROVE THE ABILITY OF SCIENTIFIC PREDICTION

Scientific decision-making should be conditional on scientific prediction. The so-called prediction is the analysis, estimation, assumption and inference of the future development of objective things. Scientific forecasting is the use of scientific knowledge and means to analyze and study historical data and current data obtained from investigation, and to make predictions and estimation activities in advance on the development trend and possible outcomes of things. That is, the future is speculated from the past and the present, and the unknown is speculated from the known. The basic process of prediction can be represented by the following diagram:



As illustrated in the figure above, the process of forecasting is to obtain the prediction results through qualitative and quantitative analysis of the information after mastering the necessary information. The accuracy of the forecast depends on several factors:

One is the reliability of the input information. The more accurate the input information, the more reliable the basis for prediction and the more accurate the output will be. If the input information is false and distorted, it will inevitably lead to incorrect predictions.

The second is the scientific nature of the analysis of information. Although the input information is reliable, it is necessary to go through scientific qualitative and quantitative analysis to have scientific prediction results. Without scientific analysis, it is difficult to make scientific predictions, no matter how accurate and reliable the input information is. Because people can speculate the future from the past and the present, and from the known to the unknown, because there is a law in the development and change of all things, and this law can be recognized and mastered by people through analysis. Therefore, scientific prediction can greatly reduce blindness in decision-making.

In order to have the ability to make scientific predictions, officers need to master the following knowledge and methods:

(1) Clarify the target of the prediction

The object of the prediction is determined by the purpose of the prediction. In the military, forecasting informs decision-making, and all factors that influence decision-making are the object of forecasting. As a result, the range of forecasts is wide. Judging from the work of the command organs of the troops, because political work is of an overall, comprehensive, and permeable nature, all elements involving the composition of the armed forces, such as the ideology, behavior, combat training, development of weapons and equipment, battlefield construction, environment, and so on, are the objects of prediction when making decisions.

(2) Be familiar with the steps of forecasting

The prediction steps are different depending on the prediction object. In general, the basic steps are:

1. Determine the purpose of the forecast.

That is, it is necessary to first clarify what problem to solve in order to make predictions. The purpose of the forecast determines the steps of the forecast, and only when the purpose is clear can the study of what information to collect, what forecasting methods to adopt, what forecasting results should be obtained, and where to focus on it.

2. Collect and organize information.

This is the basis of the forecast. Obtain sufficient and relevant statistical and research information. For example, various summaries, reports, statistical reports, survey materials, and current developments in the military related to forecasting. It is also necessary to collect information outside the system, such as relevant information on foreign armies, relevant information and intelligence on society, and information on scientific research units.

The purpose of the collection is to use. Therefore, it is necessary to review, analyze, process, and organize to obtain the information necessary for forecasting.

3. Choose a forecasting method to make a prediction.

There are many forecasting methods, both qualitative and quantitative. What method is appropriate should be determined whether to use qualitative or quantitative methods according to the purpose of forecasting, the availability of data, the accuracy requirements of forecasting, the length of the forecasting period, and the conditions under which the forecasting method is applicable.

4. Analysis and correction of forecast results.

Prediction is people's assumption and speculation of future events, due to the limitations of human understanding, the immaturity of forecasting methods, the lack of prediction data and the low level of forecasters will affect the accuracy of forecasting, so that the prediction results and the actual error will occur. Therefore, it is necessary to carefully analyze and identify, and if a deviation is found, it is necessary to study the cause of the deviation. To see whether it is due to improper methods, imperfect mathematical models, or incomplete and inaccurate data, etc., appropriate measures are taken to correct them according to different reasons, and strive to make the prediction results close to reality.

(3) Master the basic methods of forecasting

There are many forecasting methods, but they can be divided into two broad categories: qualitative forecasting and quantitative forecasting.

1. Qualitative forecasting method

This type of method uses intuitive materials, human experience, knowledge, and comprehensive analytical skills to estimate and envision the future state of objective things. These include:

Brainstorming method. This is done by convening a meeting of experts and asking participants to express their views and opinions on a particular aspect of the issue. It is not allowed to comment on other people's opinions, and everyone is encouraged to open their minds and put forward more opinions and suggestions. It is necessary to pay attention to the fact that the number of experts convened should not be too many, generally about 10 people is appropriate, and the presiding officer should humbly listen to the different opinions of all sides, and do not arbitrarily express opinions that exert influence or are tendentious. After the meeting, we will summarize and analyze according to various opinions, and summarize several different plans for decision-makers' reference.

Correspondence Investigation Act. This method is characterized by the adoption of an anonymous approach, through several rounds of correspondence, to solicit the opinions of experts, and then to synthesize, collate, summarize their opinions, and propose amendments. This is repeated many times until a satisfactory result is reached. The correspondence survey method can avoid the disadvantage of "following the crowd" when holding meetings with the opinions of leaders, celebrities, and authorities.

Subjective probability method. It is a measure of the subjective judgment that people make about the outcome of their experience. It is different from the objective probability that is calculated based on the actual number of times something happens. The subjective probability method is a kind of empirical inference prediction method. Using this method, the problem to be predicted and the necessary background material are sent or introduced to the relevant persons (experts, informants), and they are asked to present prediction data, i.e., subjective probability, based on their own experience and estimates. After receiving the answers, the organizers analyze the predictions according to the basic principles of probability theory.

2. Quantitative forecasting method

Quantitative analysis is a method of using mathematical models to predict the future development of things based on the data obtained from surveys. Quantitative analysis methods mainly include time series analysis, weighted moving average method, correlation analysis method, etc.

6. CORRECTLY USE EXPERIENCE TO MAKE DECISIONS

The so-called empirical decision-making is to rely on one's intuitive judgment and experience to make decisions

It generally has the characteristics of direct perception, superficiality of cognition, locality of observation and non-quantitative analysis. This form of decision-making is characterized by repetition and superficiality. Its repetitiveness refers to the fact that when making decisions, the real problems in front of us have a certain similarity with the problems experienced, and there is a principle of "taking history as a mirror"; superficiality refers to the fact that the various information and intelligence received by decision-makers have great superficial similarities with past memories and experiences. Empirical decision-making has been the main form of decision-making for thousands of years, and in the history of our country, there have been many examples of decision-making by outstanding politicians and military strategists. For example, the strategic decision has Zhuge Liang as "Longzhong Plan" and divided the world into three parts, and Zhu Yuanzhang adopted the suggestion of "accumulating grain, building a high wall, and slowly becoming the king" to establish the Ming Dynasty;

tactical decision-making, such as Sun Bin for Tian Ji to win the horse race against King Qi Wei, etc., are all famous and popular examples. These decisions are made on the basis of personal experience, experience, knowledge and wisdom, and the success of the decision-making mainly depends on whether the decision-maker has rich experience, profound knowledge, wisdom and courage. Fundamentally, empirical decisions are made based on an individual's prior knowledge and intuitive experience.

Empirical decision-making does not mean that it is not scientific

Because the "experience" on which empirical decision-making is based reflects the objective laws of things to a certain extent, it has been tested in practice and is itself scientific. For example, Zhuge Liang's grass boat borrowed arrows and Lu Xun's burning company camp was the result of using meteorology. It would be wrong to put experience and science in absolute separation and opposition. Numerous facts have proven that in the process of empirical decision-making, the rational thinking of the decision-maker dominates intuition. Intuition refers to a kind of mental activity and way of knowing people, which is the ability to obtain a certain understanding without preparation in advance and without logical deduction. In actual work, we often encounter such a phenomenon, such as deciding on a certain matter, experts, scholars, and organs are unable to make up their minds after a long time of argumentation, but as soon as they report to experienced leaders, the decision-makers have a rough understanding of the situation, and there is neither precise data nor rigorous logical reasoning, and this matter is decided on the spot, and practice has proved that the practice is good. Some people say that it is a clever calculation, but in fact, it is a flash of wisdom of decision-makers, a condensation of rich experience, a simplification of logical thinking, and a release of rational thinking.

However, empirical decision-making is very limited because it is based on the individual

As the saying goes: a wise man must make a mistake in a thousand thoughts. Historically, Napoleon was invincible all over Europe, but he still could not escape the defeat of Waterloo. Zhuge Liang was only cautious in his life, but he still inevitably misused Ma Tan and lost the street pavilion, and in desperation, he could only perform a very risky "empty city plan" to turn the corner. These vivid historical examples profoundly illustrate that even brilliant and brilliant people with extraordinary wisdom and intelligence are inevitably able to make decisions that are contrary to their wishes. Especially in today's rapid development of science and technology, if we still only "rely on old experience" and "pat our heads" to solve problems, that is to say, it is still only based on intuitive experience and intuitive feeling such a traditional decision-making method, it is very difficult to do things well.

This is because this traditional empirical approach to decision-making has proven to have many limitations.

It is impossible for a person to have direct experience in everything, and besides, things are developing, new things are constantly emerging, and new and complex problems are increasingly placed in front of us, and if we still deal with problems only based on intuitive feelings and old experiences, we may make the mistake of empiricism and subjectivism. The sensitivity and accuracy of the human sensory organs, as well as the response of the hands and feet, are far less than that of scientific tools, and if we assume that people do not act with the help of scientific tools, there will be a great deviation, so that they will not achieve their own goals in the end.

Of course, empirical decision-making has not only played a considerable role in history, but also continues to play an important role in today's modernization. In a large number of daily work and life, for the intuitive judgment of simple things, the use of experience to make decisions is often fast, less mistakes, less cost, can grasp the ever-changing opportunities, suitable for non-normative decision-making. Even the judgment of complex things and major events is inseparable from empirical decision-making, and the use of scientific decision-making is supplemented by empirical decision-making, and empirical decision-making can be used to make up for the shortcomings of scientific decision-making. Empirical decision-making has both limitations and practicality. Every officer should conscientiously accumulate experience and use it correctly in decision-making.

7. BE GOOD AT SCIENTIFIC DECISION-MAKING

(1) Standards for scientific decision-making

First, decision-making should have clear and correct goals.

Decision-making goals are the premise of decision-making, because any decision-making is to achieve a predetermined goal, and if the goal is not correct, no matter how good the decision-making plan is, it is useless. If the goal of the decision is ambiguous, there will be a variety of possibilities for the outcome of the decision, and it will be difficult to achieve the desired goal. If it is a vague target, it is like shooting and not seeing the target clearly, it will not be able to hit the target, and the decision made will be blind and ineffective.

The second is to have a feasible plan.

The quality of the decision-making scheme should be evaluated by whether it can achieve the defined objectives.

Third, the decision-making scheme should be the optimal choice.

That is to say, with the least human, material, financial, time and other aspects of consumption (investment), to obtain the greatest social and economic benefits. In other words, scientific decision-making should be "less input and large output," and the side effects of decision-making after implementation are small.

Fourth, scientific decision-making is a complete system.

It is a systematic and complete system composed of investigation and research before the plan is determined, data collection until the implementation after the plan is determined, feedback, tracking and decision-making. When making scientific decisions, it is necessary to follow the principles and procedures of scientific decision-making, so that they can guide the whole process of decision-making. Only in this way can the right decisions be made in a variety of complex situations.

(2) Principles of scientific decision-making

The principle of quasi-completeness.

Quasi-complete information here refers to accurate and comprehensive information. Information is the basis for decision-making and a prerequisite for ensuring that it is correct. Only by grasping a large amount of accurate and comprehensive usable information, and systematically inducting, sorting, processing, comparing, and selecting, and removing the rough and refined, removing the false and retaining the true, from the surface and the inside, from this and there, can we make scientific decisions. Without intelligence, materials, and data as a basis, it is impossible to make scientific decisions by relying on "assumptions" to do things. With data, intelligence, data, but not accurately, the decisions made will not be scientific. Therefore, the scientific nature of decision-making is directly proportional to the amount of information held by decision-makers, as well as its accuracy and comprehensiveness. The more accurate and comprehensive the information, the more solid the basis for decision-making, and the more scientific the decision will be, otherwise it is inevitable to make wrong decisions.

Systemic principles.

The systemic principle requires that decisions be made from a systems perspective and that the object of decision be made as a system. The position and role of decision-making in the whole system, the interaction and interrelatedness between various elements within the decision-making system, the interaction and interrelatedness between the decision-making system and related systems, the whole and the part, the internal conditions and the external environment, the immediate interests and the long-term interests, etc., should be systematically considered and comprehensively analyzed.

comprehensively weigh the pros and cons of gains and losses, combine vertical comparison with horizontal comparison, and grasp the essence from the overall connection of the system. It is necessary to integrate the interests of the part and the whole, and the immediate and long-term interests, so that the temporary interests of the parts are subordinated to the interests of the overall and the long-term. It is necessary to do a good job of comprehensive balance, make overall plans, clearly distinguish the relationship between priority and priority, and not take care of one at the expense of the other, or lose the big because of the small. It is necessary to coordinate the connection between various parts with a holistic and overall concept, so that the function of the system can be optimized.

Principles of scientific forecasting.

The purpose of decision-making is to determine future goals and action plans, and the correctness of decision-making depends on the degree of correctness of judgment of future goals. Prediction is precisely the estimation and judgment of future events or the future results of current events on the basis of comprehensive analysis of past and present data using scientific techniques and methods under the guidance of scientific theories. Forecasting provides a lot of future information for decision-making, and only decisions based on reliable predictions are scientifically based decisions. Therefore, forecasting is a prerequisite for scientific decision-making.

Principle of feasibility.

Decisions are meant to be implemented and therefore must be feasible. The so-called feasibility refers to the degree and effect of the decision. In order to ensure that policy decisions are feasible, it is necessary to make policy decisions conform to the law of development of objective things, and we must weigh them in terms of needs and possibilities, reality and future, favorable factors and unfavorable factors, opportunities for success and risks of failure, and so on, and carefully analyze and compare them. It is necessary to proceed from reality, analyze the subjective and objective conditions of the existing human, material, financial, and scientific and technological levels, analyze the pros and cons of the implementation of the decision, and determine its feasibility after full demonstration. We cannot only emphasize the need without considering the possibilities, nor can we consider the advantages and opportunities for success without considering the disadvantages and the risk of failure. Since the objective conditions are ever-changing, and there are many unexpected random factors, the principle of feasibility requires that there should be sufficient room for decision-making and that the necessary contingency plans should be prepared.

If there are factors that cannot be eliminated by man, so that the decision-making goal cannot be achieved, the decision-making goal should be revised and adjusted in a timely manner, and a backup plan should be used to minimize its losses.

Timeliness principle.

Statute of limitations is time and effect, and it also includes timing. Decision-making is generally time-sensitive. Whether the results of the implementation of the decision can achieve the predetermined goal is not only related to the correctness of the decision, but also often related to the time of the decision. Time is life, time is combat effectiveness, and time is victory. Therefore, decision-makers should not only lose no time in making decisive decisions, but also require good decision-making results. In particular, in the era of information explosion, increasingly fierce competition, and the constant updating of high-tech weaponry, policymakers at all levels must pay attention to grasping the principle of timeliness when making policy decisions, and avoid missing a good opportunity because of indecision and indecision, and also avoid losing a good opportunity because they are in a hurry to achieve results.

The principle of democracy.

On the one hand, the principle of democracy in decision-making means that in the process of decision-making, democracy should be fully promoted, opinions from all quarters should be widely heard, especially opposing opinions, and the system of democratic centralism should be practiced through pooling wisdom. On the other hand, it refers to giving full play to the role of advisory staff bodies and think tanks composed of experts from various fields, and relying on collective wisdom to make decisions. Collective decision-making requires careful listening to the opinions of all parties on major, complex, and far-reaching issues, and collective discussion and joint decision-making. Collective decision-making is the embodiment of the principle of collective leadership in decision-making, the institutionalization of the principle of collective leadership, and the main guarantee of scientific decision-making. Collective decision-making is conducive to brainstorming, thoughtful and practical, and can reduce decision-making errors.

The principle of merit-based satisfaction.

The essence of decision-making is to choose the best. Merit-based selection refers to the search for the action plan that can obtain the greatest benefit by evaluating the options, weighing the pros and cons, and making trade-offs among multiple options. If there is only one solution, it is impossible to compare and control, and there is no way to choose the best. This kind of plan that cannot be selected is not only difficult to ensure rational decision-making, but also has no remedy after a mistake in decision-making. Therefore, for any decision, especially major decisions, it is necessary to make several options to choose from.

But optimal decision-making is not impeccable, and it is often only a solution that is realistically possible and ideal. When the actual conditions change, it can lead to the failure of decision-making, and even bring serious consequences. Therefore, in the process of making decisions, we should base ourselves on the actual conditions and seek a satisfactory decision, so as to increase the insurance coefficient of the decision.

Principles of creative thinking.

Decision-making is the process of defining goals and options for future actions and, as such, requires creative thinking. It contains two meanings: one is that the decision made on a certain issue cannot be copied from the past practices, but can only be analogized, borrowed and inspired. This requires decision-makers to think creatively and be brave in innovation based on objective reality. Second, in the process of making decisions, it is necessary to rely on the scientific thinking ability of decision-makers, including logical thinking ability, image thinking ability, intuitive thinking ability, etc. All scientific decision-making must carry out sudden and leap creative thinking activities, and without thinking, there can be no creation. The strength of thinking ability plays an important role in the correctness of decision-making.

The principle of dynamism.

Decision-making is a dynamic process. The variability of the objective environment will inevitably have a different impact on the implementation of the decision, so that the initial decision may not be able to fully adapt to the new situation that has changed. Therefore, it is necessary to keep abreast of the changes in the objective environment, check the implementation of the decision-making in a timely manner according to the feedback information, and adjust or modify the decision-making plan in a timely manner, so that the decision-making objectives are more in line with the objective law. Decisions should not be "set in stone" or "forever," but should be tracked in a timely manner.

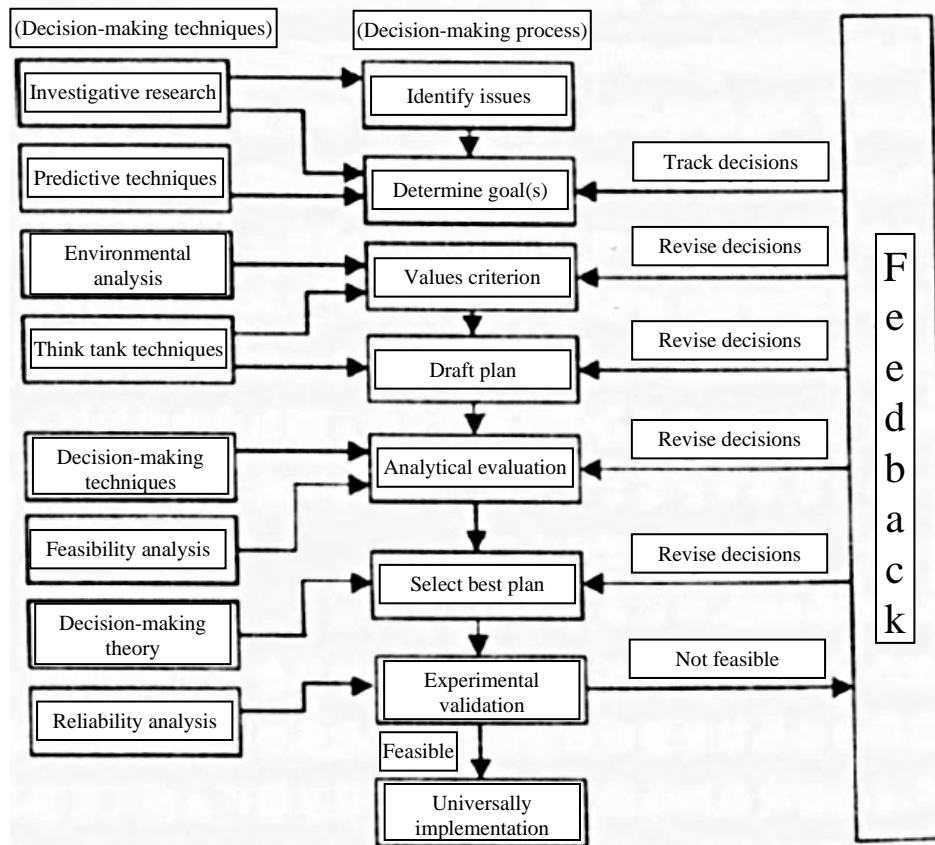
Procedural principles.

Decision-making procedures are the guarantee of scientific decision-making. Without the implementation of procedural decision-making, it will be difficult to ensure that decision-making is scientific. The decision-making procedure reflects the objective law in decision-making activities and is the basic criterion that must be followed when making decisions. Therefore, decision-making should be carried out in accordance with scientific procedures and methods, which are objective things. The quality of modern scientific decision-making has a great deal to do with whether or not it adheres to procedural procedures, and it is generally necessary to follow procedures except for emergency situations where it is impossible to make decisions in a step-by-step manner and in accordance with fixed procedures.

(3) Procedures for scientific decision-making

The decision-making process, also known as the decision-making process, is the logical steps and stages that should be followed in the decision-making. These steps and stages are independent of each other, but also interrelated, in a sequential order, and must not be reversed at will. It is an overview and abstraction of the objective processes of movement, change, and development of decision-making systems. In order to make scientific and rational decision-making, it is necessary to understand and grasp the procedures of scientific decision-making.

Due to the different levels of management, there are big and small decisions and difficult ones, so the decision-making on any issue cannot be applied to a fixed model. However, there are common characteristics of various decision-making, and there are basic common decision-making procedures. At present, the decision-making process generally accepted in China (see the schematic diagram of the decision-making process) is eight steps.



Schematic diagram of the decision-making process

The diagram shows that a sound decision-making process is a scientific system, each step of which has a scientific meaning and is organically related to each other, and in order to make each step scientific, it must also be guaranteed by corresponding science and technology.

1. Identify the problem.

Decision-making is always on the agenda because of the need to solve a certain problem. In other words, the decision starts with the problem. Albert Einstein said that finding one problem is more important than solving a hundred. Because in a sense, finding one problem is creation, and solving a hundred problems is homework. Decision-making is the action and choice that is prepared to solve a problem. Only when you find a problem can you solve it. What is a "problem"? Generally speaking, the problem is the objective contradiction of reality. In scientific decision-making, the problem is understood as "the gap between the actual state and the desired state that needs to be narrowed or eliminated." It can be seen that not all issues need to be decided, and only valuable questions that are subjectively known and understood by people can become the starting point of decision-making. The so-called discovery of problems means to grasp as comprehensively as possible the essence of objectively existing problems and potential problems in the future, to find out their nature, scope, and extent, and to analyze the causes of their occurrence and their value. A decision-making problem can only be constituted when the essence of the problem is clarified and expressed clearly and clearly. If the essence of the problem cannot be clearly expressed, but is only vague, vague and unclear, then these problems are only vague issues and cannot constitute a decision-making problem. This requires that decision-makers must learn to grasp the main contradictions and grasp valuable issues, so as to determine decision-making problems and avoid making unnecessary decisions.

2. Define your goals.

It is to determine the results to be achieved by solving the problem in a certain environment and conditions. Setting goals is an important step in scientific decision-making, which is not only the starting point of decision-making, but also the end point to be achieved in the implementation of decision-making, and also the standard for assessing results. Therefore, determining the goal is a hard indicator in decision-making, and if the goal selection is not accurate, it will inevitably lead to mistakes in decision-making. In general, the following requirements should be met in the setting of objectives: first, the objectives must be unambiguous and not ambiguous, ambiguous or ambiguous.

Secondly, the specific requirements and standards for the objectives in terms of quality, quantity, specifications, time, location, etc., must be clearly defined so that the extent to which the objectives have been achieved and achieved can be checked. Third, the subjective and objective constraints of the goal must be clarified. Fourth, the goal must be single, but in the case of multiple objectives, according to the importance of the objectives, the priority should be distinguished, and the main one should be listed as the goal, and the secondary should be reduced to a constraint. Fifth, the realization of any goal must go through one stage after another. Big goals are phased in, and the same goes for small goals. At each stage there are specific tasks and requirements, i.e. sub-goals.

3. Value criterion.

The purpose of applying the value criterion in determining the goal is as follows: First, to determine the value of the overall goal of decision-making, including academic value, economic value and social value. There are different types of goals, and the value of these three aspects has its own emphasis. Second, in order to achieve the overall goal, the value criterion is used to evaluate the value of the decision-making goal at each decision-making level. If there is a mismatch between the value of the hierarchical goal and the value of the total goal, then the value of the overall goal should be used as the standard. The third is to take the size of the target value as the basic basis for evaluating and selecting the decision-making plan in the future. Fourth, comprehensive value indicators are used to measure the degree of achievement of decision-making goals. Value criteria are an important link that decision-makers must pay attention to. The scientific method for determining value criteria is environmental analysis. Policymakers should not only have sufficient background information, including the ins and outs of the problems, the history, current situation, and future development of similar problems at home and abroad, but also have a correct and scientific guiding ideology.

4. Prepare a plan.

After the decision-making goal is set, it is necessary to look for effective ways and concrete measures to achieve the goal from various aspects. This is the hypothesis. The purpose of the proposed scenario is to provide decision-makers with a variety of options to choose from. The quality of the proposed program is crucial to the impact of the final decision. Therefore, in the process of formulating the plan, it is necessary to grasp the following criteria: First, the purpose should be strong, and the requirements of the decision-making objectives should always be grasped. In the process of formulating the plan, it is necessary to conduct an objective analysis of the various conditions for achieving the goal. There are both qualitative and reliable quantitative analyses.

Only in this way can the plan be targeted and not deviate from the decision-making goal. Second, proceeding from reality and making the plan feasible. When drawing up a plan, we must proceed from reality, act according to our ability, be both positive and prudent, and not be subjective and arbitrary. It is absolutely not feasible to proceed from good intentions and go beyond the objective conditions of reality. The third is to boldly conceive and formulate a variety of plans. The preparation of the plan should consider the various options available from a variety of different angles and different ways. This requires bold ideas with an innovative spirit that excludes the impossible in all the options envisaged. Fourth, there are differences in the principles that should be used in formulating various plans.

5. Analyze and evaluate.

Analytical evaluation is the comprehensive and systematic analysis, trade-offs and argumentation of various alternatives. It encompasses both the evaluation of the program itself, as well as the objectives, conditions, timeliness of the evaluation program, and the possible results of its implementation. This requires managers to use "feasibility analysis" and "decision-making techniques" to comprehensively analyze, demonstrate, and compare various alternatives to evaluate their advantages and disadvantages. First of all, it is necessary to systematically evaluate the generation, formation and evolution of the program; secondly, it is necessary to conduct a systematic analysis of the constraints of the program; third, it is necessary to systematically analyze and predict the potential problems of the program, including the problems, difficulties and obstacles that may arise after the implementation of each program. It is also necessary to comprehensively assess the short-, medium- and long-term performance value of the various options. Only on the basis of a comprehensive analysis and evaluation of the structural rationality, technical feasibility, overall coordination, environmental adaptability, operational stability and other aspects of various alternatives, weighing and comparing their pros and cons, and ranking them according to their advantages and disadvantages, can it be helpful to choose the optimal solution.

6. The program is preferred.

The essence of decision-making is to choose the best. Therefore, the merit of the solution is at the heart of the decision-making process. On the basis of the analysis and evaluation of each option, the decision-maker selects one of the best from various alternatives, or synthesizes an optimized solution, or "finds another way," that is, selects a new optimization plan in addition to all the alternatives. The criteria for optimizing the scheme are: value standard, optimal standard, and timeliness standard.

That is to say, in order to ensure the realization of the decision-making goal, the selected scheme should be able to achieve the best or satisfactory effect at the lowest cost and in the shortest time under the same constraints. In order to ensure that the best plan is selected, decision-makers should give full play to democracy in the process of overall weighing and selecting the best options, and must not act arbitrarily. Once the best plan has been determined, it is also important to prepare the necessary contingency precautions to be able to cope with the unforeseen and make the decision successful. In special cases, postponement of decision-making is also a special form of selection.

7. Test verification.

Decision-making is often constrained by the decision-maker's own quality, level of understanding, amount of information, and degree of accuracy. After the decision-making plan is selected, it is still within the scope of understanding, and whether it can be universally implemented must be verified by practice. In particular, when a major decision is made, a local test must be carried out to determine its feasibility and reliability, which is what we usually call a "pilot." The requirements for the pilot are: first, the selected pilot unit has universal significance and typicality for the overall situation; second, it must be implemented in strict accordance with the decision-making plan, and no special care can be given; third, there must be a general control group under the same conditions in the test method, so as to compare the advantages and disadvantages; fourth, when conditions permit, a "blind test" should be conducted in a non-public situation to eliminate the interference of subjective factors; fifth, it is necessary to conduct experiments and summaries, and pay attention to grasping things that are inevitable and have universal regularities. If the experiment is successful, the decision can be universally implemented, and if it fails, the supplementary plan needs to be revised or even reinvented.

8. Universal implementation.

The process of universal implementation of decision-making is the process of transforming the intention of decision-making into mass action, which is the final stage of the decision-making process, the beginning of decision-making, which is subjective and objective, and the beginning of planning, organizing, commanding, coordinating, and controlling in the process of management. In order to ensure the effective implementation of policy decisions, it is necessary to establish and improve various rules and regulations, including measures and methods for implementing policy decisions, inspection and supervision systems, information feedback systems, target responsibility systems, and so on. Decision-makers must accurately grasp the feedback information and correct deviations in implementation in a timely manner. Generally speaking, the basic objectives of policy decisions should not be changed at will, but should be unswervingly implemented.

However, tracking decisions can only be considered if the decision-making objectives do not match the objective reality and cannot be implemented, or if the objective conditions have changed significantly, so that the objectives must be redetermined.

Tracking a decision is essentially a re-decision on a future issue. It goes without saying that it should be re-enacted in accordance with the decision-making process. However, this kind of re-decision-making is not a simple repetition, because the subjective and objective situation is no longer what it used to be, and it has more complex issues and factors to consider. Therefore, it is necessary to clarify its basic characteristics and distinguish between it and decision-making amendment. Only by firmly grasping the characteristics of tracking decisions can we make tracking decisions correctly and effectively. Tracking decision-making has four characteristics: retrospective analysis, non-zero starting point, double optimization, and psychological effect.

The difference between tracking decision and decision correction is that tracking decision is a fundamental revision of the decision-making goal and program, and it is an individual phenomenon in decision-making; it is precisely because mistakes are inevitable at every step of decision-making, and it is a common phenomenon in decision-making to constantly supplement and improve them. Whether to adopt the method of decision-making correction or the method of tracking decision-making requires decision-makers to maintain a sober mind and a scientific and realistic attitude.

The above are the general steps of the scientific decision-making process. The importance of strictly following these steps was emphasized in order to prevent failure and confusion in decision-making due to arbitrary changes to scientific procedures. However, this does not mean that the decision-making process is a rigid and immutable formula. Decision-makers should be flexible according to different conditions and specific circumstances. In the whole decision-making process, decision-makers should focus on the two main links of determining goals and selecting the best programs.

8. PROVIDE DECISION-MAKING CONSULTATION

Decision-making is the responsibility and authority of the leader and the leading group. As an officer, in actual work, he has the responsibility and authority to make his own decisions, but a greater part of his work is to provide advice to the party committee and leaders in making decisions. Decision-making consultation is an important responsibility of military officers, and it is a process in which officers assist the leadership group or individual leaders to make correct decisions and put them into practice.

(1) Consultation at all stages of decision-making

Topic selection stage.

It is the starting point for decision-making, and it is the contradiction and problem that needs to be resolved. The first task of decision-making is to determine the goal. At this stage, the tasks of decision-making consultation have the following aspects: First, be good at hunting and providing comprehensive and accurate information to leaders in a timely manner, so that leaders can have a clear understanding of the relevant situation of their own units and systems, so as to correctly select topics. Second, be good at and dare to put forward suggestions for decision-making and goals. It is suggested that we should grasp the "three points": First, the key points. Grasp those key links or problems that may affect the whole body. The second is the difficulty. Catch those leaders who feel headaches, have a lot of controversy, have a lot of friction, and have been delayed for a long time. The third is hot spots. It is a problem that is of general concern to the leaders and the masses and urgently needs to be resolved. Third, according to the initial intention of the leaders, conduct in-depth investigation and study on special topics.

Design phase.

Choosing a topic determines the decision to be made on a certain issue, and then proceeds to the design phase. In 1962, when Khrushchev delivered missiles with nuclear warheads to Cuba, United States President John F. Kennedy's brain trust proposed six countermeasures: inaction, diplomatic pressure, negotiations with Castro, full-scale invasion, destruction of missile bases, and blockade of the sea. The task of decision-making consulting is to propose as many options as possible.

Decision stage.

Help the leader to make up his mind to select or synthesize a satisfactory plan. Decision-making activities are a process of promoting democracy and correct centralization in accordance with legal procedures. The decision-making consulting tasks at this stage are: to concentrate various programs and assist the supervisor in conducting the primary election; collect factors related to the implementation of the program, and assist the leader in the feasibility study of the program.

Implementation phase.

The main tasks of the officers at this stage are: to assist the leadership in preparing for implementation; assist leaders to do a good job in the implementation of control guidance; assist leaders to do a good job of summarizing work.

(2) Provide regular consultation

Consultation means asking for opinions and seeking answers. Counseling is to provide the required information to the leader and answer the questions raised by the leader. This kind of consultation is an important condition for leaders to make strategic decisions. To do this, officers must do the following three things:

First, work around the center and understand the intention of the leadership.

It is necessary to understand what the leader is thinking, what he is grasping, and what he needs. All these are often inseparable from the central work and comprehensive construction of the unit. Therefore, officers should take the initiative to prepare information on the work of the center, including information on development trends and trends, main experiences, main problems, etc.; according to the problems pointed out by the leader's intention, conduct necessary investigation and research, and be prepared to provide consultation to the leader.

Second, do a good job in data building.

On the one hand, it is necessary to have a comprehensive preparation of materials on the relevant policies and regulations of the party, the state, and the army, as well as the instructions of the leaders and organs at higher levels, to have a complete data store on the basic conditions of their units, to have a sufficient understanding of the current social trends and the requirements of their superiors, and to have a comprehensive grasp of the theories, principles, policies, and new experiences related to their specialties. On the other hand, it is necessary to strengthen the study of data in order to provide scientific consultation for leaders to make decisions.

Third, take the initiative to provide leaders with document plans, meeting plans, and service plans in a timely manner.

(3) Issues to be paid attention to in providing decision-making consultation

Officers should not only foster the idea of serving the grass-roots units, but also enhance their awareness of serving the decision-making of higher-level leaders, organs, and party committees.

The correct decision is one that is in line with the actual situation of the troops.

Officers who serve the decision-making of higher-level leaders, organs, and party committees must provide timely and accurate information about the troops. When leaders make decisions, the biggest headache is that they cannot hear the real situation of the troops. Some of the information provided by the officers is not true, often because the style of work is not arduous and meticulous, and they have mastered second-hand materials that have been mixed with "water" and third-hand materials that have "changed their taste."

To grasp the facts, it is necessary to have a thorough and down-to-earth work style and truly "sink" into on-the-spot investigations. At present, the means of information dissemination are advanced, and the methods of investigation and study must be changed accordingly, but the tradition of going deep into the troops to conduct on-the-spot investigations must not be lost at any time, and it is necessary to emphasize the system of squatting in points, so that it can be truly carried out and "sink" deeply, and it cannot be like a "gourd" falling into a well, which seems to have gone down, but in fact it is still floating on it; to be able to squat, you can't "be in Cao Ying's heart in Han," people are at the grassroots level, but their hearts don't know where they are; it is necessary to "dissolve" into it, and it cannot be like the relationship between oil and water among officers and men at the grassroots level. In order to grasp the real situation, it is necessary to form a relationship of water and milk, so that the real situation can be brought forward.

To grasp the actual situation, it is necessary to enhance the ability of investigation and research.

There are many commonly used survey methods, such as holding focus groups, conducting oral interviews, making field observations, and making comprehensive use of data. In order to grasp the facts, it is particularly necessary to learn and master the methods of key surveys and general surveys, sample surveys and systematic surveys, direct surveys and commissioned surveys, and be good at flexible selection and application. Be good at observing problems and capturing information. The ability to observe and capture problems is an essential quality for grasping the facts. Officers should have a strong sensitivity, be good at knowing the subtleties, and accurately grasp the essence of things. We must put down our shelves and be confidants of the masses. Nowadays, it is difficult to investigate the facts, and the difficulty is that it is not a confidant who does not dig out his heart. Therefore, no matter what kind of investigation method is adopted, we must strive to create an atmosphere in which people can discuss issues on an equal footing with each other, so that everyone can tell the truth and understand the truth. It is necessary to have extensive possession of the material. It is necessary to investigate both direct and indirect materials; it is necessary not only to grasp the actual situation, but also to understand the historical data; it is necessary to collect positive feedback as well as listen to negative opinions. On the basis of mastering a large amount of raw materials, we should clearly distinguish between priority and priority, grasp the materials that can explain the problem, do a good job of comprehensive refinement, and pay attention to discovering the inevitability from the accidental, the tendency from the personality problem, and the regularity from the dynamics.

To grasp the truth, we must also have the courage to explore and reflect the true meaning of things.

In order to grasp the real situation, the military must have a scientific attitude of seeking truth from the crowd, and it must not follow the crowd, still less can it go to the army to select examples from the people in advance to confirm a certain viewpoint of the leadership. We must have the courage to challenge the views held by the majority, to contradict popular opinions, and to put forward our own unique opinions. In this way, the ideas and suggestions put forward will have reference and practical value for leadership decision-making.

In order to truly play the role of participating in decision-making, officers must be good at looking at problems from a higher level, thinking about the overall situation, and putting forward suggestions; otherwise, it will be very difficult for them to think about what the leaders think, be anxious about what the leaders are anxious about, make up for what the leaders lack, and provide what the leaders need. To have a strong sense of "role" is to put one's own thinking in the position of leadership, and to grasp and think about problems from the perspective of the overall situation. Some officers do not have a strong sense of "role," and their thinking about problems and handling affairs is often confined to the work they are in charge of by their own departments or individuals, and the information and suggestions they provide to leaders are difficult to enter into the leadership's decision-making because they are trivial or too low-level. As an officer, thinking about problems and doing things cannot, of course, be detached from one's own duties, but we must not be limited to this. We should always have some questions with the overall situation in our minds and think carefully about them. When encountering things, we should be good at thinking vertically and horizontally from the perspective of leaders, and put forward opinions. Only in this way can we stand tall and see far, put forward suggestions and opinions of overall guiding significance for the decision-making of higher-level leaders, organs, and party committees, and truly integrate our wisdom and talent into the decision-making of party organizations.

CHAPTER IV: LEADERSHIP AND MANAGEMENT ABILITY TRAINING

Leadership and management ability refers to the ability of officers to exercise power and perform their duties in accordance with modern management theories, laws, regulations, ordinances, and regulations, and in accordance with prescribed authority and procedures. Leadership and management skills are the basic competencies of officers.

1. THE BASIC CONCEPT OF LEADERSHIP AND MANAGEMENT

Taylor, the father of scientific management, believes that management is “to know exactly what you want someone else to do, and to make him do it in the best way.” Modern management believes that management refers to the process of making activities more effective with or through others. Management is a dynamic and creative activity that integrates the resources of an organization to achieve the set goals of the organization. Management includes four functions: planning, controlling, organizing, and leading. Managers can also be divided into four roles: planner, controller, organizer, and leader.

The so-called leadership refers to the activities in which the superior (leader) mobilizes the work enthusiasm of the subordinates (i.e., the led) and improves the work efficiency and effectiveness of the subordinates in order to achieve the organizational goals in a given organization, under a certain power relationship of command and obedience and a certain personnel arrangement. In other words, leadership is the process of leading subordinates to achieve organizational goals. Leadership has the general attributes of management and is a function that is differentiated from management activities.

It can be seen that whether it is leadership or management, the purpose is to achieve the organizational goals, and the means are to mobilize people's enthusiasm and creativity to improve work efficiency. The two have the same direction and the same functions. The two are also different, from the perspective of the actual division of labor, leadership is more decision-making, management is specific implementation; leadership is the "compass" to determine the goal and direction, and management is the "map" to determine the specific path and location; leaders are "designers" and management are "engineers"; the goals of leadership are macro, overall and long-term, while the goals of management are partial, specific and short-term.

Leadership and management arise with the emergence of collectives and organizations

As an armed group carrying out special political tasks, it is particularly important for the armed forces to carry out leadership and management in them. Leadership and management skills are the basic competencies of officers. Of course, as far as grassroots officers are concerned, the leadership and management functions are integrated, and leadership is management, and management is leadership.

The leadership management process is not just about leading managers

Leadership management is composed of three parts: the leader, the manager, the subordinates, and the leader's management environment. Leadership and management are the most important subject conditions for the development of leadership and management activities. In the military, an officer who has been legally appointed through legal channels, who holds a certain leadership and management position, and who shoulders certain responsibilities is the basic condition for the smooth operation of a military organization. Subordinates are the premise of the concept of leadership and management, and they are also the basis for the occurrence of leadership and management activities. Any leadership management cannot be created out of thin air, leadership management is a process, it must be rooted in a certain soil, this soil is sometimes manifested as an intangible, invisible but indeed existential informal organization, sometimes manifested as a kind of mutual trust, recognition and tacit understanding, but more often than not, it is manifested as a formal organization. This kind of organization is the environment in which leaders and subordinates live.

Influence generally refers to a person's ability to influence and change the psychology and behavior of others in interpersonal interactions. The influence of leaders and managers is the ability of leaders and managers to effectively influence and change the psychology and behavior of their subordinates in leadership and management activities, so that they can be included in the goal track of organizational activities, that is, the psychological effects of the situation and behavior of leaders and managers on their subordinates.

Leader-manager influence is divided into power influence (i.e., leadership management power) and non-power influence (i.e., leadership management authority).

Leadership and management power refers to the influence given by the organization, obtained before the implementation of the leadership manager, and requires subordinates to obey, the core of which is power, which is a kind of coercive influence. This influence is compulsive, irresistible, and acts in the form of external pressure. Under its effect, the psychology and behavior of the affected person are mainly passive and obedient. Therefore, the motivating effect of this influence on people's psychology and behavior is limited.

The main factors restricting the power of leadership and management are: traditional factors, position factors, and seniority factors.

Leadership authority refers to the influence of non-power factors such as the quality, style, knowledge, ability, performance, and behavior role models of leaders and managers on subordinates. Non-power influence depends not only on the personality traits of the individual leader, but also on the behavior of the individual leader. It refers to the psychological and behavioral effects of behavior and personality traits on subordinates in the leadership and management activities of individual leaders. This influence is more of a natural influence, and its basis is much broader than that of power. On the surface, this kind of influence does not have the obvious binding force of legitimate power, but in reality it can often exert a binding effect that power influence cannot play.

There are two important factors that constitute leadership authority, and that is personality influence and role model influence. The factors that constitute the influence of personality mainly include character factors, ability factors, knowledge factors, and emotional factors. The influence of role model behavior refers to the power of leadership managers to provide subordinates with a model that can be learned and emulated through their own behaviors, so that they can produce the same psychology and behavior in their subordinates.

2. STRENGTHEN THE CHARACTER QUALITY OF LEADERS AND MANAGERS

The ancients said: "There is no strength or weakness in the army, but the strength and weakness are in the general." Soldiers, there is no clear distinction between good and bad; troops, there is not much difference in difference. The key to the strength of a unit's combat effectiveness and the role played by a group of soldiers lies in the officers and the quality of the officers leading them. The key to how well the troops do in their education and management work lies in the officers. To a large extent, the quality and character of an officer determines the strength of his leadership and management ability, and the specific form of this is non-power influence.

What kind of management education model an army adopts is determined by the nature of the army. Our army is the people's army, serving the people wholeheartedly is the only purpose of our army, and the unanimity of officers and men and respecting cadres and loving the soldiers are important characteristics of the people's army. After several decades of exploration and practice, our army has created a complete set of theories, principles, principles, and systems for the management education of the people's army with Chinese characteristics, the core of which is to put people first, understand, respect, and care for people. The superiority of this method of management education has been proved by the tremendous achievements of the people's army, and the miraculous power it produces has attracted the attention of the armies of all countries in the world.

In order to adapt to the nature and characteristics of the people's army, carry forward the fine tradition of education and management of our army, and meet the needs of promoting military reform with Chinese characteristics and building an information-based army, officers should strive to improve their character and quality, and improve their leadership and management ability through their own quality training.

What kind of character qualities do officers possess in order to win the respect, trust, support, and support of officers and men, and to have a high level of leadership and management authority, that is, non-power influence?

There is no doubt that an officer must have a relatively high level of professional knowledge, that is to say, he must understand military affairs, and he must understand the basic knowledge of the profession. In addition, they must also have a high political consciousness, be loyal to the party, the people, and the socialist motherland, and have a sense of responsibility and honor to dedicate themselves to the cause of the army. These are the basis of the quality of officers and are necessary.

However, in the practice of leadership and management, there is another aspect that is special and more important is the quality of officers, that is, the temperament, character, and various spiritual factors that officers must possess in leading troops, mainly including the courage, will, sense of honor, decisive ability, initiative, impartiality, enthusiasm, self-confidence, and enterprising spirit that officers must possess in leadership and management. In the final analysis, this kind of courage, ability, and quality is a matter of the cadres' own character, and cadres with these temperaments and qualities have an invisible influence and appeal in leadership and management activities. As soon as they stepped in the middle of the troops, they had the momentum and might to stabilize and lead the troops. On the other hand, if an officer lacks these qualities of character, even if he is "hard working," "down-to-earth," and "busy with his eyes open until the lights go out," his leadership and management will achieve little results, and he will not be able to bring out a strong army.

Specifically, these character qualities of officers are mainly in the following aspects:

(1) Self-confidence

"Self-confidence is the first secret of success," this is the common meeting of many successful people in the world. After the death of Comrade Deng Xiaoping, former United Kingdom Prime Minister Margaret Thatcher once commented: "I was deeply impressed by his firmness and self-confidence." We can think back and analyze the charismatic, accomplished, and influential people we have met, what are the characteristics of their words and deeds? You may name many of their strengths, but one thing that is certain is the strong self-confidence they display. Many outstanding cadres in our troops possess this kind of characteristic. They believe in their own abilities, have the courage to take responsibility, dare to face difficulties head-on, are good at boldly displaying their talents, are always full of firm conviction and strong fighting spirit in their cause and work, and can make decisive decisions and command resolutely at any time until they achieve the expected results, thus forming a strong leadership image in the troops.

Building self-confidence is a good foundation for becoming a successful leader, and cultivating and developing self-confidence is the foundation for improving leadership and management skills. In order to convince subordinates of the correctness of their goals and decisions, a leader must demonstrate a high degree of self-confidence.

In cultivating self-confidence, officers should grasp the following links:

The first is to understand oneself objectively and avoid self-denial.

Self-knowledge is the first step in developing self-confidence in an officer. Only by affirming themselves can officers show self-confidence and put on a strong image of leadership and management. There will always be mistakes or mistakes in people's study, work and life, and such mistakes or mistakes often affect people's self-confidence. Objectively knowing ourselves requires us to be able to objectively analyze and reflect on things like doubts about our own abilities, objectively explain the true meaning of things, objectively explain the reasons why things happen, and summarize ways to prevent such events from happening again, etc. While cultivating self-affirmation, officers avoid self-denial. Improving self-esteem and self-awareness is an effective way to boost an officer's confidence. If you know that you can successfully do something well, then you will have the confidence to do it. The relationship between success and self-confidence is like the relationship between eggs and hens, and every time a successful person takes a step forward, he or she becomes more and more convinced of his success. In order to develop your self-confidence as a leader and manager, you must be firm in your belief in success; the idea of failure can hurt the self-confidence of leaders.

The second is to actively give full play to expertise and take the initiative to assume leadership responsibilities.

Expertise is the source of strength for leadership and management. When your expertise is relevant to the people around you, they will voluntarily support you as a leader. In order to play to your expertise, you must create more opportunities for yourself to become a leader manager. In fact, as long as you have expertise and enthusiasm, you will find that there are many opportunities to make yourself a leader and manager, but some of this responsibility is stipulated by your own position, and some are outside the position, which belongs to the "uncrowned leadership manager," which is of a compulsory nature, such as the work of the Communist Youth League and the military committee, the organization and leadership of daily cultural and sports activities, tolerance and service work, and so on. In order to improve their leadership and management ability, officers should strive to find and accept leadership and management work outside of their normal duties, seize every opportunity to find leadership and management responsibilities, and enhance their self-confidence through various trainings.

The third is to be enthusiastic about helping others.

Leaders and managers mainly accomplish tasks through others.

The success of one person and the completion of a job are inseparable from the assistance of others. Others always have talents and talents in a certain field that you don't have yourself, so it is said that a person's success in life depends on how much he helps others to be successful. Enthusiastic about mentoring and helping others, able to develop their self-confidence and leadership skills.

(2) Charisma

Interpersonal psychology believes that everyone likes to deal with energetic and energetic people. Subordinates always admire and respect those leaders and managers who are energetic, high-spirited, enthusiastic, confident and optimistic. A successful leader is always a person who is good at inspiring his subordinates. The Western thinker Amorⁱ said, "If you want to be a force in the crowd, you must be enthusiastic and energetic." The famous United States journalist Edgar Snow once described Peng Dehuai during the Yan'an period as follows: "I thought he was a tired, flat-faced fanatical leader, and his body may have collapsed. It turned out that I found Peng Dehuai to be a cheerful and smiling person, and his conversation and behavior have a straightforward, and non-roundabout style, which I like very much, which is a rare quality of Chinese. He is very agile in his movements and speech, likes to talk and laugh, is very intelligent, an excellent rider, and can bear hardships and stand hard work, and is a very lively person. I must admit that Peng Dehuai made a deep impression on me." It was from the spiritual outlook of Peng Dehuai and other senior leaders of our party and our army that he came to the conclusion that the red star would definitely be able to shine on China.

The military is a place of collective life and a place where young people gather, and the emotional and mental state of officers, especially grassroots officers who work and live with cadres and soldiers, has a direct impact on the officers and men around them. In front of the soldiers, officers should develop the habit of vigorous words and deeds, be straightforward and enthusiastic, act vigorously and resolutely, go to the soldiers to care for and help people, and encourage and lead everyone to accomplish tasks together with their strong will, outstanding talent, and high emotions.

In the new century and new stage, in the face of new situations, new problems, new opportunities, and new challenges, officers should strive to maintain "a bold and upright spirit, vigorous and vigorous, and high-spirited spirit" and strengthen the appeal of leaders and managers. It is embodied in three aspects:

ⁱ Translator's note: This is a Chinese rendition of a Western name, though it is unclear which.

First is to stay passionate.

Successful leaders and managers are not always the embodiment of reason, they are also often passionate and unrestrained seekers of ideals. The enthusiasm of leaders and managers is the driving force for subordinates to work hard. Without passion, there would be nothing great in the world; one of the ways that leaders and managers can inspire their subordinates to achieve their goals is to keep their passions in them.

The second is to maintain an enterprising spirit.

Enterprising spirit is not only the desire for power and dominance of leaders and managers, but also a long-term vision and positive spirit. Enterprising spirit is the driving force and source that drives leaders and managers to unswervingly and consistently achieve lofty goals. What sets enterprising leaders and managers apart is that they dare to challenge themselves and inspire themselves. If a leader wants to be an enterprising person, he must be willing to take risks and be willing to fight. The good ideas and strong enterprising intentions of leaders and managers are in themselves eye-catching. Dream is the motivation to motivate the intention into practice, the establishment of subordinate confidence is inseparable from the enterprising spirit of the leadership and management, only the leadership and management themselves show a positive spirit, and work together with the subordinates, the subordinates can be the charm of the leadership and management. Surrender and obey his commands. Leaders and managers can use their own ambition and goals to build confidence in their subordinates that they are fully capable of fulfilling their responsibilities. Keeping hope alive is the battle cry of enterprising leaders, and in order to activate hope, enterprising leaders and managers will take responsibility for their own work and that of their subordinates, thereby strengthening their confidence. Enterprising leaders see every change in the external environment as an opportunity to renew and learn. When they develop smoothly and achieve success on the stage of life, they will not slack off, but are good at seizing opportunities, studying hard, actively exploring the world, daring to challenge themselves to keep climbing and moving forward.

The third is to create a team atmosphere.

Inspirational leaders and managers always strive to create a team atmosphere to bring out the wisdom of their subordinates. Successful leaders and managers understand that they must strengthen the sense of ownership of their subordinates in order to mobilize their enthusiasm and creativity.

In order for subordinates to fully display their talents, they must know how to do their work autonomously and responsibly as masters, and how they should take responsibility for the success or failure of the organization. In the military, letting officers and men become the masters of army building cannot be just an empty propaganda slogan. Leaders and managers have two basic roles in an organization: one is to set goals; the second is to implement the goals. Once the direction is clear, the role of the leader is to encourage the subordinates to achieve personal growth in the process of achieving the organization's goals through teaching and coaching, and to help the subordinates achieve their goals. In this way, the subordinates will go all out.

(3) Willpower

Strong willpower is the core content of an officer's psychological quality, which is embodied in the stubborn spirit of resistance, the courage to be fearless in the face of danger, the perseverance to persevere, and the resolute belief in achieving the goal. Perseverance, embodied in the leadership of the army is firm, calm, determined, assertive, perseverance, perseverance, etc., no matter what difficulties encountered, always maintain their firm belief in life and professional pursuit, just as Marshal Chen Yi said: "The snow presses the green pine, and the green pine is straight and straight." "The revolution must be firm and always be the motto"; in any case, maintain an objective, calm and realistic attitude.

There is an inevitable link between the attitude of leaders and managers and their success. Strong-willed leaders and managers become wealthy because they are spiritually rich. Perseverance enables leaders and managers to show creative spirit and adventurous spirit, and strong willpower helps leaders and managers to achieve the set goals. When a leader has tenacious endurance and a high degree of endurance, he can endure setbacks again and again, withstand blows again and again, and then become more and more tenacious, forming an iron will. Every setback is a test of the psychological quality of leaders and managers, and it is also a strengthening and improvement of their endurance and endurance.

In order to exercise tenacious endurance and a high degree of endurance, officers should strive in five aspects:

The first is to cultivate the courage of perseverance.

Strong-willed leaders and managers have a noble purpose, a clear direction, and lofty goals, and their way of life is as magnetic as a compass, and success is a series of struggles. They are able to keep a calm and careful mind in complex and stressful situations, as Napoleon said, "to accept the correct impression of things, and never to be deceived by good or bad news." "Suddenly come without being surprised, without reason without anger," living in turbid and clear-minded, in danger and calm. In order to achieve the goal, an officer must have the mentality of acting quickly, and at the same time, he must also have the psychological preparation for long-term combat. Once you are clear about your goals, you have to work hard. Officers need courage, but this courage is not just a momentary courage, but a constant courage. Leaders with strong willpower never give up.

The second is to maintain optimism.

Optimism is very important for leaders to be firm in their will. Officers should be brave in the face of all situations, even in the face of strong pressure, they should remain calm and take on the challenge calmly. Leaders must be optimistic if they want to expect positive results. Optimism is also the key to experimentation and innovation.

The third is to treat adversity correctly.

The second characteristic of successful leaders and managers is that they have a positive attitude towards things. They always try to see the possibilities of things. They are well aware that if they make new attempts, they are likely to make mistakes, and that the road to success will not be easy. They never put the blame for their failures on fate, nor do they improperly blame themselves for their mistakes and mistakes. They believe that as long as you don't get knocked down by adversity and become cynical, you'll be able to learn many valuable lessons from adversity. Keep persevering when you fail, keep trying, and you will succeed. In order to finally overcome setbacks, the first thing needed is courage, and only with courage can we have confidence and take a series of actions. Even if there are many difficulties, leaders and managers should rise to the challenge and work hard.

The fourth is to adhere to principles.

There is a saying in leadership and management: "Without principle, there is no direction, and without flexibility, there is no masses." If the leadership manager uses principles to lead and manage the troops, the entire organization will not lose its way. Principles are embodied in the values, perceptions, norms and habits of leaders and managers, and the principles in the minds of leaders are actually values. To adhere to principles is to adhere to the ethics of leaders and managers. Adhering to principles embodies a kind of spiritual perseverance.

The fifth is to embody flexibility.

Officers should not only maintain a "strength" of perseverance, tenacity, perseverance, self-improvement, and perseverance, but also maintain a rational, calm, relaxed, and generous mentality; when handling work, they have a certain degree of principle and rigidity, as well as a certain degree of adjustability and flexibility, and can treat comrades with open-mindedness, tolerance, and patience, so that the unit can maintain a united, harmonious, and stable atmosphere.

(4) Love

It is very important for officers to maintain a loving heart in leading management activities, which can make your management measures and educational behaviors more effective and more acceptable. Only when officers and men sincerely love their officers and men and make them feel that the officers' criticism, praise, management, and education are all out of sincere love will the troops have a truly harmonious relationship between officers and men.

Commander-in-Chief Zhu De is a model of loving soldiers. He once stressed: "It is necessary to ensure the health of the fighters..... To open windows, many people live in one house. If you don't open the windows and close the doors, if the air is not enough, the good people will be shut down, and the weak will not be able to stand it. Get up early in the morning, go to bed on time, and get up on time; when it's cold, make a fire; eat it cooked; drink boiled water instead of cold water..... Once someone is sick, they must take good care of it, and the leaders of the company will go to see it in person." In the history of the people's army, it is precisely because the vast number of cadres have shown such meticulous concern and love for the soldiers that they have won the heartfelt respect, support, and love of the soldiers.

To maintain a loving heart for their subordinates, officers must correct the "fundamental attitude" of cadres toward soldiers. The key to leadership and management work is to see how the troop leaders view the soldiers, and whether the cadres can establish a deep relationship with the soldiers.

There are three ways to correct the "fundamental attitude" of officers toward soldiers, namely: to correctly understand soldiers; deepen the love for soldiers; strengthen the sense of service to the soldiers. Officers must truly establish the notion that soldiers are the main body of the army.

First, it is necessary to have a correct understanding of the soldiers.

A correct understanding of soldiers is the basis for correcting the "fundamental attitude" of officers. Officers must truly establish the notion that soldiers are the main body of the army. Soldiers are the foundation of the army, and this is the traditional evaluation of the status and role of soldiers by our party and our army, and it is also the fundamental reason why the people's army is distinguished from other exploiting class armies. Soldiers are an important part of the combat effectiveness of the army. Soldiers and officers are two groups with equal political status within the people's army, among which soldiers, as the managed, are the vast majority of the army, which directly reflects the image of the army. In the people's army, the word "soldier" is admirable because the countless ordinary little things they have done have converged into the great feat of the people's army. The masses of the people are the real heroes who promote the development of history, and the broad masses of soldiers are the foundation for doing a good job in army building and winning victories in battles. In daily work and life, in the face of urgent, difficult, dangerous and heavy tasks, dare to take the lead. The main reliance on the soldiers who dare to be the vanguard of the formation; in the cruel and fierce war, in the face of the rain of bullets, it was the soldiers who charged. Most of the famous heroes who have emerged in the history of our army are soldiers, such as Zhang Side, Dong Cunrui, Qiu Shaoyun, Huang Jiguang, Lei Feng, Zhang Hua, Xu Honggang, etc., all of whom have shown the infinite demeanor of soldiers. At the same time, soldiers are also the source of officers and generals, and without soldiers there is no army. Only by respecting the soldiers and giving full play to their subjective initiative can we boost the prestige of the army and better fulfill the glorious mission entrusted to our army by the party. It is precisely with this scientific understanding that during the years of revolutionary war, leading cadres at all levels of the party and the army cherished and cherished the soldiers, and that a new type of people's army was shaped. In the new century and new stage, in the process of building an information-based army in our army, we must still inherit and carry forward the fine tradition of respecting cadres and loving soldiers and being consistent with officers and men, profoundly understand the ideological connotation of "soldiers are the foundation of the army," lay a solid ideological foundation for loving soldiers, and enhance the consciousness of loving soldiers.

A correct understanding of a soldier requires the officer to maintain a positive and healthy mindset. When we know the young soldiers of today, we should look at the larger social context. Departing from the analysis of the larger social background and blindly blaming the soldiers will not help solve the problem in the slightest. We should see the mainstream of young soldiers in the context of the overall social environment. No matter how diverse the composition of the soldiers is, no matter how the value pursuit of the soldiers changes, and how many personal goals are mixed with the motivation for joining the army, the vast majority of them always have a basic desire when they join the army, that is, to go to the army to receive training and do a good job. This should be fully recognized. Contemporary young soldiers are emancipated in their minds, good at thinking independently, and concerned about major state affairs and the cause of military modernization. Their desire to become talented people, their desire to have a skill, and their desire to learn a practical technique in the army also coincide with the development of the times and the general background of the construction of the socialist market economy. The shortcomings and mistakes of some soldiers must not be artificially exaggerated or exaggerated. Some cadres always complain that "it is difficult to lead soldiers now" and that "it is difficult to serve as officials," and even accuse soldiers of poor quality. The practice of leading troops in the new period of our army has proved that if cadres look at the shining points of the soldiers more and find less faults; it is entirely possible to show more concern and care, less criticism and accusation, not to engage in "checking, blocking, and pressing" and "blocking, blocking, and investigating," to truly be close to the soldiers, to be heart-to-heart with the soldiers, to care for and train the soldiers with brotherly affection and comrade-in-arms, to help them correct their shortcomings and mistakes, to overcome their weaknesses and deficiencies, to enhance the feelings of officers and men, to strengthen the relationship between officers and soldiers, and to enhance the cohesion and combat effectiveness of the troops.

Second, deepen the love for soldiers.

Deepening the love for soldiers is the driving force behind the "fundamental attitude" of officers. Soldiers must be truly understood, respected and trusted. Emotional factors are one of the sources of motivation for a correct attitude; in the close relationship between officers and soldiers, knowing the soldiers is the premise, and loving the soldiers is the foundation, and loving the soldiers is more embodied in the feelings for the soldiers; the deeper the feelings for the soldiers, the more conscious the actions of loving the soldiers will be, and the more effective the correct fundamental attitude will be. It requires officers to enhance their revolutionary dedication and sense of political responsibility, to truly understand, respect, and trust soldiers, and to infiltrate them in leadership and management activities and to show them in knowing soldiers, so as to establish a harmonious and sincere comrade-in-arms and comradely love with soldiers.

To do this, officers must do the following:

One is to truly understand the soldiers. Understanding is a kind of communication of the heart, the acceptance of thoughts, and the integration of feelings. The demand for understanding is a prominent feature of contemporary young soldiers. To have a correct attitude toward soldiers, cadres need to learn to understand soldiers from multiple angles and in all directions. First of all, it is necessary to put down the shelf, take a step, enhance understanding through regular contact with soldiers, mingle with soldiers everywhere, and constantly understand the needs of soldiers. Secondly, we should often take the initiative to carry out "empathy," change the original psychological stereotype, and seek more in line with the objective reality of understanding and behavior. Cadres should always take the initiative to check their management behavior and compare their hearts with their hearts; we should always think in our minds, such as "if I were a soldier" and "if I encountered such a situation," so as to keep a clear head and consciously understand the soldier.

The second is to really respect the soldiers. Respecting soldiers is a character that officers of the people's army must possess, and it is also a kind of leadership art that arouses the enthusiasm of soldiers. Young soldiers of the present generation have a strong sense of self-esteem and a sense of ownership; they have less of a sense of respect and inferiority, do not obey reason, and are not satisfied with the method of leading troops of "I will tell you to listen," "I will tell you to do it," and "I will take care of your service." They often attach great importance to whether or not they are respected, demand that officers treat each other as equals, fully respect their reasonable behavior, and truly realize the equality of officers and men and the unity of officers and men. Therefore, officers should first respect the personality of soldiers in leadership and management work. No matter how familiar they are with a soldier, how close their relationship is, or how pure their motives are, they must treat each other with courtesy, and do not make a fool of themselves in public to hurt their face, refrain from using foul language and swear to make the soldiers hold their breath, and do not damage the soldiers' shortcomings and embarrass them. It is strictly forbidden to insult and punish soldiers, because insults and corporal punishment will lead to emotional confrontation and ideological confrontation between officers and soldiers, and even lead to extreme behavior. Second, we must respect the democratic rights of soldiers. This is an important prerequisite for close relations between officers and soldiers. To respect the democratic rights of soldiers, it is necessary to correctly deal with soldiers' criticisms and suggestions, so that soldiers are willing to speak and dare to speak. Officers should believe in the soldiers, respect the initiative of the soldiers, and oppose the "one-word hall" and the patriarchal system. Soldiers' criticisms and suggestions should be answered in a timely manner, and explanations should be given to protect and encourage soldiers to carry forward their enthusiasm for democracy.

It is necessary to consciously accept the democratic supervision of the soldiers, be honest and self-disciplined, set an example for others, not be greedy or possessive, act impartially, do not favor one over the other, do not retaliate, do not accept gifts from the soldiers, and strive to establish an amiable and respectable image of leadership in the minds of the soldiers.

The third is to fully trust the soldiers. Trust embodies a kind of emotional expectation and trust, has a strong appeal and inspiration, and can make people move forward without hesitation. Trust is a sincere "convection," and to maintain close relations between officers and soldiers, we must trust them with trust. If the officer treats the soldier sincerely, the soldier will take the initiative to cooperate with and support the cadres. On the other hand, if cadres do not trust the soldiers, there will be a phenomenon of detachment between the officers and soldiers. At present, some cadres are confident that they are wise, and they often do not feel at ease with the soldiers, do not let go, and consciously or unconsciously develop the idea of believing in themselves and not believing in the soldiers. When soldiers feel that cadres do not trust them, they will have grievances and complaints, which will breed a rebellious mentality, which will have a negative impact on the relationship between officers and soldiers. To rectify these problems, officers must overcome their self-confidence and clever thinking, have a dialectical and scientific understanding of soldiers' consciousness, knowledge, experience, and ability, see the soldiers' merits and strengths, and humbly study and publicize them in their work. Of course, trust is not the same as laissez-faire, and we must unify strictness and love in our work.

Third, it is necessary to enhance the sense of serving the soldiers.

Enhancing the sense of serving the soldiers is the guarantee for correcting the "fundamental attitude" of cadres. The service of officers to soldiers is determined by the nature of our army, and it is the traditional content of our army to respect and love soldiers. During the war years, officers and soldiers shared weal and woe, life and death, and officers serving the soldiers were serving the victory of the war; in peacetime, officers and men share responsibilities and have the same goal, while officers serving the soldiers serve to enhance the cohesion of the troops, enhance the combat effectiveness of the troops, promote the comprehensive building of the troops, and win victories in future informationized wars. Although the dependence of officers and men on the coexistence of life and death is not as closely related as it was in the past war years, officers should be more conscious in serving the soldiers and should not be diluted in the slightest.

To do a good job in serving the soldiers, we must correctly understand the connotation of serving the soldiers. Officers' service to soldiers is a deepening of the idea of equality between officers and soldiers, a concrete embodiment of upholding the unity of officers and soldiers, and a bond of close relations between officers and soldiers.

To serve the soldiers, it is necessary to care for the fundamental interests of the soldiers and to solve problems for the soldiers. At present, cadres serving the soldiers should pay attention to the following three points: First, they should help the soldiers correct their world outlook, outlook on life, and values, establish lofty ideals, devote themselves to national defense, and strive to become revolutionary servicemen with the "four haves." This is also the fundamental point of serving soldiers. Second, serving the soldiers is reflected in the cadres' concern and thoughtfulness for the work and life of the soldiers. Due to factors such as age and experience, soldiers have a gradual process of adapting to the life of the barracks, and they need the meticulous care and sincere and meticulous help of officers at the grass-roots level in their daily lives; officers should understand the various troubles encountered by soldiers in training, studying, and fulfilling their tasks, and the actual difficulties of soldiers and their families, such as illness, injury, setbacks in marriage and love, and natural and man-made disasters at home. In particular, with regard to backward soldiers, it is necessary not to dislike or complain, treat each other sincerely, treat them equally, and in light of their characteristics, do a solid job of persuasion and education, be patient and meticulous, not be afraid of repetition, and arouse the self-motivation of backward soldiers in the course of in-depth assistance and education. Caring and considerate soldiers must be all-round, multi-layered, and sincere, and must not be hypocritical. Third, serving soldiers should also be embodied in helping soldiers become talented. Being eager to learn and making progress, and seeking knowledge to become talented have become the common characteristics of current soldiers. However, judging from reality, the contradiction between the needs of soldiers and the degree of satisfaction is quite conspicuous, and if it is not handled properly, it will not only affect the relations between officers and soldiers, but will also easily cause accidents and affect the building of the entire army. In order to meet the requirements of soldiers seeking knowledge and becoming talented, officers should attach great importance to the work of "creating a learning-type military camp and cultivating knowledge-oriented soldiers," actively create conditions for soldiers to study, guide soldiers to firmly establish the concepts that "hard training can lead to success" and "being proficient in military force means becoming talented," and encourage them to base themselves on the military arena to become talented.

(5) Fairness and integrity

Someone said, "Love and public heart are the foundation of grassroots officers." Public heart has three meanings, one is that officers can think about problems from the perspective of the overall situation, deal with problems, and always and everywhere have the heart of public service; second, it means that officers have a sense of justice, and in matters involving the interests of the majority of the people, they are fair and upright, honest and honest, and uphold the right and eliminate evil.

Third, officers are required to have the ambition of public servants, serve the officers and men at the grassroots level with a strong sense of public servant, regard the officers and men at the grassroots level as their own brothers, seek truth from facts, act impartially, consciously do not show favoritism, do not have relationships with fellow villagers, and do not engage in small circles.

At the heart of the heart is integrity. Integrity is the primary characteristic of a good leader, and it includes fairness, honesty, dedication, and consistency between words and deeds.

Impartiality is one of the most important criteria in the evaluation of leaders and managers by followers. Treating subordinates fairly is an important test for leaders and managers. Subordinates have their own unique views on whether leaders and managers are fair or not, and people respect and support what they think is fair leaders and managers. Everyone wants to be recognized in the group, and the recognition of officers and men for their excellent work and the punishment of slackness, dereliction of duty, and mediocrity are the only way to show justice, and it can produce tremendous benefits and incentives.

Honesty is the key to integrity in leading managers. Honesty means selflessness. Honesty is not only about telling the truth, but also about embodying the truth of one's heart. Honesty is not about being aggressive or bullying, but about expressing one's thoughts and feelings with affection and sincerity. The essence of honesty is to dare to admit the mistakes you have made, and it is a manifestation of honesty for leaders and managers to admit their mistakes.

For leaders and managers, dedication is not only diligence, but more importantly, mastery of their own work. Dedicated leaders and managers often set an example for others, leading by example and doing what they say. They are willing to restrain themselves by the same standard of measuring others, so that they can do what they ask others to do first, and they do not do what they ask others not to do. The demeanor of a leader manager is a magnifying glass that followers use to determine or improve their own manners and behaviors.

Successful leaders and managers always walk the talk. If leaders and managers don't live up to their principles, then there will be no ethics in the organization as a whole. Consistency between words and deeds is not something that leaders and managers use to flaunt themselves, but to defend their beliefs with practical actions. Followers genuinely desire leaders and managers to be on the same page and keep their promises. Aligning words with deeds is a huge challenge for leaders.

Leaders and managers must ensure that what they say is true.

Fairness and integrity are also reflected in strictness. "Administering the army strictly" is an issue that has been repeatedly emphasized by soldiers of all generations. Napoleon, who was praised by Engels as a "military giant," will strictly be called "the god of leading troops"; Sun Wu, the originator of military warfare in ancient China, called "strict" "the way of generals;" marshal Liu Bocheng famously said, "Benevolence cannot hold the army." All this shows that strictness is a basic law in army building. There is no contradiction between being strict and loving soldiers, and the key is that officers should be strict and trustworthy, strict and reasonable, strict and effective, treat everyone equally, and have clear rewards and punishments.

(6) Courage

Courage refers to the courage and decisiveness to deal with things.

For leaders and managers, courage, courage and courage are important conditions for performing their duties, and courage is an indispensable quality. Courageous leaders sometimes treat their subordinates harshly for the good of the organization as a whole, but courageous leaders are still respected and willingly obey those who have the courage to stand up in times of crisis and transition. Because the courage of leaders and managers is the key factor for the organization to win in the competition, it is a powerful means to stabilize the mood of subordinates and boost their morale. Success belongs to those who are bold in their leadership. Leaders and managers are not courageous, indecisive and easy to miss opportunities, indecision often reduces efficiency, and cautiousness leads to hesitation. As a result, some leading cadres are unable to bring their abilities into play, their work cannot be carried out because they are not bold enough, and their units cannot form a joint force.

Courage is a quality cultivated in a person's life, and a person's personality and temperament may determine the cultivation of courage to a greater extent.

Corresponding to the courage of leaders and managers is indecision, indecision, and cautiousness. Hesitation is an obstacle to the success of leaders and managers, for leaders and managers, indecision and indecision means the loss of opportunities, and prudence means the loss of the prestige of the masses.

Courage often means courage and risk-taking.

Lead managers can inspire or inhibit the courage of their organizations, and it takes courage and guts for lead managers to surround themselves with a group of brave people. Being brave means not only having the courage to stand up for what you believe in, but also having the courage to stand up. If a goal is established, a successful leader and manager does not necessarily "know" what he can do than others, but more importantly, he "dares" to do it than others, even if it leads to personal misfortune, they will use courage to face the reality without flinching. Leaders must recognize that making the right and timely decisions means taking risks once in a while. In the handling of affairs, especially the handling of emergencies, leaders and managers must have a clear proposition, have extraordinary decisions and behaviors in extraordinary times, and cannot follow the rules and look left and right. Risk-taking is a kind of courage and courage that is manifested in the leadership and management, of course, the courage is not a desperate gamble, and the leadership and manager need to have a cool head and rational decision when exerting the spirit of adventure.

The courage of leaders and managers is premised on ability.

Ability is the foundation of courage. The courage of leading managers should be a deliberate act of volition, controlled by the rational control of the intellect. Clausewitz said, "Courage guided by great intellect is the mark of a hero." This act of audacity is not the daring to violate the nature of things and the gross violation of the laws of generality, but to give strong support to the higher decisions made by genius (i.e., accurate judgment) quickly and without thinking in decision-making. "Without the ability to be the core, courage will manifest itself in boldness, ignorance, recklessness, arbitrariness rather than decisiveness; without the ability to be wings, the courage can only limp on the ground, and cannot fly into the blue sky at all; without the ability to make a skeleton, the courage is a clay sculpture, which cannot withstand the storm and the washing of time. In fact, courage is a "double-edged sword," and it must have the ability to be the hilt of the sword, so that this "sword" can cut through obstacles and open up the way for us; otherwise, you may hurt yourself, endanger others, and affect your work. In practice, individual leaders and managers mistakenly regard courage as ability, and use courage to prove ability, believing that the greater the courage, the greater the ability. Some do not follow the objective law of the development of the unit, ignore the actual conditions and needs, blindly come up with "new ideas," and engage in "big strokes";

some are not good at investigation and research, do not know how to analyze and demonstrate, the situation is unclear, the determination is great, and there are countless random decisions in their hearts. The result of blindly showing courage is that "ideas" become "dead ends" and "big spending" turns into "big failures." This kind of practice of liking to show courage and being unwilling to work on improving one's ability is not only lazy in action, but also an anchor in thought. Because to show courage, you only need to "pat your head," and to improve your ability, you need to use your brain.

Ability and courage promote each other and improve each other.

Leaders and managers should be more courageous in improving their capabilities. Improving ability is not a day's work, but a long and painstaking effort. For most leaders and managers, what they lack is not courage but ability, and the lack of courage is mainly due to lack of ability. Once the ability is strong, the confidence to speak will be sufficient, the efficiency of handling affairs will be high, the idea of decision-making will be clear, and the courage will naturally be greater. Comparatively, capacity enhancement is more urgent and important. At the same time, leaders and managers should also improve their abilities in the process of increasing their courage. The process of enhancing courage is mainly a process of practice, and this kind of practice is also an important link and a rare opportunity for enhancing ability, and leading cadres must grasp this link so that their ability can be enhanced at the same time.

(7) Contingency force

Things are changing. Leaders and managers must try to take into account all kinds of relevant changes, not stubborn, not rigid, flexible, and able to adapt to new situations.

Contingency requires leaders and managers to be able to assess the situation. The soldier is like a water...the water is trapped and the flow is controlled, and the soldiers are defeated by the enemy. Judging the situation mainly requires leaders and managers to recognize the objective situation and clearly observe the opportunities that are revealed in the process of development. Assessing the situation does not require profound wisdom, but it does require a cool head, a keen sense of consciousness and a pragmatic spirit.

Contingency requires leaders and managers to be innovative.

If leaders and managers do not innovate and change, but stick to the old ways, it means that the organization will lose the initiative.

In the face of the new situation, leaders and managers should choose the right and abandon the consistency of opinions. In the minds of leaders and managers, there should be only immutable and aggressive goals, and there should be no forever applicable action plan. The reason why successful leaders and managers can judge the situation and strive for opportunities is that in addition to having a realistic investigation and study of the changes in the situation and the development of things, they dare to self-deny and self-change. Changes in the environment require leaders and managers to have the ability to adapt and constantly renew themselves. The whole life of a leader and manager is a kind of learning in constant updating, through learning, leaders and managers can discover a lot of new things, which can make it easier for them to adapt to the changes and requirements of the environment.

Contingency requires leaders and managers to be able to move with their cameras.

Opportunities are always given to those who are working hard all the time. Even if you're a talented player, if you don't run and don't kick, you're never going to score. On the road to failure, there are missed opportunities everywhere. People who sit back and wait for the lucky ones to come in through the front door often ignore the opportunity to enter through the back window. There is no time to lose. Opportunities are everywhere, and it depends on whether leaders and managers can grasp them. The essence of seeing the stitches is to seize the opportunity, try to make use of all available opportunities, take action, and achieve the desired goal. The advent of opportunities is not the favor of God, but the result of the self-efforts of leading managers and personal contact with reality.

3. MASTER SCIENTIFIC LEADERSHIP AND MANAGEMENT METHODS

Officers possess the character qualities that leaders and managers should have, and this is an important factor in winning the respect and love of their subordinate officers and men. On this basis, officers should master scientific leadership and management education methods that suit the ideological and behavioral characteristics of officers and men in the new period, and this will also play an important role in enhancing leadership and management ability, enhancing the unity of officers and men, and promoting the comprehensive building of the troops.

(1) Conduct target guidance

A goal is a milestone of success.

An inspiring and achievable goal can serve as an inspiration and motivator.

Leaders and managers can only achieve great things when they have lofty goals. The goal gives leaders, managers and group members a visible direction and "shooting target." With a goal, the inner strength of the leader and manager will find the direction, the past or current situation of the leader and manager is not important, what achievements they want to achieve in the future is the most important; the setting of goals also helps the leader to prioritize his day-to-day work. Opportunities for greatness don't cascade down like the rapids of Niagara Falls, but slowly, little by little.

Identifying goals is at the heart of the art of leadership management.

Leaders should have a comprehensive, objective estimate of prospects and goals before they act, or before they encourage others to act. They should be good at selecting, digesting, and forming their own appropriate vision of the future, and they need to be prescient and paint a picture of the organization. If leaders do not have a clear idea of the future of the organization, it can put the organization in a dangerous situation. The lead manager must know where the organization is going, and he must be able to articulate it clearly and unambiguously.

After the goal is determined, the leader and manager must make the goal concrete and modeled, and through communication with subordinates, the goal will be recognized and supported by everyone, and put into action. Belief is the goal in the hearts of leaders and managers, and it sets up a beacon and signpost for the organization. Beliefs and shared ideals should not be imposed on others, but should persuade followers to devote themselves to their pursuit. Truly accepted beliefs will stimulate creativity, daring, motivation, and responsibility.

Leaders and managers should also help their subordinates establish their own goals around the achievement of organizational goals and guide them to strive to achieve them.

Promote the realization of organizational goals through the pursuit of self-goal achievement. Leaders and managers should do a good job of decomposing goals, combining large, medium, and small goals with far, medium, and near goals, so that people can link their actions with these goals at all times in their work. In the military, young officers and men are still in the initial stage of their lives, and it is particularly important to help them calibrate the coordinates of their life values for their healthy growth and progress.

To this end, leaders and managers should not only help officers and men establish long-term goals in life, but also help them base themselves on the immediate situation and inspire and guide them with clear and solid phased goals one after another, and constantly move toward the big goal of life struggle while realizing their own small goals step by step. In practice, it should be differentiated from person to person, and guidance should be categorized. For the new soldiers, educate them not to be too ambitious and rush for success; for veterans, non-commissioned officers, and young officers, it is necessary to help them overcome their feelings of satisfaction and make them ambitious; for soldiers with skills, encourage them to base themselves on their own duties and realize their ideals.

(2) Carry out interest incentives

Motivation is a means for leaders and managers to improve their work enthusiasm and guide their thoughts and behaviors by influencing the realization of people's personal needs. The main reason why people follow the leader is because they trust the ability of the lead manager, they believe that the lead manager understands the pain and frustration, joy and struggle, goals and ambitions of their subordinates, and believes that through their own efforts, the leader manager will consider their best interests. Motivation is to stimulate people's inner potential, make people feel rewarded for their hard work, so as to increase their sense of responsibility for consciously working hard. Therefore, whether the incentive mechanism can be established and improved, and whether each group member can be effectively motivated, will be directly related to the realization of the organization's goals.

Incentives revolve around people's needs, that is, the realization of interests. Marxism holds that everything that people struggle for is related to their interests. The interests referred to here do not only refer to material interests, but also include political interests, spiritual interests, and material interests. In the military, the incentives of military personnel are generally divided into three categories: political incentives, spiritual incentives and material incentives. Political incentives refer to the incentives of the people's army for the purpose of serving the people wholeheartedly, emphasizing that revolutionary military personnel should be loyal to the party, the motherland, the people, and the cause of socialism with Chinese characteristics under the guidance of the general goal of serving the people, and not hesitate to sacrifice themselves to defend the interests of the country and the people. Spiritual motivation refers to the form of motivation with the main content of satisfying people's psychological needs, such as praise, awards, meritorious service, awarding honorary titles, etc., which makes people feel self-esteem and respect by others, and has a sense of achievement for self-realization. Material incentives refer to forms of incentives that mainly focus on satisfying people's physiological needs, such as bonuses and prizes, and improving welfare benefits.

The motivational methods that officers are often able to use are:

Reward incentives.

This is a common method. Rewards should be a combination of material and spiritual. The method should be constantly innovated, the effect of novel stimuli and change stimuli is relatively large, and the effect of repeated stimuli will be reduced, and the stimuli will be reduced.

Career incentives.

It is to achieve the purpose of motivation by helping officers and soldiers succeed in their careers. Among the levels of human needs, the sense of accomplishment is a high-level need. Enthusiastically helping the vast number of cadres to achieve their respective careers is the greatest encouragement in the organization. In the military, posts and ranks are a comprehensive embodiment of status, honor, treatment, responsibility, and power, and are also important symbols of the careers and achievements of officers and men. Timely promotion of officers and men's positions (professional and technical levels) and military ranks has a great incentive effect on officers and men. If they are not promoted when it is time to be promoted, the enthusiasm of officers and men will be affected. If they can be promoted in a timely manner, they will greatly arouse the enthusiasm of officers and men. In addition, leaders and managers should also strive to create conditions for officers and men to study and become talented people, so that they can have a foundation and stamina for their career development.

Support incentives.

Support and motivation is to be good at supporting the creative suggestions of subordinates as a leader and excavating the wisdom and wisdom of subordinates. Support and incentives include: respecting the personality, dignity and initiative of subordinates, and cherishing the enthusiasm and creativity of subordinates; trust subordinates, let subordinates carry out their work, and increase their sense of security and trust; create certain conditions so that subordinates can do their jobs competently; when something goes wrong at work, take the initiative to take responsibility for yourself. Good leaders and managers always take the initiative to take responsibility for their actions; because since you are a leader manager, you have to take responsibility for what your subordinates do, whether they do what you ask them to do or not, and of course sometimes we have to let your subordinates know that they are doing something wrong.

Emotional motivation.

Also known as caring incentives. It refers to the encouragement that officers and soldiers receive when they get the affection and friendship they need. People need understanding, respect and friendship, which are determined by the social nature of people. As the old saying goes, "A man dies for his confidant." If one's work, achievements, difficulties, setbacks, mood, personality and other aspects can be understood by others, especially by superiors and colleagues, and a deep friendship between people will be greatly stimulated. Therefore, as a leader or manager, caring for and loving subordinates, understanding and supporting peers, and striving to create a friendly atmosphere among members of the organization can have a greater motivational effect. Leaders and managers should do their best to solve problems for their subordinates' work, faith, study, and life. Understanding is a prerequisite for caring. As a grassroots leader and manager, you should achieve "eight understandings" about your subordinates, that is, to understand the name, place of origin, origin, family, experience, expertise, personality, and performance of your subordinates; "Eight numbers," that is, the work situation, physical condition, study situation, economic status, family members, housing status, hobbies and social interactions of subordinates.

Inspire by example.

Through typical figures and examples, we should create a typical demonstration effect, so that subordinates can understand what ideas, work styles, and behaviors they advocate or oppose, and encourage officers and men to learn from the advanced and help the backward advance. It is necessary to be good at discovering, summarizing, and applying typical examples in a timely manner.

Incentives must be fair.

The theory of fairness was first proposed by the United States psychologist John Stacey Adams in the 1960s. This incentive theory mainly discusses the impact of the fairness of remuneration on people's motivation to work. According to the theory, when an individual's reward is proportional to his or her efforts, he will be satisfied and motivated. Equity theory tells us that whether and to what extent an individual is satisfied with the reward they receive depends on the incentive's perception of the fairness of the reward they receive. If the incentivized person feels unfair, it will lead to dissatisfaction and the incentive will be ineffective. Therefore, the implementation of rewards should be based on meritorious deeds, not "pepper noodles," let alone intimate and sparse.

Praise, affirmation, and appreciation are also incentives.

It has been said, "The most pressing need of human nature is the desire to be appreciated." The desire to be appreciated by others is a concrete embodiment of human sociality, and it is also a driving force for survival and development potential in society. The desire for recognition and appreciation is everyone's spiritual need, and appreciation is the sunshine and rain of a person's spiritual life. It embodies respect and affirmation for people. Affirmation and "appreciation" can bring out the positive factors in a person and publicize them, eliminate or even eliminate the negative factors, so as to stimulate great work potential and creativity. Everyone loves praise, and cold and serious motivation for subordinates is often counterproductive. When leaders and managers are interested in their subordinates and value them, their subordinates tend to do their best work. Therefore, leaders and managers should give high praise to their subordinates while severely criticizing them; the tolerance of leaders and managers is first manifested in the ability to tolerate the dissatisfaction of subordinates with themselves; the tolerance of leaders and managers is also manifested in the ability to tolerate the shortcomings and mistakes of subordinates. I once heard such an incident: when a student officer was just appointed as a company commander, he did not know how to manage and the company's work often went wrong. The battalion commander was very annoyed and repeatedly criticized him at the conference, which made the student officer feel "not very good." A year later, the newly appointed battalion commander was very appreciative of the student officer's scientific and cultural qualities, and felt that no one in the battalion could surpass him in his mastery of knowledge. Therefore, he guided him on how to transform his knowledge into the ability to lead troops, and praised him when he made progress in his work, thus greatly arousing the enthusiasm of this student officer, and his enthusiasm was greatly increased, and the work of the company quickly improved. At the end of the year, the student officer was awarded the title of "Outstanding Company Commander" and the company was rated as "Advanced Company." Today, when talents are coming out in large numbers and people's self-confidence and self-esteem are becoming stronger and stronger, affirming and "appreciating" others is not only a working method, but also a kind of learning, a leadership art and an art of treating others. It should be noted that "appreciating" subordinates should not only stare at a small number of people who have strong work ability, good professional quality, and outstanding skills, but more importantly, we should discover the shining points of those subordinates who are usually "inconspicuous," and give them praise and encouragement in a timely manner. "Appreciation" is a kind of expression of true feelings, admiration in the heart, and let the other party feel that he really understands himself.

Not to make people feel that they are "appreciating" for the sake of "appreciation," and pretending to praise people will give people a very false feeling, which will not only not have the effect of motivating, but will also make people disgusted.

(3) Implement hierarchical leadership

In "Romance of the Three Kingdoms," in the face of Zhuge Liang's work methods and methods of doing everything in detail and doing everything, some people are very disapproving, thinking that "the husband is the ruler of the body, and the upper and lower cannot invade each other." If you are all close to it, you will be tired and sleepy, and you will not be able to achieve anything, this view is very pertinent. As the prime minister of the Shu Han Dynasty, Zhuge Liang does have the talent of the heavens and the earth, the skill of governing the country and the country, and his spirit of dedication is also admirable, but it is precisely because of the working method of "dreaming of sleeping at night, punishing more than 20 people to see it in person" that he became ill from hard work, leaving behind the eternal hatred of "dying before leaving the school, making the hero full of tears."

This story illustrates an important principle of qualified leaders and managers, that is, "in their position, in their own affairs," and not necessarily "everyone is in their own hands." Leadership and management work is a highly comprehensive activity, but comprehensiveness does not mean that leaders and managers have to "do everything themselves." Especially under the conditions of modern society, all kinds of new contradictions and new problems are constantly emerging. In the face of the ever-changing objective situation, if leading and management cadres still cling to the traditional way of leadership and management, or are accustomed to the leadership and management method of "sticking a rod into the end," in the end, not only will they not do their work well, but they will also become physically and mentally exhausted, and how can they still have enough energy to think about the overall situation and grasp major things? Comrade Mao Zedong once pointed out that the main task of leading cadres is to come up with ideas and use cadres. As leaders and managers, we should grasp the main contradictions, grasp the key to the matter, grasp the direction politically, lead the way and demonstrate ideologically, teach methods from work, and be good at making good use of talents. While dealing with the things within the division, it is necessary to often calm down, pace around, and think calmly about some problems, so as to have sufficient time and vigorous energy to plan and grasp big things.

The core of implementing hierarchical leadership is "delegation."

The so-called "authorization" means that the leader grants the leader a certain amount of power, so that under the instructions and supervision of the leader, it can independently make decisions and handle the work within the scope of its own duties. In their day-to-day work, some leading comrades have been "keeping their eyes open all day long and being so busy that the lights go out." They have worked hard and hard, but the results have not been fulfilled, the work in charge has not improved, and the construction of units has "remained the same," and there have even been constant problems.

There are many reasons for this, but one of the important reasons is that leaders are not good at "delegating" at work. Scientifically authorizing the military in accordance with its duties is of utmost importance to grasping the comprehensive building of the armed forces.

Reasonable "authorization" is conducive to leaders to grasp big things, seek long-term results, and manage the overall situation.

Human energy is always limited, and leaders are no exception. The ancient Roman legal code once stipulated: "The chief executive should not be intruded in trivial matters." As far as the commander-in-chief of the unit is concerned, his main responsibilities are to make decisions, appoint personnel, command, coordinate, and motivate, and he should clearly distinguish between the important and the urgent, and give instructions to his subordinates to carry out the work separately. Only in this way can the wisdom and energy of the leader be amplified and achieve the effect of $1+1>2$.

Appropriate "authorization" is conducive to stimulating the enthusiasm, initiative and creativity of subordinates.

The dynamic factor of empowerment is people, and the essence of empowerment is to explore the initiative and potential of the organization and members, so that members can display their talents in an open space and degree of freedom. Comrade Mao Zedong once pointed out: "If only the enthusiasm of the leading cadres is combined with the enthusiasm of the broad masses, it will become the idle work of a small number of people." A good leader should have a positive view of his subordinates, let everyone use their brains, and "everyone will paddle and sail fast, and everyone will gather firewood and the flame will be high." If you are not at ease with your subordinates, then you also have concerns, and there will be "you are not at ease, I am not satisfied," "if you do not delegate power, I will not do my duty," resulting in the leader having to bow down to everything, fall into chaos, and eventually become a lonely person, singing "one-man show" and dancing "bare pole dance" by himself.

Moderate "empowerment" is also conducive to the discovery, cultivation and emergence of outstanding talents.

Only when there are talents from generation to generation, can our cause flourish, flourish and prosper. Therefore, leaders should adopt an attitude of being highly responsible for the long-term building of the troops, and should not arbitrarily meddle in all the things that have already been "authorized" to their subordinates, so as to concentrate their energies on managing those important and important matters that have not been "authorized" to their subordinates.

At present, some grassroots cadres are relatively weak, and one of the reasons for this is that many of the autonomy exercised by the grassroots units have been "deprived" by the leaders. Grassroots cadres do not have the opportunity to fully exercise and display their talents, so where does their talent come from? Therefore, leaders should dare to boldly delegate power and take the initiative to "delegate" to their subordinates, so that they can be more beaten and tempered. Only in this way can we enhance the sense of ownership of our subordinates and arouse their sense of pressure and sense of urgency to do a good job and lead the troops.

"Authorization" is a leadership art and leadership method with strong policy principles, and in the specific operation process, we should pay attention to two points: First, we should strictly follow the responsibilities and scope of the rules and regulations to "authorize," act prudently, and avoid arbitrariness; second, it is necessary to prevent excessive delegation of power, and to delegate all the things that leaders should personally grasp to their subordinates. In this way, it will lead to bureaucracy, which is also not conducive to the building of troops.

(4) Raise the level of administering the military in accordance with the law

Administering the armed forces according to law is an iron law for the building of armed forces at home and abroad in ancient and modern times, and is an inevitable requirement for the party to implement the strategy of governing the country according to law in the military field. In the long-term practice of leading military struggles and army building, our party has accumulated rich experience in managing the army and has formed a series of effective ways and methods for managing the army. These precious assets have been determined in the form of laws and regulations, and have been formed into rules, regulations, and rules and regulations, thus providing a reliable basis for strengthening the revolutionization, modernization, and regularization of the armed forces. To promote military reform with Chinese characteristics and accomplish the dual historical tasks of mechanization and informationization, it is necessary to enhance officers' awareness and ability to handle affairs according to law and to thoroughly implement the rule of law.

It is a prerequisite to persist in administering the army according to law and conscientiously study laws, regulations, ordinances, and regulations. Only by conscientiously studying the rules and regulations and rules and regulations, and clarifying what should be done and what should not be done, what should be done and what should not be done, can there be a basis and guarantee that the law must be followed, the law must be strictly enforced, and the violation must be corrected. Officers should take the lead in an exemplary manner, consciously accept the constraints of laws and regulations, take the lead in abiding by discipline and law, and do things according to law.

Administering the armed forces according to law is a highly practical task, and it requires an innovative spirit that keeps pace with the times, constantly studies new situations, discovers new contradictions, and solves new problems, and implements them with a scientific attitude. Specifically, we should grasp four aspects.

First, in terms of work guidance, strengthen the awareness of taking laws and regulations as the center.

One of the basic spirits of administering the armed forces according to law is that individuals have higher authority than laws and regulations. Administering the armed forces according to law does not negate the importance of people, all work is done by people, and all laws and regulations must be implemented and implemented by people. But the question is: who is the center to complete the work, and how to correct the relationship and status of the two? Administering the army according to law emphasizes taking the system as the center, and the authority of laws and regulations comes first. This is because laws and regulations are the crystallization of people's collective wisdom, the summation of our army's many years of experience in administering the army, and the reflection of the laws governing the army in contemporary times. If the emphasis is placed on the will of the individual, the quality and efficiency of the work cannot be guaranteed. This is because no matter how experienced and capable an officer is, his will may sometimes be dictated by his personal feelings, resulting in improper management and erroneous decision-making, thus suffering losses in troop building. In addition, the work centered on the will of the individual is not stable and often changes with the advance and retreat of the individual and changes with the change of personal attention, thus making it difficult for the process of modernizing the armed forces to keep pace with the pace of the new military transformation. Only when we conscientiously ensure that officers guide their work in strict accordance with laws and regulations, that the troops operate in a regular manner in strict accordance with the rules and regulations, and that the words and deeds of the troops are regulated in strict accordance with the rules and regulations, can we ensure that the combat readiness, training, work, and life of the troops operate in an orderly manner according to law.

Second, in the way of leading troops, we should persist in acting in accordance with laws and regulations.

At present, another relatively common problem in the leadership of officers is that they are accustomed to acting on the basis of experience, and they are not accustomed to or do not attach importance to doing things according to laws and regulations. Some people feel that it is not as easy to use traditional experience to lead troops as they use laws and regulations, and it is too cumbersome and complicated to act according to law. Some even think that it is better to use the "regulations" set by themselves to lead the troops than to use their own "regulations" to work and "produce immediate results."

A large number of survey results have proved that the traditional empirical method of leading troops is not as simple and trouble-free as imagined, and the results are good.

Theoretically speaking, all fine traditions and successful experiences that have been tested by practice to be correct and conform to the law governing the development of military construction are consistent with the principle of the rule of law, and some of them can be upgraded to laws and regulations after certain procedures and become the norms generally followed by the troops. On the contrary, all so-called experiences and practices that run counter to scientific laws and objective reality are contrary to the spirit of the law and are prohibited and impermissible by laws and regulations. Therefore, we must have the consciousness of distinguishing and analyzing experience according to law, and scientifically screen and select experience. For example, "problems do not leave the battalion or company" and "problems do not stay overnight" were once regarded as an "experience" in grassroots work, but if we calmly analyze it with the thinking of the rule of law, we will find that such "experience" does not conform to the law of army building. This is because the authority of officers determines that they have limited means of handling problems, and if they handle problems according to such "experience," it is very likely that they will either "cover up contradictions" or violate laws and regulations.

Leading troops according to law and in science is not only the development and continuation of fine traditions and experiences, but also the art of leading troops at a higher level and at a higher level. Our army's successful experience in building and governing the army for several decades has been integrated into various laws and regulations issued; some good practices explored by various military units have also been popularized and fixed in the form of laws and regulations. In practice, we must unswervingly and conscientiously implement the principle of administering the army according to law, thoroughly correct the habit of grasping work based solely on subjective will and personal experience, correct the behavior of relying on "local policies" and "local regulations" to manage the army and lead troops, and constantly improve our ability and level of applying laws and regulations to solve practical problems in practice.

Third, in terms of work ideas, we should implement the idea of "governing the law."

Habitual "administering of affairs" and neglecting to "administer the law" is another common problem in the work of some military units. This is manifested in the fact that some officers do not seriously study the relevant laws and regulations in their work, do not delve into the training syllabus when they engage in training, and are not familiar with the rules and regulations when they grasp management. Some of them do not proceed from the statutory work functions and the relevant laws and regulations to make overall plans, but are led by the nose by routine work, do not consider the provisions of their duties and powers, do not consider the priority of tasks, do not consider the reality and possibilities of the troops, grasp whatever they think of, carry out surprise attacks whenever there is a task, are tired of coping, and complete the work.

This kind of work idea of "managing affairs" not only leads to low work efficiency and causes the grassroots units to "keep their eyes open and be busy until the lights go out," but also easily deviate the building of the grassroots units from the track of the legal system and affect the long-term, basic, and overall construction of the grassroots units.

The laws and regulations formulated through strict procedures have incorporated the successful experience of our army and the armed forces of other countries in the world, and reflect the laws of contemporary military development. As long as we act in accordance with the law, we can effectively and high-standard all work. The ancients said: The little wise man governs things, the great wise man governs people, and the wise man governs the law. That's what it refers to.

The change from being accustomed to "governing affairs" to being good at "governing the law" requires us to take laws and regulations as the basis when making arrangements for work, and where there are clear provisions, we will no longer issue documents and put forward new requirements, and consciously develop the habit of grasping implementation in accordance with laws and regulations; to guide the work, it is necessary to implement the principle of energy level management, act in strict accordance with the law, adhere to the responsibility of the level, and perform their duties; in the appraisal work, it is necessary to carry out inspections in accordance with the establishment of items and standards in accordance with laws and regulations, conscientiously correct problems such as excessive and indiscriminate appraisal and the practice of high targets, and maintain the regular order of army building. Only by breaking through the barrier of "administering affairs," changing "administering affairs" into "administering the law," and relying on laws and regulations to govern the troops, can the complex structure of the armed forces be tightly organized, coordinated, and operate freely, and can we meet the needs of modern military construction.

Fourth, in the key points of administering the army, we should give prominence to "administering the army before administering the officials."

Due to the influence of the concept of "rule by man," some cadres have a rather serious "sense of superiority," to the point of one-sidedly believing that "administering the army according to law" means "administering the army according to law." As a result, in practice they tend to emphasize soldiers over cadres and grassroots units over organs, making it difficult to implement the rule of law in practice.

In the implementation and implementation of administering the army according to law, officers at all levels are not only leaders, organizers, but also executors, and are the backbone force of administering the army according to law, and how well they play their role has a direct bearing on the effectiveness of strictly administering the army according to law in the troops, on the long-term construction and development of the troops, and on the performance of the tasks of the higher authorities. Officers should consciously strengthen their awareness of laws and regulations, think about problems, make decisions, and grasp implementation; first of all, they should think about how the rules and regulations are stipulated, how to do what is required by laws and regulations, and always tighten the "string" of doing things according to law in their minds.

If officers take the lead in setting an example in handling affairs according to law and set a good example, they will be able to exert tremendous appeal, influence, and persuasiveness on their subordinates, establish the authority of laws and regulations in the course of carrying out their tasks, form a good atmosphere for handling affairs in strict accordance with laws and regulations, regulate their own behavior in strict accordance with laws and regulations, and abandon arbitrariness in management work, so that there will be no market for those things that violate rules, regulations, and rules and regulations.

The key to strictly administering the armed forces according to law lies in the fact that cadres at all levels must strictly follow the rules and regulations and various rules and regulations to carry out regularized management, take the lead in studying and applying the rules and regulations, be strict with themselves and the organs, take the lead in setting an example everywhere, and influence and lead the troops with a good image. Therefore, officers at all levels must put themselves in a correct position, conscientiously establish the idea of "administering the army before administering the officials," start with themselves when grasping education in laws and regulations, start with themselves when implementing rules and regulations, and investigate problems in the troops, truly set an example for their subordinates, and use their exemplary role to enhance the persuasiveness, influence, and appeal of administering the army according to law.

(5) Explore people-oriented leadership and management methods

In particular, with the deepening of reform and opening up, the development of the socialist market economy, and the advancement of building a well-off society in an all-round way, the ideological, pursuit, and behavioral characteristics of young officers and men have tended to be diversified, and this has brought many new situations and new problems to the management and education of the troops. Comrade Hu Jintao stressed the need to implement the scientific outlook on development, adhere to the people-oriented principle, and build a harmonious society. This kind of environment requires leaders and managers to recognize and respect the diversity of values of officers and soldiers, try to accommodate and control the diversity of values, implement people-oriented, cultivate knowledge-based soldiers, and create a harmonious barracks. Specifically, officers can adopt the following leadership management methods.

The first is the value guidance method.

Values are the cornerstone of an organization. It is a standard used to determine what is good, how to fulfill one's responsibilities to oneself and others, and how to evaluate one's own behavior and performance. Former United States Army Chief of Staff Eric Shinseki has emphasized, "We are and always will be a team built on values."

It's the cornerstone of everything we do today and the cornerstone of our future success." Values create a common sense for people and are a compass for the members of the organization, which helps subordinates to have a clear understanding of the goals and missions of the organization, so that they can work independently and run towards the goals; it helps to cultivate a strong sense of self-exertion among the members of the organization, so that they can develop a high degree of loyalty, focus on the achievement of the organization's goals, and show a strong sense of ownership; values can help members of an organization focus, relieve stress, and provide purpose for their work. Shared values reflect the organization's heritage and past achievements. Successful leaders and managers really value the values of the organization, and successful organizations always care deeply about their values. Successful leaders and managers feel strongly the importance of values in shaping people's behavior, and like sunflowers, they stick to their purpose and values. In the people's army, the values of revolutionary soldiers have always been the source of our army's invincible strength, and it is also an important guarantee for our army to "win wars" and "eradicate degeneration" in the new century and new stage. In the practice of leadership and management, officers must vigorously propagate and take the lead in abiding by the values of revolutionary military personnel and guide officers and men to strive to practice them.

The second is the talent incentive method.

It is the responsibility of leaders and managers to spur, encourage and nurture their subordinates' own development. Leaders and managers must create an atmosphere that encourages the development and progress of their subordinates. Leaders and managers should let go of their subordinates' hands and feet, emancipate their minds, and make their subordinates feel inspired and confident in their own values and skills. Successful leaders and managers first focus on their own talents and tap into their creative potential. It is the responsibility of leaders and managers to stimulate and mobilize the potential of their subordinates, and the most effective way to enable subordinates to exert their imagination and creativity is to rekindle the fire of navigation in the hearts of subordinates. Successful leaders inspire consensus among their subordinates, inspire others, and keep others willing to persevere. The sincere concern of leaders and managers can lift the spirit of subordinates and motivate them to move forward bravely. Subordinates thrive under the encouragement of leaders and managers. It is necessary to apply scientific knowledge to education, training, management, and other specific work, and use knowledge to arm, educate, and inspire people, so as to enhance the persuasiveness and effectiveness of work.

The third is the emotional communication method.

It is through emotional communication to build a bridge between people and open the way for work. To do a good job in emotional communication, officers must respect and trust soldiers and be their bosom friends; open-minded and generous, with a broad mind to accommodate soldiers of different personalities, and be a good "brother"; it is necessary to have insight into what the soldiers are thinking, thinking, and needing, and send warmth to their hearts in time; put yourself in the shoes of the warrior and achieve emotional resonance.

The fourth is the moral inspiration method.

Virtue is the foundation of life and the foundation of the prestige of managers. As leaders and managers at the grassroots level, it is necessary to rely on the personality charm of honesty and trustworthiness, willingness to endure hardships, diligence and thrift, simplicity, fairness and selflessness to influence the soldiers, and infect and summon people with noble moral qualities.

Fifth, teach the grate method by example.

Exemplary teaching is particularly important for grassroots officers, and officers should set an example for soldiers in five aspects, namely: being an example of a soldier in loving and dedicating themselves to their posts, regarding their posts as positions and careers as their lives; be an example of a soldier in obeying orders, obeying commands, abiding by laws, regulations, and rules and regulations, leading troops with the law, and managing troops with rules and regulations; be an example of a soldier in military training, and ask a soldier to do it, he will demonstrate it in place first, not afraid of hardships, and stand in the lead; be an example of a soldier in completing urgent, difficult, dangerous and heavy tasks, you can see it in ordinary times, and you must stand up at critical moments; they should set an example for soldiers in improving their own quality, strive to learn high-tech knowledge, master excellent military skills, and strive to become new-type soldiers who meet the requirements of "winning wars."

Sixth, rational reflection method.

In the practice of leadership and management, officers should pay attention to observing the soldiers' every word and deed and every move, be good at seeing the big from the small, perceive their inner activities from small changes, grasp the pulse of their thoughts, and be able to know the soldiers' thoughts, needs, and desires at all times. They should be good at using scientific thinking methods such as reverse thinking and empathy, and conduct in-depth analysis and research on the characteristics of soldiers' thoughts and behaviors, in connection with their life trajectories, environment, and external influences, and strive to draw correct conclusions and adopt correct countermeasures to solve problems.

they should constantly sum up lessons and lessons, be good at negating and perfecting themselves, constantly reflect on their own work, strive to make up for and correct the shortcomings and deficiencies in leading troops, and improve their work ability.

Corresponding to the above six methods, officers should strive to avoid eight types of leadership and management that soldiers dislike, namely: "sarcasm, provocation, accusation, arbitrariness, accounting, clan connection, punishment, and brutality." After careful analysis, we can see that the biggest difference between these two types of management education is whether they adhere to people-oriented. Under the new situation, the leadership and management of the troops must break through the traditional mode of thinking, and not aim at managing the troops honestly and obediently, but should take the training of the troops as the criterion of being disciplined, resourceful, and flexible. Management education is not only a matter for leading managers, but an important undertaking that relies on the participation of all members; leadership management is not only constraints, but more importantly, incentives, on the basis of incentives, the restraint mechanism is gradually internalized into a personal demand; it is not just how to control people, but to respect everyone, maximize the enthusiasm of people, stimulate people's potential, unite people's joint force, and let people devote themselves to the cause with great enthusiasm and creativity. Shaping high-quality officers and men in the course of management education and realizing the all-round development of people in the course of management education should be the ultimate goal of management education.

CHAPTER V: LEADING THE TROOPS TO CARRY OUT MISSIONS CAPABILITY TRAINING

Being competent in command at the same level and being able to lead troops in combat and other urgent, difficult, dangerous, and heavy tasks at any time is a capability that officers must possess. It requires officers to correctly comprehend the intentions of their superiors, resolutely carry out orders and instructions, be familiar with the command procedures at their own levels, and master the methods and means of operational command and support under the conditions of informationization. It can closely follow the needs of actual combat, scientifically organize training, and continuously improve the combat effectiveness of the troops; able to respond to emergencies and emergencies in a timely and orderly manner, flexibly and prudently; able to make overall plans, plan carefully, pay close attention to implementation, and lead the troops to successfully complete various tasks. This ability is a comprehensive reflection and concentrated embodiment of many abilities, which needs to be tempered through arduous training.

1. ACCURATELY COMPREHEND THE INTENTIONS OF SUPERIORS

An accurate understanding of the intentions of the superiors is a prerequisite for leading the troops to carry out their tasks. Whether or not an officer can accurately comprehend the intentions of his superiors will directly affect the implementation of his superiors' orders and instructions in his or her units. The more accurate, profound, and comprehensive the comprehension of the intentions of the superiors, the stronger the consciousness, the greater the intensity, and the better the effect of the implementation. To accurately comprehend the intentions of superiors, we should grasp three aspects:

(1) Have a broad vision and be good at looking at problems from a macro perspective

Considering the problem from a macro perspective and grasping the overall situation is the starting point for the superiors to establish their intentions, and it is also a key for the subordinates to comprehend the intentions of the superiors. Without the big picture, there is no direction.

A qualified officer should be good at thinking about and comprehending the intentions of his superiors from the perspective of the overall situation of the country and the overall situation of army building, stress the overall situation, understand the overall situation, and consciously act under the overall situation. This requires officers to conscientiously study Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, the important thinking of the "three represents," and Chairman Hu Jintao's guiding theory on army building in peacetime, and learn to apply Marxist stands, viewpoints, and methods to analyze and solve problems. It is necessary to have a comprehensive understanding of the party's line, principles, and policies, state laws and regulations, and the army's orders, regulations, and rules and regulations; it is necessary to strengthen the study of the situation of international and domestic political struggles and grasp the trend of development. If we have a broad field of vision, we will be able to accurately comprehend the intentions of our superiors, know what they are and why they are true, and turn the intentions of our superiors into conscious actions for ourselves and our troops.

(2) Be open-minded and good at thinking dialectically

The relationship between the overall situation and the part, the immediate and the long-term is dialectical unity. The big picture is made up of parts, but it is not a simple combination of parts; immediate and long-term existence are generally the same, but not all the time. Because each person's job position is different, the position they undertake is different, and they do not have a good understanding of the overall situation, they are prone to have limitations in their ideological understanding, that is, they overemphasize the importance of their own units and posts, and they often take into account the local and immediate interests of individuals and their own units when looking at problems and doing things. This is because people's understanding of things often starts with the concrete, small and tangible things that are directly related to their own interests. Compared with collective and overall interests, individual, immediate, and local interests are more likely to be experienced and perceived by people. If we fail to get out of the directness and concreteness of such interests, we will hinder the realization of collective, overall, and long-term interests because of our attachment to individual, immediate, and partial interests, and will most likely eventually cause damage to both local and immediate interests.

We communists are dialectical materialists and historical materialists, and when we think about problems, we should grasp the law of the unity of opposites and be good at thinking about problems dialectically. As an officer, the most important thing is to master the correct ideological methods and learn to use dialectical thinking to understand things, analyze problems, resolve contradictions, and guide work.

(3) Be open-minded and consciously obey the overall situation

The interests of the whole and the local and the immediate and the long-term are fundamentally the same. When interests coincide, it is easier for us to understand the intentions of our superiors. However, contradictions often arise, and sometimes some partial and immediate interests have to be sacrificed. This situation is inevitable during the war years, during the period of reform and opening up, and even in the future. When this happens, it becomes much more difficult to grasp the intentions of the superiors. This requires that when there is a contradiction between local interests, immediate interests, overall interests, and long-term interests, each and every officer, regardless of whether it is a unit or an individual, must attach importance to the overall situation and pay attention to overcoming individualism and self-centeredness. For the sake of the fundamental and long-term interests of the party, the army, and the people, we are not afraid to sacrifice our own interests and immediate interests.

The concept of the overall situation not only reflects a person's thinking quality and thinking methods, but also reflects a person's ideological and moral realm. Only people with a very high ideological and moral realm can stand up at critical moments. A qualified officer must have a strong party spirit and principles, stress party spirit when thinking about problems and handling affairs, and put the interests of the party and the people in the first place. Only in this way can we officers be able to think through and do many things that others cannot figure out or do, and withstand severe tests. To stress the overall situation and take the overall situation into account, we must rely not only on consciousness but also on a strong sense of organizational discipline. When it comes to the overall situation, it's okay for individuals to be unable to figure it out for a while, but they must first act on it, and this is the role of discipline. In the history of our army, not every commander and fighter could understand some things at the beginning, but they were well implemented, so that they could unify their thinking in the process of implementation and have a correct understanding after victory. Without iron discipline and a strict sense of organizational discipline, we cannot achieve victory.

2. RESOLUTELY CARRY OUT THE INSTRUCTIONS AND ORDERS OF THE SUPERIORS

Comrade Mao Zedong said that after the correct political line is determined, cadres are the decisive factor. This requires our officers at all levels to play a role in publicizing, explaining, and taking the lead in implementing the orders and instructions of their superiors. If we fail to take a firm attitude toward the instructions and orders of the higher authorities, it will not only cause the masses to misunderstand the instructions and orders of the higher authorities, but may also bring huge losses and harm to the work of the party and the army.

Maintaining the solemnity of the instructions and orders of the higher authorities is the sacred duty of officers at all levels, and it is also a political quality that must be possessed.

In this regard, Deng Xiaoping and other revolutionaries of the older generation have set a glorious example for us. Eight months into the War of Liberation, the PLA annihilated more than one million Kuomintang troops. Chiang Kai-shek changed his strategy and focused on attacking the liberated areas of northern Shaanxi and Shandong. Mao Zedong was determined not to wait for the complete crushing of the Kuomintang army's key offensive, and immediately switched to a strategic counteroffensive. Fight to the outside with the main force and lead the war to the Kuomintang-ruled areas. He chose Liu Deng's army. In the middle of the night on June 30, 1947, Liu Deng's army of 120,000 men and horses forcibly crossed the Yellow River, opening the prelude to the strategic offensive of the People's Liberation Army. Immediately, he fought fiercely for 28 days in the land of southwest Lu, and suddenly annihilated the enemy's ace troops and reorganized the 66th Division. Mao Zedong saw that only by quickly penetrating the Dabie Mountain area, which borders Nanjing in the east and Wuhan in the west, can Liu Deng's army fully disrupt Chiang Kai-shek's strategic deployment.

Mao Zedong asked Liu Deng's army to make up his mind not to go to the rear, and to travel for half a month to go straight out of Dabie Mountain. At that time, although the difficulties faced by Liu Deng's army were very huge, Liu Deng did not say a word, immediately replied to the Party Central Committee, and took action half a month later and jumped into Dabie Mountain. In fact, in less than 10 days, Liu Deng's army began to set off.

Liu Deng's army entered the Dabie Mountains and directly threatened the ruling center of the Kuomintang. Chiang Kai-shek hurriedly mobilized heavy troops to encircle, pursue, block, and intercept them. During the thousand-mile journey, the 120,000 men and horses of Liu Deng's army had to face not only well-equipped and ferocious enemies, but also harsh natural conditions such as the Yellow Flood Area, the Shahe, Ruhe, and Huai Rivers. It is difficult to complete the strategic deployment of Mao Zedong and the Party Central Committee and reach Dabie Mountain on time. Deng Xiaoping said that there is no other way out now than to resolutely fight the past. If we can't get through or turn back, we won't be able to complete the strategic tasks entrusted by the Party Central Committee and Chairman Mao, so we must resolutely fight at all costs and sacrifices, and go to Dabie Mountain is victory. At the critical moment, with the spirit of fearless revolutionary heroism of "the brave wins when they meet on a narrow road," they smashed the enemy's blocking and interception, and arrived in the Dabie Mountains on the 27th.

By the end of September, the vast areas along the Hubei-Henan-Anhui border had been liberated. At the end of October, it reached the north bank of the Yangtze River and successfully completed the task of leaping thousands of miles to the heart of the enemy.

At the same time, the East China Field Army, under the leadership of Chen Yi and Su Yu, marched into southwest Shandong in August 1947 to develop the Hubei-Anhui-Soviet base area. In addition, the Central Plains Field Army led by Chen Geng and Xie Fuzhi advanced into western Henan and established base areas in Henan, Shaanxi, Hubei and southern Shaanxi. It was precisely because all the units resolutely carried out the strategic intentions of the Party Central Committee that these three armies formed a "pin" shaped formation, which was active between the Yangtze River, the Huai River, the Yellow River, and the Han River, annihilating a large number of living forces of the Kuomintang army, directly threatening Nanjing and Wuhan, the ruling centers of the Kuomintang, and playing a decisive strategic role in the victory of the War of Liberation.

The above-mentioned examples fully illustrate that whether or not the execution ability is strong reflects the overall quality of an officer. No matter how correct and wise the instructions and orders of the higher authorities are, if they are not carried out, they will be just a piece of paper. Resolutely carrying out the instructions and orders of the higher authorities is the most basic requirement for officers.

(1) Resolute attitude and no hesitation

To achieve a resolute attitude, it is necessary to stand on the high plane of stressing politics and strictly implement the orders of the higher authorities. The tasks carried out by the armed forces are generally of a very strong political and policy nature, some of which have a bearing on the overall situation of reform, development, and stability, some have a bearing on state property and the safety of the people's lives, and some have a bearing on the image and reputation of the party, the state, and the army. This requires that in leading the troops to carry out their tasks, officers must pay special attention to politics and discipline and regard obedience to orders as their duty.

To be resolute, it is necessary to stand on the high plane of the overall situation, fully understand the great significance of carrying out tasks, and enhance the sense of political responsibility and mission. We must firmly believe in the correctness of the instructions and orders of our superiors, and turn the intentions of our superiors into our own conscious actions. Attention should be paid to preventing and overcoming the tendency of short-sightedness and a purely military viewpoint, to ensure that military operations are always subordinated to and serve the overall situation, and to ensure a high degree of centralization and unity of the armed forces and the smooth implementation of military and government orders. It is necessary to strengthen the concept of organizational discipline, establish the idea and consciousness of obeying commands in all actions, and ensure the realization of the intentions of the superiors. In short, it is necessary to have a firm attitude towards receiving the task and not to talk about the price; execution of orders without hesitation or compromise.

To achieve a resolute attitude, it is necessary to persist in using the instructions and orders of the higher authorities to unify the thinking of officers and men. It is necessary to conscientiously study and accurately convey to the officers and men the spirit of the relevant instructions of the higher authorities, clearly define the objectives, requirements, significance, principles, methods, and steps for carrying out the tasks, understand the relevant policies, disciplines, and issues that need attention, educate the officers and men on the nature and purpose of our army in a targeted manner, do a good job of ideological work patiently and meticulously, help the officers and men to solve well all kinds of ideological and practical problems that affect the performance of the tasks, and enable the officers and men to enhance their sense of mission and responsibility, eliminate all kinds of distractions, consciously obey the needs of the interests of the state and the people, and go into battle lightly, concentrate and devote themselves to the execution of the task. Ensure that the troops resolutely obey the command, so that the troops will quickly arrive where the superiors point out; where it is the hardest, there is a decisive battle. With a resolute attitude, there will be unhesitating action.

(2) Firm action, fast and efficient

One of the most prominent characteristics of the task is that the task is accepted suddenly, the preparation time is short, and it is often issued and executed at any time; another characteristic is that the situation changes quickly, the task changes quickly, the deployment adjustment is fast, and many unexpected situations and problems are unpredictable. This requires officers to act firmly, not hesitate, not look ahead and backward, and not drag their feet. Officers must have a strong ability to react quickly and work very efficiently, and be quick to respond to and respond quickly. First, the work should be carried out quickly. After receiving the task, it is necessary to quickly convey the orders and instructions of the higher authorities to the troops, carry out mobilization education in a timely manner, unify the thinking of officers and men, and make earnest spiritual and material preparations. In light of the tasks carried out and the actual conditions of the troops, it is necessary to quickly improve or formulate work plans, establish and improve organizations at all levels, adjust and allocate cadres at all levels, and ensure that the troops are dispatched on time. Second, it is necessary to deal with problems efficiently. Everything starts from the actual situation, compresses procedures, reduces links, holds short meetings, publishes short articles, and accelerates the pace of work; we should quickly understand the situation of the troops, break with conventions, deal with urgent matters urgently, handle special affairs, do not wait and do not rely on them, and take the initiative to solve the specific problems of the troops. Third, ideological work should be timely. In the course of carrying out tasks, the ideological mood of officers and men is affected by such factors as the characteristics of the task, the speed of the process, the working conditions, and the social environment, and changes rapidly and fluctuates greatly. It is necessary to be good at seizing every opportunity to understand the actual ideological situation of officers and men, see the cracks, do a good job of integration and infiltration, and lose no time in doing ideological work.

(3) Be strong-willed and never turn back

The troops generally carry out urgent, difficult, dangerous, and heavy tasks, and often have a harsh environment, arduous tasks, high work intensity, and difficult living conditions; officers and men are often in a state of extreme tension and exhaustion, and sometimes they encounter all kinds of difficulties and obstacles, and even face the tests of blood and fire, life and death at any time. This requires officers to go down to the front line, get close to their subordinates, and ensure that there are officers wherever there are difficulties and where they are most needed. It fully embodies the emotional affinity and charisma of the officers, and plays a role in strengthening confidence and stabilizing the morale of the military. In particular, in the face of setbacks and casualties, it is necessary to grasp the ideological pulse of officers and men in a timely and accurate manner, earnestly help officers and men correctly understand and handle the relationship between suffering and happiness, gain and loss, and life and death, firmly establish the concept that the interests of the state and the people are above everything else, and arouse the spirit of enduring great hardships, enduring great hardships, not fearing hardships and dangers, fighting tenaciously, not fearing sacrifice, and selfless dedication. Guide officers and men to act in accordance with scientific laws and not blindly and blindly, so as to reduce unnecessary sacrifices; give full play to the exemplary and leading role of party members and cadres in the army in enduring hardships and enjoying pleasures in the front, charging in front and retreating in the back, influencing and leading the troops with the exemplary actions of party members and cadres, and successfully completing the task with high morale and full enthusiasm.

3. IMPLEMENT CORRECT COMMAND

Command is the core work of officers leading troops to carry out their tasks. Whether the command is correct or not is the decisive factor in whether or not the task can be successfully accomplished.

The so-called command refers to the organization and leadership of the commander's combat and other operations of the subordinate troops. Command is carried out under certain conditions and in a certain environment, and these activities are projected on time coordinates in their own order to constitute the command process. In order to exercise correct command, it is necessary to have an accurate grasp of the elements of command activities, command conditions, and command environment, and be able to skillfully apply them in the light of objective reality.

(1) Effectively carry out command activities

Command activities can be specifically divided into two types: narrow command activities and coordination activities according to the basic purpose to be achieved, the composition of the control system, the control background, and the command process. Through a series of reconnaissance, communications, and decision-making activities, all kinds of information related to narrow command can play a role in the orderly flow of information between the army and the objects of mission and the natural conditions in accordance with operational requirements.

Coordination activities are a series of command activities carried out for the purpose of ensuring the integrity of the implementation of tasks. The armed forces are composed of various component parts, and the combat operations of the various components of the armed forces must be coordinated and coordinated with each other, so that the armed forces can give full play to their overall combat capability and achieve the goal of carrying out tasks and operations. The coordination of the army's mission operations is guaranteed by coordinated activities.

Both command and coordination activities are composed of three basic command activities: reconnaissance, communications, and decision-making.

1. Implement accurate reconnaissance.

Know yourself and know your opponent, and you will not be defeated in a hundred battles. Reconnaissance is an activity carried out to obtain information (information) required for the military to carry out its tasks in order to effectively carry out command. Reconnaissance is the starting point of every command cycle, and it runs through the entire command process and plays an extremely important role in the command process.

In terms of the purpose of reconnaissance, reconnaissance generally includes two basic types: one is reconnaissance activities carried out for the purpose of conducting command activities, mainly to obtain information on combat objects and the natural environment. The other type is reconnaissance activities (often referred to as know-how) carried out for the purpose of carrying out coordination activities, mainly to obtain information on the various components of one's own army. To a great extent, reconnaissance activities affect and even determine the quality, effectiveness, and success or failure of the entire command.

As far as an officer of a certain rank is concerned, in the course of carrying out his mission, he may not have a special reconnaissance mission, or he may not have a special reconnaissance unit or personnel, but this does not mean that reconnaissance is dispensable.

Accurate understanding of the various situations related to the mission plays an important role in the implementation of the mission.

2. Keep communication open.

Communication is one of the basic command activities, which ensures that the entire command process can be carried out smoothly by passing information between the various components of the army.

The execution of tasks under modern and future conditions has put forward higher requirements for communication, which is mainly manifested in: First, the information that needs to be transmitted has increased, for example, on the basis of traditional voice and text communication, the transmission requirements of graphics, especially images (including moving images) have been increased. Second, the number of communication paths has increased, and the volume of communication has increased substantially. Third, the reliability of communication under various conditions, especially the requirements for anti-jamming, anti-suppression, and anti-fire damage, are higher. Fourth, the requirements for communication confidentiality are higher. Fifth, the requirements for the timeliness of communications have also been greatly improved. Only by keeping the communication open can we be deaf and clear, and only then can we have a reliable premise and foundation for other work.

3. Ensure scientific decision-making.

Decision-making is one of the basic command activities, which runs through the entire command process, and its results are of decisive significance to command activities. There are generally two types of decision-making in the command process: one is intelligence decision-making and the other is command decision-making.

Intelligence decision-making is a kind of thinking activity that uses a series of relevant knowledge to analyze and judge all kinds of raw information obtained through reconnaissance activities, fully explores the hidden contents of these original information, deduces some other unknown information, and excludes certain possibilities from a variety of possibilities, so as to produce a complete conclusion of judging the situation that is of great significance to command decision-making. Since this process must be completed through a series of analysis, judgment, and reasoning, intelligence decision-making is also known as intelligence analysis.

Command decision-making is a thinking activity in which various alternative action plans are formulated to achieve the goal on the basis of intelligence decision-making, and a certain course of action is decided. The result of the decision was expressed in a series of directives on the actions of the army.

From the point of view of the purpose of decision-making, the basic problem of command decision-making is to find a plan of action to achieve the greatest victory at the least cost and implement that plan. In order to realize the task plan, the commander should also find out the specific action plan of each subordinate unit of the unit, make it coordinated, make use of the strong points and avoid the weak points, and give full play to the overall effectiveness of the unit, so as to ensure the successful realization of the plan.

4. Adopt reasonable command methods.

The way you command has a very important impact on the command process. According to the division of command powers and responsibilities, there are two types of command: one is commanding and the other is directing.

Directive command is a command style in which a commander exercises centralized control over the actions of his subordinate units in carrying out their tasks. When this type of command is applied, the superior not only assigns tasks to the subordinates, but also stipulates the specific methods and steps for accomplishing the tasks. Under normal circumstances, only a higher-level commander has the right to change the operational deployment, tasks, and timing and direction of operations, and a lower-level commander may not make changes without approval.

Guiding command is a command style in which a commander exercises decentralized control over the actions of his subordinate troops in carrying out their tasks. Usually, on the basis of the basic tasks determined by the superiors, the commanders of each subordinate level plan and direct the actions of the troops at their own level relatively independently. In the application of this type of command, the superior only gives the subordinate an explanation of the basic tasks and the time limit for completing the task, provides the troops and support means needed to complete the task, and when necessary, may also issue principled instructions on the requirements for completing the task, but does not stipulate the specific methods and steps for completing the task. Commanders at lower levels must determine on their own the specific methods and steps for accomplishing their tasks and organize their implementation in accordance with the basic intentions of their superiors and the actual situation on the battlefield. In the course of performing a task, a subordinate commander may act randomly and decisively according to the specific circumstances that arise in the course of performing the task. Unless there is direct intervention from the superior, the person is fully responsible for the actions of the subordinate in the execution of the mandate.

As an officer, you should not only be clear about the command style adopted by your superiors, but also be clear about the command style you use to your subordinates. There is only one purpose, which is conducive to the completion of the task.

(2) Take the initiative to grasp the command conditions

The command conditions are the material subjects that command the activity, the various material conditions that support its movement, and their interrelationships. There are generally three types of command conditions: command personnel, command tools, and command structure.

1. Command staff.

Commanders are the material subjects of command activities. The most striking characteristic of command personnel is that they have subjective initiative and are able to creatively accomplish command tasks in accordance with the actual conditions of carrying out operations and other tasks, but this creativity is mainly reflected in the organization of command activities. When participating in conducting activities as participants in conducting activities, their own ability to complete tasks is still limited by their own limits. The basic requirements for commanders in the process of command are: to scientifically organize and participate in command activities, and to improve the reliability of command, the timeliness of command, and the correctness of decision-making as much as possible.

According to the position and role of the command personnel in the whole command activities, the command personnel can be roughly divided into four categories: reconnaissance personnel, communications personnel, decision-making personnel, and operation personnel. The four categories of personnel perform their duties according to their division of labor.

2. Command tools.

Command tools are a general term for all kinds of tools and equipment used to command the military. It is an indispensable basic material condition for the command activities of the modern army.

The basic role of command tools in military command is to assist command personnel in conducting reconnaissance, communications, and decision-making activities, and to achieve the purpose of dispatching and using the army. These functions are also concretely manifested in the following ways: First, they will expand the spatial scope and precision of information obtained by command personnel, and enhance the correctness of policy decisions by improving the completeness of information for policy decisions. Second, it is necessary to enhance the reliability of command. Third, it is necessary to improve the timeliness of command. According to its function of processing information, command tools can be divided into four basic types: reconnaissance tools, communication tools, decision-making aids, and human-computer interaction tools.

3. Command system.

The command system generally refers to the general term for the organizational system, institutional setup, division of functions, mutual relations, and laws and regulations of the military's command, and is the organizational condition for the implementation of command activities.

It is concretely manifested in the working relationship between various command levels, various types of command organs, and various command personnel.

The essence of the command structure is the relationship between the exchange and use of information at various command levels, various command organs, and various command personnel in order to achieve the expected objectives of military operations. It determines the path of movement in which information is communicated and used. The command system stipulates the various levels of command, various types of command organs, and various information exchange relations among command personnel, so as to achieve the goal of smoothly dispatching and using the army. It is embodied in the relationship between superiors and subordinates, between commanders and command organs, between various (type) command organs, and between command organs and command personnel in the exchange and use of information.

4. The relationship between the conditions of command.

In the relationship between the commander and the command tool, the command personnel are in the dominant position, and the command tool plays a role under the control of the commander. Under the condition that the quality of commanders is fixed, the quantity and quality of command tools and the way they are deployed have a direct impact on the reliability, timeliness, and correctness of command decisions.

With the development and progress of science and technology, the interrelationship between commanders and command tools has undergone significant changes. The most obvious change is the emergence of a development trend characterized by "integration," that is, people not only design the reconnaissance, communications, and decision-making functions of command tools as "integrated," but also take into account the capabilities of command personnel and command tools, make use of their strong points and avoid their weaknesses, and design "integration" as a "command automation system" to fulfill the tasks of military command with the joint participation of command personnel and command tools.

In order to realize the specific function of command, the command personnel must be combined with each other and the corresponding command tools in a certain structural form in order to form a system with potentially specific functions, that is, a "command system." This form of structure between command personnel and command tools is stipulated by the command system. Therefore, the three material conditions of command personnel, command tools, and command system, as well as their relationship with each other, constitute the military command system in the true sense.

(3) Truly clarify the command environment

The command environment is the sum of the various relevant factors that produce the information needed to carry out the command of the army and have a significant impact on the command process. The command environment mainly includes three aspects: natural conditions, the target of the task (the enemy's army) and the own army.

1. Natural conditions.

The natural conditions mentioned here refer to those natural conditions that have an important impact on the command process. Military operations are always carried out in a certain natural environment, and they are inevitably affected and restricted by various natural conditions. As commanders, they must conform military operations to the objective requirements of various natural conditions, pursue advantages and avoid disadvantages.

Natural conditions, as an objective existence, produce all kinds of information about their own state all the time. One of the most basic prerequisites for a commander to be able to make effective use of various natural conditions is that he must have a good grasp of a large amount of information about natural conditions and act accordingly according to these conditions.

2. Combat objects.

The object of combat mainly refers to the enemy army (which may also be terrorists) who are fighting against our army, and sometimes it may be natural disasters, etc. The ultimate purpose of an army's combat operations is to destroy (or disarm the enemy), sometimes to defend against disasters; at the same time, it is necessary to avoid being destroyed by the object of the battle (save yourself). Therefore, the operations of the army are first and always directed against the object of the war. Only by accurately targeting its actions at the target of combat can the armed forces effectively achieve their operational objectives.

In order for an army to defeat a target of war and at the same time not be wiped out by it, one of the most basic prerequisites is that it must fully grasp all kinds of information (intelligence) about the target of war and take corresponding combat actions based on this information.

The commander should have as much information as possible about the object of the operation. Due to the adversarial nature of combat operations, either side will try to keep its own combat operations as secret as possible, and at the same time disrupt the other side's activities to obtain its own information (i.e., counter-reconnaissance).

Therefore, under no circumstances can it be "fully grasped," but only "as much information as possible" about the object of combat. The pertinence and coordination of combat operations are guaranteed through command activities, so it is obvious that actively interfering with and sabotaging the enemy's command system and command activities will inevitably become an effective way for each army to defeat the other side. Of course, the target of the war will not easily give up this means of confrontation.

3. Own army.

Your own army is the abbreviation for the various components of your own army that need to coordinate their actions through coordinated activities. The coordination of the combat operations of the army is achieved by making the various components of the army fully aware of the state of the other components, especially those directly related to their operations.

"Own army" is a friendly and cooperative command environment. In a well-trained army, information about the status (situation) of the various components is often provided by the components to the commander (command organ) or friendly neighboring units, and the commander mainly accepts these situations and makes coordinated decisions based on these situations, and then transmits these decision-making information to the implementing unit. However, as commanders, the acquisition, transmission and processing of various situations of various components of one's own army will still occupy certain command resources, such as time, channels, and manpower. Under certain circumstances, the occupation of such resources may still be large, and it is necessary to pay full attention when organizing command activities, and to have a comprehensive understanding of the state of each component of one's own army to ensure the fulfillment of tasks.

4. CONSTANTLY STRENGTHEN THE FIGHTING SPIRIT

Fighting spirit is a state of mind displayed by military personnel in military struggles and in the performance of various tasks, an important factor constituting combat effectiveness, and an indispensable professional quality of military personnel. It mainly includes the political belief of loyalty to the party and obeying the party's command, the heroic spirit of courage to dedicate and not afraid of sacrifice, the scientific attitude of seeking truth from facts, rigorous and realistic, the excellent style of strict discipline and unity and cooperation, and the will quality of perseverance and tenacity.

Fighting spirit is an important indicator for judging the ability and quality of a soldier, especially an officer, and is a source of strength for accomplishing tasks under all kinds of difficult and difficult conditions.

(1) Strengthen theoretical guidance for the cultivation of fighting spirit

Strengthening the fighting spirit is a systems engineering project, which not only requires the tempering of military practice, especially the practice of war, but also the guidance of advanced theories. It is precisely on this issue that some comrades do not have a clear understanding. When it comes to preparations for fighting spirit, more education is carried out in combat readiness education with the stimulation of military conditions as the main content, and more attention is paid to speech contests and pledge to build momentum, and insufficient attention is paid to theoretical arming, which has led to the phenomenon that "the situation of military struggle has been tense for a while, the fighting spirit education has been grasped for a while, and the fighting enthusiasm of officers and men has been high for a while," and the results of the education can hardly be sustained.

Theoretical arming is the most important link in continuously strengthening the fighting spirit. The theoretical guide for strengthening the fighting spirit of our army is Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, and Jiang Zemin's thinking on national defense and army building. Specifically, there are three main aspects. First, the Marxist theory of the concept of war is mainly the basic Marxist viewpoint on the nature of war, the origin of war, the elements of war, and the factors restricting victory or defeat in war. After the emergence of high-tech warfare, these viewpoints have been severely challenged, but the results of theoretical controversy and war tests have proved that as the essence of human military theory, the basic tenets of the Marxist concept of war are not outdated and are still a sharp weapon for analyzing high-tech warfare, including information-based warfare. The ideological crux of the lack of fighting spirit among certain officers and men is precisely closely related to the lack of a Marxist outlook on war. Second, the strategic thinking of the CPC Central Committee and the Central Military Commission on preparations for military struggle in the new period. These ideas are strategic decisions put forward by the CPC Central Committee and the Central Military Commission in applying the basic principles of Marxist historical materialism, gaining insight into the changes in the pattern of international political, economic, and military struggles, and with the farsightedness and sagacity of statesmen, and fundamentally clarifying the basic line of thought for military struggles and the questions of what wars to fight, how to fight, and how to win future wars, and are powerful ideological weapons for strengthening the fighting spirit. Third, the theory of high-tech warfare, especially informationized warfare, includes the nature, characteristics, operational style, operational command, weaponry, and building of a contingent of qualified military personnel. The direct reason for the lack of confidence in the courage of many comrades to fight and win is that they are superstitious about information warfare and afraid of high-tech weapons;

the root cause of this understanding is the lack of knowledge of high-tech warfare, especially information-based warfare. Studying the theories of high-tech warfare, especially information-based warfare, in keeping pace with the times is of great help to unraveling the crux of these ideas.

(2) Improve the pertinence of the cultivation of fighting spirit

Grasping the ideological crux that affects the preparation of officers and men for fighting spirit and carrying out ideological and political education in a targeted manner is the central link in strengthening the fighting spirit. In this respect, although there are differences between different units, the deep-seated problems are mainly the weakening of the mentality of combat readiness and the lack of confidence in daring to fight and win. If these two problems are not resolved, it will not only be easy to paralyze the soldiers' thinking on combat readiness and dilute the will of officers and men to fight, but will also easily lower the morale of the troops, leading to the occurrence of fear of war and fear of war, thus affecting the fulfillment of tasks. To this end, it is necessary to make efforts to resolve these two ideological cruxes through peacetime propaganda and education, pre-war political mobilization, and battlefield propaganda and agitation, so as to fundamentally strengthen the fighting spirit of officers and men.

To make efforts to resolve the two ideological cruxes mentioned above, it is necessary to innovate educational ideas and carry out in-depth education on "strengthening the fighting spirit and enhancing the ability to win wars." In terms of guiding ideology, it is necessary to persist in giving priority to positive propaganda and education, vigorously carry forward our army's political superiority, display the achievements of our army's education and training and the current situation of the development of weapons and equipment, and change the routine of stressing the enemy's superiority and our inferiority when talking about combat. In terms of educational content, it is necessary to pay attention to systematic, theoretical, targeted, and hierarchical nature. In accordance with the need to strengthen the fighting spirit, a number of special topics have been set up, which can be used to concentrate education or disperse education. In addition to stepping up theoretical indoctrination, it is also necessary to organize officers and men to watch some videos analyzing the political, social, and military conditions of the combat targets and the development of our army's weapons and equipment, so that officers and men can have a comprehensive understanding of the balance of forces between the enemy and us, understand the basic superiority of our army, and fundamentally solve the problems that officers and men want to hear and see. In terms of educational methods, it is necessary to give full play to the role of modern means of education, and broadcast some film and television works that reflect the strengthening of the fighting spirit of the Chinese and foreign armies and the defeat of the enemy with superior equipment with inferior equipment. We should develop fresh educational resources and invite veteran heroes and models who fought on the Korean battlefield and in the defense of the Korean Territory to give their own speeches, so as to enhance the true feelings of officers and men who are inferior to the superior.

If, in the course of carrying out a mission, we can use such methods as shouting battle slogans, singing battle songs, and passing on battlefield victories, we can use such forms as pre-war mobilization, swearing-in meetings, speeches on the battlefield, meritorious service competitions, commendation of heroic models, and joining the party in the line of fire, so as to create a strong atmosphere and constantly strengthen the fighting spirit.

(3) Strive to form a joint force to strengthen the fighting spirit

Strengthening the fighting spirit is not only an important task in ideological and political work, but also a major topic in preparing for military struggle. To strengthen the fighting spirit, it is necessary to take root in the fertile \pm of military practice, integrate it into all aspects of army building, combine various channels, and temper it over a long period of time before it can be cultivated.

First of all, it should be included in the education and training plan to temper the fighting spirit through military training.

Military training is the central task of the troops, and it is also the basic channel for honing the fighting spirit. It is necessary to focus on the characteristics of military training in the new period, and regard the tempering of fighting spirit as an important content of military training, which should run through the entire process of military training. In accordance with the task arrangements for military training, it is necessary to refine the contents and methods of cultivating fighting spirit into all aspects of tactical and technical training, make full use of such subjects as live military drills, long-distance training, sea training, and field survival training, strengthen training in courage, willpower, and psychological endurance, and hone the excellent psychological quality and fighting style of officers and men. It is necessary to regard the merits of the fighting spirit as an important indicator in the assessment of military training, conduct regular inspections and year-end assessments, and ensure that the measures for tempering the fighting spirit through military training are carried out in a down-to-earth manner.

Second, it is necessary to run through the entire process of administrative management and cultivate the fighting spirit through daily cultivation.

Strengthening the fighting spirit is not something that happens overnight, and it is an unrealistic fantasy to try to cultivate a good fighting spirit through a few educations, a few physical and psychological training, or a few surprise inspections. Therefore, the cultivation of fighting spirit runs through the whole process of management and pays attention to daily cultivation has become an important link in enhancing the fighting spirit. At present, looseness, softness, and scattering are still the main problems existing in the management of the operation, and these problems are incompatible with the requirements of the fighting spirit. To strengthen the fighting spirit, it is necessary to adhere to the principle of administering the army according to law and strictly, and carry out work in strict accordance with rules and regulations.

Whether it is education and training, or carrying out tasks, whether it is regular class time or extracurricular activities, it is necessary to carry out orders and prohibitions, and cultivate a vigorous and resolute fighting style and a high degree of organizational discipline in the troops. Whether it is shouting a slogan or doing a queue action, we must be meticulous in accordance with the requirements of the fighting spirit, so that the cultivation of the fighting spirit will be ubiquitous, all the time, bit by bit, and gradually accumulated.

Third, it is necessary to make full use of the opportunity for the troops to carry out urgent, difficult, dangerous, and heavy tasks and sharpen their fighting spirit.

The best place to hone your fighting spirit is, of course, a battlefield with real guns and ammunition. However, since peace and development are the main themes in today's world, war is still partial and short-lived relative to peace. In a relatively peaceful environment, the troops' performance of urgent, difficult, dangerous, and heavy tasks has become an excellent opportunity to sharpen the fighting spirit of officers and men. Officers should seize these opportunities and regard the process of carrying out their tasks as a process of sharpening the fighting spirit of officers and men. Before carrying out the task, it is necessary to create an atmosphere of active fighting through political mobilization and pledge meetings; in the course of carrying out tasks, it is necessary to unceasingly carry out propaganda and agitation, carry forward patriotism and revolutionary heroism, and sharpen the ideological style of officers and men who rise to the occasion in the face of difficulties, become more courageous in the face of setbacks, be indomitable, and fight continuously, so that the fighting spirit of officers and men will be constantly sublimated in the practice of carrying out urgent, difficult, dangerous, and heavy tasks.

(4) Give full play to the edification and motivation function of barracks culture in the formation of fighting spirit

The culture of the military camp plays an indispensable role in serving the education and training of the troops and ensuring the fulfillment of various tasks of the army. However, due to the penetration of Western culture and the impact of market culture, some biases have also emerged. Officers and men reported that some of them could not sing or walk in a catchy manner; some film and television works are incomprehensible and can't be puffed up after watching them. In order to give full play to the role of barracks culture in cultivating the fighting spirit, it is necessary to focus the value orientation of the barracks culture on the cultivation of the fighting spirit and position it to provide a powerful spiritual motive force for "winning wars."

First of all, it is necessary to vigorously expand the connotation of the culture of the barracks and carry out a variety of activities.

The culture of the barracks is rich in connotation, and it includes not only political culture, scientific culture, entertainment culture, sports culture, but also environmental culture.

Judging from the role of barracks culture in cultivating the fighting spirit, it not only has the function of edifying and nourishing, but also has the function of guiding and motivating. To carry out cultural activities in the barracks centering on the cultivation of the fighting spirit, it is necessary to expand the connotation of the barracks culture, carry out a variety of activities, and create an atmosphere of "talking, watching, listening, acting, and singing the fighting spirit" through such forms as watching the fighting spirit, theatrical evenings, painting and calligraphy, sports competitions, amusement games, reading and reading, giving lectures on science and literature, posters on board newspapers, and visiting and touring, so as to give full play to the function of the barracks culture in cultivating the fighting spirit.

Second, it is necessary to vigorously carry forward the fighting style of the barracks culture and give prominence to the strong "military flavor."

The particularity of the military profession determines that although there is also the romance of flowers before and under the moon, light songs and dances in the life of soldiers, it is more accompanied by suffering and tiredness, the baptism of blood and fire, and the test of life and death. From this, it was decided that the fighting style should be the characteristic and tone of the barracks culture. To give full play to the function of barracks culture in cultivating fighting spirit, it is necessary to carry forward the fighting style and have a strong "military flavor." The "taste of soldiers" is reflected in all aspects of the culture of the barracks. In terms of content, the culture of the barracks should reflect the boiling life of the barracks, eulogize the heroic models of officers and men, express the fiery scenes of military training, and display the tragic scenes of war. Formally speaking, the culture of the barracks should highlight the characteristics of being short, concise, and colorful, so as to meet the needs of the combat training tasks undertaken by the troops. In terms of style, the barracks culture should be masculine, vigorous and heroic, and rugged and high-spirited. Only in this way can the culture of the barracks give full play to its edifying function and play an important role in cultivating the fighting spirit of officers and men.

Third, it is necessary to strengthen the overall design so that the barracks environment can be more suited to the needs of cultivating the fighting spirit.

To serve the cultivation of fighting spirit, it is necessary to integrate and repair relevant facilities. It is necessary to improve the setting up of the barracks environment, give prominence to the military atmosphere of the barracks' living environment and training environment, and turn the venues, sculptures, galleries, and light boxes solidified in the barracks into vivid teaching materials for cultivating the fighting spirit, so that officers and men can be cultivated at all times and everywhere.

It is necessary to establish and improve military history halls and honor rooms, condense the fine traditions and fighting spirit of the troops in memorial halls that can be seen and touched, and organize officers and men to visit and pay respects at appropriate times, so that everyone can be familiar with the fine traditions of the fighting spirit of the troops and pass them on from generation to generation. It is necessary to extensively carry out ritualized activities with the connotation of fighting spirit, so that the fighting spirit of officers and men can be strengthened in such ceremonies as hoisting and displaying the national flag, playing and singing the national anthem, enlisting in the army and awarding guns, and bidding farewell to the military flag, the blue sky, and the island.

5. FULLY MOBILIZE AND RELY ON THE MASSES

Units often carry out tasks in many points, with long lines and wide areas, and the troops are relatively scattered, often taking battalions, companies, and platoons as units, and sometimes even having squads to fight for themselves and groups to fight for themselves. This requires officers to pay special attention to relying on the strength of the masses, especially in difficult moments, and to trust, respect, and rely on the masses. Efforts should be made to turn the instructions, orders, and intentions of the higher authorities into the conscious actions of the vast number of officers and men, and to regard the successful completion of tasks as the unremitting pursuit of the masses.

(1) Share weal and woe with officers and soldiers, and take the lead

Officers and subordinates share weal and woe, which is the fine tradition of our party and our army, and is our political superiority and the "magic weapon" for defeating the enemy. The masses always listen to the officers and watch them by their deeds. Sharing weal and woe with the masses is where the great strength of the army lies, and it is also an effective way to unite and unite the broad masses of officers and men. The reason why our army has been able to grow from small to large, from weak to strong, overcome countless difficulties and dangers, defeat powerful enemies, and win great victories in revolution and construction is because the vast number of officers regard themselves as members of the ordinary masses, come from the masses, go to the masses, share weal and woe with the masses, and share life and death with their subordinates. As it is said in "Sun Tzu: Topographical Chapter": "Treat the soldier as a baby, so you can go to the abyss with it; treat the soldier as a beloved son, so you can die with him." When subordinates regard officers as intimate and concentric people, the officers' affinity and charisma will be stronger, and there will be a solid foundation for completing tasks.

Officers should not only share weal and woe with officers and men, but also set an example and play a good role model; this is the requirement of the Marxist concept of unity of knowledge and action, the key to doing a good job in all tasks, and also an important condition for leading the troops to accomplish all the tasks assigned by their superiors.

Practice has proven time and again that "it is better to make an appearance than to shout loudly," and "there are people who listen to the command, and the command is not effective." During the war years, whenever there was a critical moment, as long as the officers shouted "follow me," the troops would go forward bravely regardless of their lives; in the face of the danger of being engulfed in fire and flood, as long as the officer shouts "follow me," everyone will jump into the torrent and fight in the sea of fire one by one; in the face of interests, as long as the officers are not self-interested and think about others, their subordinates will follow suit and put others before themselves. The practical actions of officers have a strong influence on the masses. As long as the example is taught first, the words and teachings will be listened to; if you want others to do it, you will act first, and others will "obey without orders"; if you forbid others to do it, you will resolutely not do it, and others will "stop it." This is the power and effect of leading by example, and it is also the mystery of teaching by example over words.

(2) Regard officers and soldiers as brothers and serve the masses

In the face of these contradictions and problems, it is very natural for people to have all kinds of ideas and feelings of incomprehension, confusion, doubts, and worries, and officers and men will have many practical and ideological problems that need to be resolved, and this requires officers to show full enthusiasm for them, think about what they think, be anxious about what they are anxious about, and help them what they need. Officers should do a good job in enhancing understanding, adjusting psychology, and rallying people's minds in light of the issues that officers and men are concerned about, and use the method of presenting facts and reasoning. In the course of carrying out tasks, it is very important to help officers and men enhance their confidence. Because in the face of various tasks, especially difficult ones, some officers and soldiers will show a lack of confidence. As an officer, it is necessary to help officers and men overcome their fear of difficulties and pessimism, and guide them to correctly analyze the situation and look at difficulties objectively. At the same time, we should also see our strengths, see hope, see the light, and strengthen our confidence.

(3) Rely on the masses and respect the initiative of officers and men

Relying on the masses and respecting the initiative of officers and men is an important magic weapon for overcoming difficulties and solving problems. The wisdom of the masses is endless. Officers and men at the grassroots level have the greatest understanding and deepest understanding of the new situations and new problems that have emerged in the course of carrying out their tasks, and some of the methods they have explored are often really effective, and they can achieve the effect of "curing major diseases with small home remedies."

In carrying out their tasks, officers should be good at listening to the opinions of the masses. It is necessary to put down the shelves, guide and encourage officers and men to contribute their wisdom and talents, and conscientiously listen, study, and absorb their opinions, suggestions, and methods for solving problems. We must be good at summarizing and dare to promote. The "initiative" from the masses may still be relatively rough and has not yet been completely "formed," and this requires officers to lead everyone to help in "processing" and turning the rough into refined, the unformed into molded, and the individual into things of universal guiding significance through the processing and production of "removing the rough and extracting the fine, removing the false and retaining the true, from this to the other, and from the surface to the inside." Officers should have the spirit of "daring to do things," not be afraid of taking risks, and boldly try and actively popularize the inventions and creations of the masses if they see them right, so as to constantly enrich and improve them in practice.

6. ATTENTION SHOULD BE PAID TO HANDLING SEVERAL RELATIONSHIPS IN THE PERFORMANCE OF TASKS

Whether it is a combat mission or a non-combat mission, it is a comprehensive test of the ability and quality of officers and a comprehensive test of the combat effectiveness of the troops.

Officers are both commanders and combatants. In the course of carrying out their tasks, in the face of complicated situations, tremendous pressure, and the test of blood and fire, officers need to pay attention to properly handling the following aspects.

(1) The relationship between "whether I need to use me" and "whether I can do it."

The ancients said: "Raise soldiers for a thousand days, and use them for a while." The value of a soldier is reflected not only on the battlefield, but also on the battlefield where there is no gunpowder when performing non-combat missions. However, many comrades always feel that war is still far away from us, and that it is not necessarily their turn to carry out major tasks, and they often think too much and too carefully about "whether they need to use me or not" and put too little effort into "whether they can do it" once they have to use it. Although some are in the barracks, they do not have the idea of dedicating themselves to national defense; although some study hard, they learn civilian skills and skills; although some can also devote themselves to the training ground, they practice some "flower boxing and embroidered legs," which is useless. The lack of a sense of urgency and responsibility that military personnel should have will inevitably lead to a weakening of the sense of a fighting team, a dulling of the fighting spirit, and a weakening of combat effectiveness.

In order to be able to carry out the tasks assigned by the superiors at any time, we must focus our attention from "whether I need me" to "whether I can do it," have the courage to face today's reality, see the shortcomings, and spur ourselves to forge ahead. In education and training, we should not artificially lower standards and relax requirements. It is necessary to have an overall vision, see the possibility and necessity of carrying out major tasks, and make full preparations in various ways. Do it when called, fight when it comes, and win when it comes.

(2) The relationship between arming the mind and updating equipment

With the development of society, there are more and more types of tasks for the troops to perform, and the difficulty is becoming more and more great. This requires us to educate officers and men that they should not only see the important role of new weapons and equipment in carrying out their tasks, clearly explain the significance of mastering the high-tech weapons and equipment in their hands, and make good and precise use of the weapons and equipment in their hands, but also give prominence to improving the overall quality of military personnel, strengthening their mental armament, and learning the ability to use their talents and wisdom to carry out tasks. No matter how advanced the weaponry of an army is, it cannot replace the importance of an armed mind. Compared with updating equipment, the time to arm the mind is often tighter, the task is heavier, the requirements are higher, and the difficulty is greater.

Therefore, officers must persistently arm themselves and their subordinates with correct ideology and theory and with modern science and technology, especially high-tech knowledge. We should do a good job in studying and studying the characteristics and laws of carrying out tasks under modern conditions, establish the concept of national interests, time and space, and security in the information age, and grasp the special laws governing the performance of tasks under the conditions of informationization. It is necessary to attach great importance to grasping and studying the situation of carrying out tasks, make full use of all kinds of resources, understand the tasks that may be faced, the situations that may be encountered, and the methods that should be adopted, so that all kinds of plans can be put into practice.

(3) The relationship between "seeing red with a bayonet" and "sealing the throat with a single stroke."

The courage to "see red with bayonets" on the battlefield is a glorious tradition of our army and a vivid embodiment of our army's fighting spirit. In the course of carrying out our tasks in the future, we will still face tremendous difficulties and even the test of death, and whether or not we can maintain and carry forward the fighting spirit of daring to "see red with bayonets" and being invincible will directly affect the fulfillment of military duties and the fulfillment of our missions to a certain extent.

This objectively requires us to inherit the fine tradition and maintain and carry forward the spirit of daring to "see red with a bayonet." Only in this way will we be able to challenge our own physical and psychological limits and the limits of the performance of weapons and equipment in a complex, arduous, intense, and dangerous environment, so that we can achieve the best combination of man and equipment, give full play to their effectiveness, and create new miracles and write new glories in the course of implementation.

It should be noted that, as a spirit, the connotation of "seeing red with a bayonet" is constantly developing and advancing with the times. The kind of face-to-face fighting on the battlefield in the past is gradually evolving into a "key-to-key" contest in information-based warfare, and the skill comparison of "seeing red with a bayonet" is gradually being replaced by an intelligent competition of "one 'key' to seal the throat." This requires that we must not rest on our laurels and simply and one-sidedly understand the spirit of "seeing red with a bayonet," but must boldly surpass ourselves and give this spirit a new connotation of the times. With a sense of urgency, we should devote great efforts and painstaking efforts to being proficient in modern science and technology and mastering high-tech weapons and equipment in our hands, and strive to become knowledge-based and expert-type personnel who are both wise and courageous, so as to ensure that we can be wise and courageous and "seal our throats with one key" at critical moments.

(4) The relationship between "lonely heroes" and "group courage."

It is difficult for any major task, let alone a single soldier, even the combat forces of a single service and arms to accomplish it independently, and only when all branches of the armed forces achieve effective convergence and integration of space, time, and strength and carry out joint "operations" can they be satisfactorily accomplished. Therefore, it is necessary to educate the broad masses of officers and men and establish a new concept that meets the requirements of the times, and it is necessary to give full play to the exemplary and encouraging role of "lonely heroes" in being pioneers, shouldering heavy burdens, and fighting tough battles, so that heroes can emerge constantly and in large numbers, and at the same time promote the transformation of individual heroes into group heroes. At the same time, it is necessary to pay attention to internalizing the collective will, concepts, and norms into individual consciousness, correcting the idea of "individual heroism" and blind behavior that deviates from the overall situation, so that officers and men will be consistent with learning from heroes and becoming heroes with achieving the overall goal. In strict discipline, close coordination, and mutual support, it embodies the role of "lonely heroes" and demonstrates the great power of "group courage." Make the "lonely heroes" and "group courage" complement each other and complement each other in the process of completing the task.

CHAPTER VI: INVESTIGATION & RESEARCH ABILITY TRAINING

Investigation and research is a method of understanding the inherent laws of objective things. The development of all aspects of the military's work has its own characteristics and laws. The change in the thinking of officers and soldiers has its own laws; officers have their own rules for leading their work. The work of officers can be carried out in an orderly, purposeful, and effective manner, and it is inseparable from the grasp of these characteristics and laws. Therefore, the ability to investigate and research is one of the basic abilities of officers.

1. OVERVIEW OF THE RESEARCH WORK

(1) The connotation of investigation and research ability

Investigation and research should be understood from two aspects, one is investigation and the other is research. The so-called investigation refers to the in-depth and detailed investigation and understanding of the objective situation and the full collection of factual data. The so-called research refers to the exploration of the nature, laws and connections between things. That is, on the basis of examining the objective situation and fully grasping the factual materials, we should adopt scientific methods to seriously study the materials and gain an understanding of their essence and regularity.

According to the analysis of the concept of investigation and research, an officer's investigation and research ability should also include two aspects: first, the investigation ability, which is reflected in the selection of appropriate investigation targets and how to possess a large amount of information in a comprehensive and objective manner;

the second is the ability to research, which is mainly reflected in how to scientifically analyze and synthesize the data obtained from the investigation to reveal the internal relations of things and their nature, characteristics and laws.

(2) The important role of investigation and research

Investigation and research is an important component of scientific leadership, an important prerequisite for understanding and solving problems, and an important method to ensure scientific decision-making.

1. Investigation and research are the basis for the formulation and implementation of policies.

Investigation and study are the basis for grasping the actual situation, formulating policies, and deciding on work guidelines. In May 1930, Chairman Mao pointed out in the article "Against Fundamentalism": "If you do not investigate a certain issue, you will stop your right to speak on a certain issue." "Can't you solve that problem?" Then you go and investigate the current situation and history of that issue! You have completely investigated and understood, you have a solution to the problem, and all conclusions come from the end of the research, not from the beginning. Comrade Jiang Zemin stressed: "Historical experience shows that the solution of all kinds of problems depends on correct policy decisions, and correct policy decisions come from careful investigation and study of objective reality. If we do not understand the actual situation, rely on old experience, take it for granted, pat our heads, and take our subjective wishes as objective reality, it will be impossible to make correct decisions. Therefore, the more senior a comrade is, the more he must personally devote himself to conducting investigation and study of major issues, and this cannot be replaced by others. Without investigation, there is no voice, and without investigation, there is no decision-making power."¹

Correct guidelines and policies are not a simple deduction of basic principles, nor can they be obtained by deriving formulas. The policy of the Party and the army comes from the practice of the masses, but it is not a simple synthesis of the scattered opinions and demands of the masses. Correct principles and policies are formed under the guidance of scientific theories, through thorough investigation and study, understanding the actual situation, scientifically summing up the experiences of the masses, and correctly reflecting the opinions of the masses. In practical work, in order to solve specific problems, it is necessary to gain an understanding of the actual situation and the law of the development of things, and this requires investigation and study, understanding the current situation and history of things, and analyzing the connections between their internal and external aspects.

¹ Jiang Zemin, "On Party Building," Central Literature Publishing House, 1st edition, November 2001, p. 84.

In the course of concrete work practice, only through careful and meticulous investigation and study can we gain the most basic understanding of the actual situation, find out the thinking of the masses, and sum up the creations of the masses, so that we can draw judgments that conform to the law and formulate correct principles and policies. If an officer refuses to step out into the crowd to investigate, spends his time in meetings, buries himself in piles of papers, and is aware of the situation around him, he will not be able to put forward the right tasks and make the right decisions. In order to correctly implement the instructions of the higher authorities and successfully learn from the advanced experiences of others, it is necessary to start with investigation and study, comprehensively understand the history and current situation of our own units and departments, humbly observe the new situation, conscientiously sum up new experiences, integrate the party's policies, the instructions of the higher authorities, and the experiences of others with the reality of our own units, and formulate practical and feasible implementation measures and methods that suit our own conditions.

2. Investigation and study is our party's fine tradition, the foundation of our work, and the way to achieve things.

Judging from the history of our party, Chairman Mao and other revolutionaries of the older generation paid great attention to investigation and study. In 1930, on the basis of in-depth rural investigations, he wrote famous investigation reports such as "Investigation of Xunwu," "Investigation of Xingguo," "Investigation of Mukou Village," "Investigation of Changgang Township," and "Investigation of Caixi Township." Famous survey reports such as "Analysis of Various Classes in Chinese Society" and "Report on the Investigation of the Hunan Peasant Movement," which were included in the "Selected Works of Mao Zedong," had a great impact at that time.

Deng Xiaoping always attached importance to investigation and study, and regarded it as a prerequisite for leadership work and decision-making. He stressed that leaders should not only conduct investigations with their own hands, but also penetrate into the bottom of the masses. In this regard, Deng Xiaoping took Liu Bocheng as a model and called on the whole party to learn from him. On the occasion of celebrating Comrade Liu Bocheng's 50th birthday, Comrade Deng Xiaoping wrote an article praising Comrade Liu Bocheng's fine qualities and particularly affirming that Comrade Liu Bocheng "does not attach special importance to the study of theory, but attaches particular importance to the integration of theory with practice. He often instructed his comrades to learn from the masses at the lower levels, and he himself did so."

Under the new historical conditions, Comrade Jiang Zemin stressed: Attaching importance to investigation and study is our party's fine tradition. "Persisting in investigation and study is the basic requirement of dialectical materialist epistemology, an important channel for the party to maintain close ties with the masses of the people, and a basic working method and leadership system of our party. Strengthening investigation and study is not only a matter of work methods, but also a major issue that has a bearing on the success or failure of the cause of the party and the people.¹ "The comrades of the whole party, especially the leading cadres at all levels, have really done a thorough and thorough job of investigation and study, and there are many benefits. It can enable our leading organs and leading cadres to maintain close ties with the masses and with actual life, and is conducive to preventing and reducing bureaucracy, formalism, and subjectivism in work. It can enable our leading cadres to increase consensus and reduce differences through the investigation of the actual situation, which is conducive to unifying understanding and pace; it can provide sufficient first-hand materials for leadership decision-making, which is conducive to making realistic scientific analysis and judgment, and forming correct guidelines and policies; new problems, including tendentious problems, can be discovered in a timely manner through investigation, so that early countermeasures can be taken to solve them, and mistakes can be reduced and avoided. It is up to people to plan things, and it is also up to people to succeed. It can be said that insisting on doing a good job of investigation and research is the foundation of our work and the way to achieve it."²

3. Investigation and study is an objective requirement for strengthening and improving the army's work in the new century and new stage.

At present, the building of our army has entered a new historical period. The long-term relatively peaceful international environment, the profound promotion of socialism with Chinese characteristics and the building of a moderately prosperous society in an all-round way, the development of the world's new military revolution, the new situation of military reform with Chinese characteristics, and the new situation of building an information-based army and winning an information-based war have brought many new situations and new problems to the building of the armed forces. To ensure that the armed forces perform their functions, the armed forces must change their thinking and improve their methods in all aspects of their work.

¹ Jiang Zemin, "On Party Building," Central Literature Publishing House, 1st edition, November 2001, p. 81.

² Jiang Zemin, "On Party Building," Central Literature Publishing House, 1st edition, November 2001, p. 85.

However, traditional experience cannot provide ready-made answers to how and what to reform the work of the armed forces, nor can we expect any level of leadership to come up with a solution to the problem. Comrade Jiang Zemin stressed: "In the new period, we are shouldering the heavy historical task of reform, opening up, and modernization, and all comrades in the party, first of all, leading cadres at all levels, should all the more attach importance to and strengthen investigation and study. Although new changes have taken place in the objects, contents, means, and conditions for conducting investigation and study, the status and role of investigation and study in the party's decision-making work and all leadership work have not changed in the slightest, but have become even more important. In order to meet the needs of reform and development, the work of investigation and study can only be strengthened in an all-round way, and must not be weakened in any way. The cause of building socialism with Chinese characteristics is a heavy task and a long way to go, and in the course of advancing, we will encounter many complicated new situations and new problems, which need to be constantly explored and resolved. The exploration and solution of any problem is inseparable from investigation and research.¹ Good methods do not fall from the sky, nor are they inherent in our minds, but in the final analysis, they can only come from the creation of the masses of the people and the practice of reform and opening up. We must take the lead in going deep into reality and going down to the grassroots level, conducting investigations and studies, listening to the opinions of the masses, constantly improving our work, doing solid work, and resolutely opposing subjectivism, bureaucracy, and formalism. Theoretically, we must be sober and firm in politics and solid in our work style. When going down to conduct investigations, it is necessary to be light and simple, and strive to discover and solve practical problems. "It is necessary to go deep into the front line of reform and construction, conscientiously conduct investigation and study, discover problems in a timely manner, proceed from reality, and carry out work in a creative way. It is necessary to constantly sum up experience and be good at using the experience created by the masses to guide the masses forward. The central authorities have repeatedly proposed that leading cadres at all levels should step up investigation and study. If we do not pay attention to investigation and research, we will have countless minds in our hearts, and we will be in a state of blindness, and it will be impossible to perform our leadership duties well. Squeeze more time to study and less socialize; do more research and less subjectivism; by doing more practical things and talking less empty words, our leadership level will be a big step forward."²

¹ Jiang Zemin, "On Party Building," Central Literature Publishing House, 11th edition, November 2001, pp. 81-82.

² Selected Important Documents Since the 14th National Congress of the Communist Party of China, Volume I, People's Publishing House, 1st Edition, February 1996, p. 561.

Therefore, only by vigorously stepping up investigation and study can we profoundly understand the new situation and new problems encountered in the building of the armed forces under the new situation, accurately grasp the characteristics and laws of the armed forces' work in the new period, scientifically formulate policies and systems that conform to the actual conditions of the troops, systematically sum up and popularize the fresh experiences in the troops' work, and continuously improve the ability of officers at all levels to observe, analyze, judge, organize, coordinate, and engage in social activities, broaden their horizons, enrich their experience, enhance their ideological vitality, and effectively improve their ability to discover problems. Practical problem-solving skills.

2. BASIC TYPES OF INVESTIGATIONS

(1) Comprehensive investigation

A comprehensive survey, also known as a census. It is a method of surveying all units or individuals in the respondent population one by one to obtain comprehensive data and situations. For example, China's population census targets all citizens of China, including men, women, and children of all regions and ethnic groups. The survey covers gender, age, ethnicity, education, occupation, beliefs, etc. This method of investigation is generally adopted by the leading organs of the armed forces in the assessment of the leading bodies and the contingent of cadres at all levels of the subordinate units, in the thorough investigation of the basic qualities of the new soldiers, and in the understanding of the overall situation of grassroots construction. Comprehensive investigation is a scientific method of understanding and understanding things. It is characterized by a wide range of involvement, large investment force and high degree of accuracy.

The principles of using this method are: adhere to comprehensiveness, that is, all units in the overall should be checked one by one, and no omissions should be omitted, otherwise the census results will be distorted; adhere to the unity of time, that is, all survey data must reflect the actual situation at a point in time; adhere to the consistency of indicators or projects, that is, the indicators should be determined and unified according to the purpose of the survey, so as to avoid the difficulty of making an overall analysis of the survey results due to inconsistent indicators.

(2) Typical investigations

Typical investigation is to select representative areas or units to conduct investigations, and draw general conclusions from them, that is, to discover the situation and laws of the same kind of things represented by typical examples, so as to explain and guide the general. The theoretical basis of the typical investigation is the dialectical materialist principle of the dialectical unity of individuality and commonality.

Mao Zedong once used "dissecting sparrows" as a metaphor for the meaning of typical investigations: to understand the structure of sparrows, it is impossible to dissect all the sparrows in the world one by one, and it is enough to carefully dissect a few sparrows.

Compared with the comprehensive survey, the typical survey is characterized by a small scope of investigation, which can make an in-depth and detailed understanding of the unit being investigated, which can save time and manpower, and can achieve greater benefits at a smaller cost, which is a survey method that is often used.

An important prerequisite for the success of a typical survey is how well the "point" is selected as a typical one. Because the purpose of a typical investigation is to reveal the general from the individual. However, objective things are very different, the development is very uneven, and the individual differences of the same kind of things are also very large. The survey can only achieve the desired results if the individual things that are "typical" reflect the common characteristics of the same kind of things in a concentrated manner. There are two basic methods for selecting typical cases: one is the selection of the middle and the selection method, that is, the selection of individuals with an intermediate level of development as typical; the other is the merit (or inferior) selection method, that is, the selection of individuals who are in the degree of superior (or inferior) development as typical. In order to avoid the limitations of typical surveys, typical selection must be based on a preliminary understanding of the overall situation. and, where possible, the results of typical surveys are tested in atypical individuals.

(3) Sampling surveys

Sample survey is a survey method in which a certain number of units are selected from the overall subjects of the survey to be the survey subjects according to the purpose and requirements of the survey, and the overall general situation is inferred from the results.

Sample surveys, like typical surveys, are only part of the survey population, and they must be "pointed" to push "areas," but sample surveys are different from typical surveys, and this kind of survey has two distinctive characteristics:

1. The first is the principle of randomness of choice.

That is, the selected points are not artificially arranged typical, but often accidental and arbitrary, and are arbitrarily extracted, unlike typical surveys, which are deliberately extracted.

The second is the probabilistic principle of sample surveys and the inference of the population from parts.

Sample surveys are often taken when there is a need to get a full picture quickly, but there is a lack of time and strength to conduct a comprehensive survey. It is also sometimes used to validate typical findings.

Sample surveys are divided into different types according to the method of sample collection. Frequently used are simple arbitrary extraction and hierarchical arbitrary extraction. Simple arbitrary sampling, that is, the sample is directly drawn from the population, and this method is suitable when the difference between the units in the population is not large; stratified arbitrary sampling is to divide the population into various types of groups according to some main signs of the population, and then arbitrarily draw samples from each group for investigation. This approach is appropriate in cases where there is a large individual variation. For example, if there is a big difference between the new recruits and the veterans, the new and the veterans can be separated, sampled separately, and investigated.

Sample surveys are based on probability theory, so the inferences of sample surveys on the population are only approximate and approximate, and there is often a certain degree of error with the actual situation. If the sampling is not appropriate, it may even create a false illusion. This is a limitation of sample surveys and requires special attention. However, since sample surveys are combined with mathematical statistics, they can be used to infer the basic quantitative characteristics of the population from the situation of the sample, which is beyond the reach of typical surveys.

(4) Case investigation

A case investigation is an investigation of an individual unit in which an incident or phenomenon occurred in order to ascertain the nature, extent and cause of the occurrence of the incident or phenomenon. It differs from typical surveys and sample surveys in that there is no need for sampling and site selection. The object of investigation is determined purely by the occurrence of the event or phenomenon. For example, the leading organs investigate criminal cases, major accidents, and outstanding heroic and exemplary behaviors in the army.

Case investigation is a qualitative investigation method, the purpose of which is to reveal the essence and occurrence law of an event or phenomenon, and to extract lessons with universal guiding significance. Case-by-case investigations usually require the conclusion of the investigation to be reached in a relatively short period of time.

Therefore, it is necessary to closely follow the investigation center during the investigation to improve work efficiency. However, it is necessary to guard against rushing for results, collect as wide a range of information and feedback as possible, and vigorously guard against subjective arbitrariness.

The above four survey methods are differentiated according to the selection method of the survey respondents. If not limited to this distinction, there are also methods of follow-up investigation. A follow-up survey is a survey of the same project conducted by the same respondent at different points in time and at a certain period of time. Follow-up investigation can compare the situation of a certain thing or phenomenon at different stages, reveal the causes of change, understand and grasp the laws of change, and guide our work. For example, an investigation into the ideological conditions of the same group of soldiers at different stages during their service will help us understand the ideological characteristics, the process of change, and the factors that cause changes in the soldiers of each period, so that our work will be more predictable and targeted. Follow-up surveys should pay attention to the consistency of the subjects and the items to be investigated, so that comparative analysis can be carried out.

3. PROCEDURES AND PRINCIPLES OF INVESTIGATION AND RESEARCH

(1) General procedures for investigation and research

The general procedure of investigation and research can be roughly divided into three stages: preparation, investigation and research.

1. Preparation stage.

Whatever the work one undertakes, one should be prepared. The preparation of the survey and research generally includes the following aspects:

Establish research objectives.

To establish the objectives of investigation and research is to establish the problems to be investigated and studied in accordance with the problems raised by practice and the needs of current work, and to clarify the main direction of investigation and research. There are only two situations in which officers engage in investigation and study: one is that when they encounter problems in their work, they have the motivation to explore and solve them, and they take the initiative to conduct investigation and study; the other is the subject of investigation and research assigned by the superior. In this case, we should not mechanically carry out the task with a coping attitude, but should deeply understand and comprehend the intention of the superiors, clarify the purpose of the investigation and study, and take the initiative to complete the task.

There are four common mistakes in the selection of research targets: the selected topic has been studied in depth by predecessors, but because of their own ineffective information and repeated work, the research and research conducted as a result are either in vain because they are the same as others, or they are not allowed to publish and promote because they do not surpass their predecessors; if the topic is too large and the strength is inadequate, the result will be either halfway, stillborn, or barely completed, and it will not be a good work; the selected topic is too narrow, the academic value is not great, and the result is either self-appreciating or feeling uninteresting. The selected topic is detached from the actual work and the scope of his authority and professional direction, and the result is either protracted and time-consuming due to lack of skill, or because he is tired of doing it and hinders the development of normal business work and personal professional progress.

Specifically, you can choose the following three aspects of research topics:

First, it is necessary to take the needs of leadership decision-making as the direction of research and topic selection. The objectives and results of officers' research show two distinctive characteristics: one is to act on the leader, and the other is to be constrained by the leader. Judging from these two characteristics, the fundamental characteristic, or purpose, of officers' investigation and investigation activities is to serve the leadership's decision-making and guidance work by reflecting the actual situation in a timely and accurate manner, and they should formulate topics around the long-term strategic objectives of the work of the party committees and the troops.

Second, we must follow the idea of grasping the main contradictions to capture the selection of research topics. The key to the selection of research topics is to grasp the key points of work in each period and look at the overall situation from the perspective of leaders. This requires officers to follow the trend of the fiery life of the troops, change their viewpoints, change their thinking, grasp policies, be familiar with the situation, take charge of the situation, and grasp the market. Grasping the central work of the armed forces in each period, grasping the main contradictions, and centering on understanding and resolving the main contradictions should be the fundamental method for selecting research topics.

Third, it is necessary to proceed from objective reality and establish a research theme that reveals the essence of things. The establishment and deepening of the theme is an evolving process of understanding, which runs through the whole process of selecting research topics, conducting surveys, and writing survey reports. The process of selecting people's research topics is essentially the process of determining the research topic. In order to extract a theme with a certain depth, it is necessary to take the process of research and topic selection as a process of in-depth thinking, and the next analysis and research painstaking work.

First, it is necessary to strengthen analysis and in-depth excavation. Second, we should pay attention to pertinence and choose a good reflection angle. Third, we must seize inspiration. Of course, it is not enough to rely on inspiration to establish the theme of the research topic, but the fundamental path is to follow the correct line and policy, discover the theme from a large number of objective facts, select the theme, deepen the theme, and express the theme, so as to write a survey report with shining ideas, rich content, and strong vitality.

Develop a research plan.

To formulate a survey and research plan is to draw up an outline of the investigation and research, and to determine the object, time, place, and method of the investigation. Formulating an outline of investigation and research is actually to analyze the topic of investigation and research, conduct feasibility demonstration, and plan and formulate a detailed implementation plan. After the outline of the investigation is drawn up, it is necessary to come up with a more detailed plan for investigation and research, that is, to solve the problem of what method to follow, what method to adopt, and which subjects to select. If the survey is conducted collectively, it is also necessary to clarify the division of labor, the schedule and steps of the survey, and so on. It should be made clear that, after all, the survey plan is the envisaged plan, and necessary adjustments and revisions should be made in accordance with the actual situation during the investigation.

Make a preliminary exploration of the research topic.

In order to do a good job of investigation and research, it is necessary to understand as much as possible about the subject of the investigation and all aspects related to him; collect and read as much as possible some policies and regulations related to the issues of the investigation, initially clarify the ideas of the investigation, and improve their ability to analyze and identify the materials obtained from the investigation; study the results of similar problems to understand how deeply such problems have been and what aspects still need to be studied. This kind of preparation can help us better grasp the overall situation, grasp the direction, and avoid duplication with other investigations, so as to lead the investigation to a deeper level so that the investigation and research can be carried out on a relatively high basis.

2. Investigation phase.

The investigation phase is to carry out the investigation according to the investigation plan. This stage can be further divided into the initial stage, the in-depth stage and the stage of summarizing and organizing the situation materials.

The initial phase of the investigation. In order to get off to a good start as much as possible and to achieve initial results, it is very important to do a good job at the beginning of the investigation. Therefore, we should adopt a cautious attitude from the very beginning, adhere to the principle of seeking truth from facts, and implement the mass line. Instead of setting the "framework" and "tone," we might as well spread the "net" wider, make the investigation area larger, and have more survey targets. The method should not be simplified, but a variety of investigation methods should be used at the same time, open mind, speak freely, and try to obtain as much information as possible. On this basis, the investigation team can meet again to exchange information, and the content and plan of the investigation can be appropriately adjusted to make it more realistic.

The in-depth phase of the investigation. This is the central link of the entire investigation and research, and it is the key to whether the investigation and research can be successful and whether it can produce results. At this stage, the most important thing is to identify the key investigation targets and conduct a comprehensive, systematic and thorough investigation. The time, place, causes, development, and outcome of key incidents should be clearly investigated. For some important issues and key issues, it is necessary to conduct thorough verification and verification with the subjects of the investigation. At the same time, it is necessary to constantly analyze, synthesize, and judge the situation, be good at discovering new clues, follow up and pursue the situation "along the vine and the melon," and get to the bottom of it. In the investigation, it is necessary to understand both the positive and the negative; it is necessary to understand both the advanced and the backward and intermediate states; understand both the current situation and the history. In short, strive to be comprehensive, systematic, complete and meticulous.

The stage of summarizing and organizing the situation materials. This is the intermediate link between investigation and research. It is both the continuation of an in-depth investigation and the beginning of research. The summary and collation of information or materials is to bring together the investigation data, check and sort them out, remove the rough and fine, remove the false and retain the true, and summarize and comprehensively summarize them according to a certain content and logical order, so as to prepare for analysis and research.

3. Research phase.

Investigation is not an end in itself, but the purpose is to organize, analyze, synthesize, find out the internal connections of things and solve problems. That is, to conduct careful research and refine opinions. Investigation is the premise and foundation of research, and research is the extension and sublimation of investigation.

For the investigators, doing a serious and in-depth study on the basis of the survey materials is not only very important for writing a good investigation report, but also for the improvement of their own theoretical level, policy level, and research level.

The process of research is the process of analysis. By analyzing the whole situation of the object or thing under investigation, we can find out the law of its change and development. The method of analysis is also the method of comparison. Through horizontal comparison, vertical comparison, positive and negative comparison, comprehensive comparison and other methods, the development and change state, degree and direction of things are determined. The process of research is also a comprehensive process, that is, to link the situation of various parts, conduct a comprehensive investigation and reflection, and find out the main contradiction or the main aspect of the contradiction and the "key" to solve the problem.

The research work mainly includes: research on relevant policies, systems and regulations related to the investigation project; use scientific methods from this to the other, from the surface to the inside, from the shallow to the deep, to extract the essence from the rough, to remove the false and retain the true, to reveal the essence of things, to find out the problems and experiences, to reveal the internal relationship between the materials and the problems indicated; find out the common parts in many survey materials, as well as the laws and characteristics of the development of things; discover and analyze the signs of a certain trend, trend, etc.

(2) Basic principles of investigation and research

In the course of investigation and research, officers should follow at least the following five principles.

1. The principle of authenticity.

Authenticity is the life of investigative research. The so-called authenticity means respecting objective facts and relying on facts to speak. Whether it is to reflect new situations, study new problems, sum up new experiences, or expose social problems and facts, we must use facts to expound the truth and draw conclusions on the basis of sufficient and conclusive materials. Speak with facts, draw conclusions from data. If the materials for investigation and study cannot truly reflect the objective reality, the facts are not concrete, the data are not conclusive, they only report good news but not bad news, they dare not point out erroneous tendencies, expose erroneous things, avoid the important and trivialize the important when analyzing existing problems and contradictions, and even provide erroneous situations and conclusions, then the significance of investigation and study will be lost, and it will not only be not helpful to the leadership in making decisions, but will also bring passivity to the leadership work and cause losses to the work of the troops.

In conclusion, the higher the degree of authenticity, the greater the significance of the investigation. This characteristic requires us to establish a rigorous scientific attitude, a conscientious and realistic spirit, thoroughly abandon the hypocritical style of "false and empty," and overcome the problems of not having a thorough work style, not conducting solid investigations, not conducting rigorous research, not seeking truth from facts, and not daring to tell the truth.

2. Principle of accuracy.

The premise of accuracy is truth, but truth is not necessarily accurate. Of course, there is no such thing as absolute accuracy, and the meaning of accurate is relatively more accurate truth. Accuracy is not only a requirement for officer practice, but also a distinctive feature of modern leadership and modern scientific research. Accuracy is a clear indicator of the quality of a survey. In order to be accurate, in addition to the accuracy of the surveyor's conceptual system, indicator setting and statistical data, the key is for the investigator to overcome the traditional thinking habits such as "roughly," "more or less," "majority," etc., overcome the seemingly comprehensive ambiguity, and establish the idea of "seeking accuracy." In order to make surveys and studies more accurate, research should pay more attention to quantitative analysis. Survey research that is general and does not speak with numbers is not scientific investigation and research, but only a "superficial" understanding of the situation. The quantity is expressed by numbers, and if there is a number, it must be accurate, and we must be meticulous when obtaining the initial information, and do not ignore some "clues."

To implement the principle of accuracy, investigation and research should avoid subjectivity, one-sidedness, and superficiality.

Don't be subjective. That is to say, it is necessary to conduct investigations objectively and realistically, to ensure the authenticity of the investigation materials, and to reflect objective things as they are, without attaching any subjective elements. In Lenin's words, it is to achieve "the objectivity of observation." This is the basic requirement of dialectical materialist epistemology. The phenomena of social life are complex, and certain materials or examples can be found at any time to substantiate an argument.

The common problem of the investigation is to follow the map and collect materials that are consistent with the preconceived plan in order to prove the "correctness" of the assumption. This kind of investigation not only fails to correctly reflect the objective real situation, cannot draw correct conclusions from such investigation materials, and makes scientific policy decisions, but also does great harm to our cause because it is clothed in the cloak of "investigation." When we conduct investigation and study today, we must respect objective facts, truthfully reflect the situation, do not carry any subjective framework, and do not abandon facts that are different from our original ideas. No matter what the circumstances, it is necessary to investigate objective things as they are, and reflect the situation truthfully. We oppose the practice of holding some preconceived preconceptions before the investigation and going to the investigation with some kind of "frame" to find "evidence," but not having a frame does not mean that the investigation is without a purpose and without a plan. Before each survey, a survey outline is also required. However, such an outline of investigation should not be a subjective fabrication, but must be based on the guiding principles that have been proven in practice and a preliminary understanding of the subject of the investigation. With an outline of investigation, we can be guided to understand the scope and depth of a certain thing or problem. Investigation without a program does not know where to start with the complicated objective situation, and it takes more time and energy, but the results are very small. Here, the key is to draw up an investigation program that proceeds from reality. In the course of the investigation, if it is found that the original program does not correspond to the actual situation, then it is necessary to have the courage to revise it until it is overturned.

Avoid one-sidedness. It is to insist on a comprehensive view in the investigation, to understand both one side of the matter and the other side of the matter; it is necessary not only to occupy all aspects of the material in detail, but also to grasp the key points; it is necessary to understand both the current state of things and the history of things. That is to say, to understand the various aspects of things and their interconnections, and to recognize the whole process of how things are developing. Sitting in a well and looking at the sky, satisfied with isolated, one-sided, and invisible, things as a whole will not be able to figure out the situation and solve the problem. As military officers, we must conscientiously listen to the opinions of all sides, including those who oppose our own opinions, and we must guard against the abnormal practice of reporting good news but not bad news.

Do not have superficiality. It is necessary to scientifically analyze and synthesize the perceptual materials obtained in the course of investigation, so that they can rise to the stage of rational understanding, and through complex and complex social phenomena, we can find out the essence of things and find out things with regularity.

If we are satisfied with hearsay in our investigations, fail to distinguish between the crude and the refined, the false from the true, regard the phenomena as the essence, and fail to see the internal relations of things, such investigations will not only fail to gain a correct understanding, but, on the contrary, lead people down the wrong path. Therefore, in investigation and research, we should not only guard against subjectivity and one-sidedness, but also pay attention to preventing superficiality.

3. The principle of multidimensionality.

The essence of things is inherently multifaceted, and it is impossible to grasp the whole picture of things with one-way thinking. The principle of multi-dimensionality requires us to have a comprehensive viewpoint when investigating and researching, and we cannot cling to one idea, one angle, and one type of material. Implementing the principle of multidimensionality requires us to constantly change our foothold, constantly change our perspective, constantly change our habitual thinking, abandon our personal preferences and prejudices, obtain information from multiple angles and in all directions, study information, and draw conclusions.

4. Principle of novelty.

Investigation and research is scientific research, and the essence of scientific research lies in creation. The character of science is by no means a constant cause, but an endless life. Novelty is another important characteristic of investigation and research, and if investigation and research cites some well-known facts, puts forward some outdated and backward views, and forms some well-known conclusions, then it loses its value in existence. Therefore, investigation and research should try our best to obtain some novel facts, put forward some new viewpoints, and form some new conclusions.

In practical research, three points should be paid attention to in grasping the principle of novelty:

The first is to be keen and highlight the timeliness. Officers must have a high ability to discern new things in the military and social life, grasp new signs, new trends, new factors, and new developments in a timely manner, and quickly reflect them in order to arouse people's attention and promote the development of work. If research delays time, misses the opportunity, and fails to answer the questions that people need to know in a timely manner, it becomes an "afterthought."

The second is innovation, not forgetting inheritance. Innovation and inheritance should not be separated from each other, nor should it be mentioned which is the main one, because the two are inherently inseparable. Once a science is separated from inheritance, it will become water without source and wood without roots; once we leave innovation, we will lose our vitality and become dead if we only stay at interpretation and interpretation. Investigation and study should study how to inherit the fine traditions of the people's army, and only when the traditions are understood and carried forward in light of the actual social and economic conditions can they have vitality. This already includes the meaning of innovation.

The third is to insist on internal innovation and take into account external innovation. There is often a situation in research and research, where the research results are novel in the unit, but they are not new when they are obtained on a large scale. This is the problem of "new inside and not new outside," and at the same time, the phenomenon of "new outside and not new inside" also exists. The former often affects the enthusiasm of some comrades in conducting investigations and studies. It should be said that if a research result is novel in a unit and has a guiding role in troop building, and in fact conforms to the principles of methodology, it should be affirmed and encouraged. Moreover, the environment and conditions are different between different units. To solve the same problem, the countermeasures and experiences put forward by other units through investigation and research are not necessarily suitable for their own units; when solving this problem, this unit should not blindly copy or copy the practices of other units, but should still draw its own conclusions through investigation and study. With regard to this kind of problem, we should adhere to a principle, that is, whatever is beneficial to the construction of the unit should be adopted and applied, regardless of whether it is new inside or outside.

5. Practical principles.

Practicality is the soul of investigation and research, which is determined by having a strong pertinence of work. The ultimate purpose of our investigation and investigation is to apply it in practice and to serve the building of the armed forces, not to "go to the newspapers" or "see the publications." Generally speaking, an investigation and study work, especially a large-scale investigation and study, takes a great deal of time, manpower, and material resources, and is not arbitrarily organized and carried out, but is aimed at some relatively urgent actual situations, such as answering a certain social issue that the vast number of officers and men are concerned about, publicizing new things and new experiences that have emerged in the building of the troops, or exposing the problems that have arisen in the course of advancing, analyzing the causes of the problems, and putting forward specific proposals for solving them, and so on.

The practical principle is mainly reflected in the applicability and operability of the research results. Investigation and research must be highly targeted, must be focused, clearly put forward the problem to be targeted, clearly explain the factual materials obtained from the problem, analyze the crux of the problem, and put forward concrete and feasible suggestions and countermeasures. The practical principle is of decisive guiding significance to all aspects of investigation and investigation, and it requires that every step of the investigation and investigation work should proceed from the needs and possibilities of the work practice of the troops, and oppose the kind of research that is theoretically evasive, incomprehensible, and inoperable.

4. METHODS AND TECHNIQUES OF DATA COLLECTION

The process of investigation is the process of data collection. The methods and techniques of data collection are diverse, and they should be selected according to the questions investigated, the objective environment, and the subjective conditions of the investigators. The main survey methods commonly used are as follows:

(1) Discussion method

Symposia, also known as group interviews, also known as conducting research meetings. It is a method to select some representative people to participate in the symposium according to a certain survey topic or outline, and discuss around the center, so as to obtain information.

Symposia are a frequently used method of research and research. Comrade Mao Zedong once said that holding an investigation meeting is the simplest, most easy, and most faithful and reliable method. I've benefited a lot from this method. This is a school that is smarter than any university.

The advantages of focus group research are: high work efficiency, strong controllability, and a wide range of understanding.

The success of the symposium has a lot to do with the ability and experience of the conference organizers, and if it is well organized, it can achieve good results, and if it is not well organized, it will cause cold or rambling gossip. Based on the experience of Comrade Mao Zedong and other research workers, there are some basic requirements and skills for conducting an investigation well.

Before the meeting, the moderator should identify a topic with a clear scope and content and explain it to everyone at the beginning of the meeting.

The participants in the symposium should be selected so that the participants are representative. Generally speaking, there are three principles that should be followed in determining the candidates for the symposium: first, those who are informed, second, those who dare to speak in public, and third, those who are representative. The number of participants in the forum should be three to five to seven or eight. Too much is not easy to command, and it is difficult for the speaker to speak; too little will lose the nature of "will" and will be tantamount to individual investigations. The number of people needed depends mainly on the organizational ability of the investigators. Strong ability, a little more participants is better; if the ability is weak, it is better to have less.

It is necessary to understand the situation of the target as much as possible and "know it in your heart" so that we can better guide and inspire them to express their own views at the forum, so that we can objectively analyze and study their opinions.

The location of the symposium shall be appropriate, convenient, and quiet.

The presiding officer shall prepare an outline of the inquiry prior to the meeting. All issues that should be known and could be known should be included in the outline of the survey, and the meeting should be specifically guided in accordance with the requirements of the outline.

In order to improve the efficiency of the meeting, after determining the attendees, they should be told the specific content and requirements of the meeting, so that they can make good ideological preparations and materials for participating in the meeting.

Before the meeting, it is a good idea to find a speaker who can take the lead, so that the meeting can run smoothly.

The moderator should have an approachable attitude. Make people feel that your heart is given to Him and that you trust people. In this way, it is possible to "exchange hearts for hearts."

In the course of the meeting, attention should be paid to guiding the participants to complement each other, inspire each other, and argue with each other, and strive to create an atmosphere of mutual trust and liveliness.

At the beginning of the symposium, the host should be good at inspiring and guiding, from shallow to deep; when the meeting enters the middle of the meeting and the speech is enthusiastic, the moderator should be good at grasping the center, preventing the sea and the sky from being rambling out of bounds, and be good at grasping the key issues and asking questions in depth, or organizing everyone to discuss and find the correct conclusion from different opinions;

If there is a long argument in the panel, or if someone leaves the topic and talks endlessly, the moderator should try to pull the discussion back into the original plan; in the later stage of the symposium, it is necessary to be good at discovering problems or grasping the missing details and solving them in a timely manner.

In the forum, the moderator should treat every speaker equally, and should not overly compliment certain speakers or give certain people the privilege of speaking. Special attention should be paid to the protection of minorities and full respect for the rights and opinions of minorities.

When holding a forum, the investigators should not express their stance too early, should not arbitrarily interrupt the speeches of the respondents, and should not incorporate the opinions of the speakers into their own frames.

It is necessary to strive for different recording methods according to the different psychology of the respondents. Important materials should be repeatedly verified.

At the end of the meeting, the moderator should make a summary of the process of the meeting, praise the good aspects, and thank everyone for their support and cooperation.

For individual people who have ideological concerns or have not finished their words, they can talk to each other individually after the meeting as a supplement to the investigation of the symposium.

Symposia are suitable for those issues that involve a wide range of issues that require extensive feedback and do not require strict confidentiality. The advantage of the focus group survey is that the survey subjects can discuss with each other, inspire each other, supplement and verify each other, and brainstorm ideas, so that the fragmented situation can be systematized, the vague impression is gradually clear, and it is easy to find new problems, so that the investigation can continue to deepen; the conclusions are relatively scientific and representative; you can contact more people in a short period of time, learn more about the situation, and save manpower, material resources and time. The disadvantage is that it is not suitable for the investigation of classified content; investigators who lack assertiveness are prone to herd mentality, and their opinions are one-sided, and it is not easy to obtain accurate materials, data, and conclusions.

(2) Individual interview method

Individual interviews refer to the interviewees' individual interviews and separate interviews to understand or verify the situation. The subjects of the investigation are generally the leaders or parties and insiders of the relevant departments.

The basic requirements and skills for individual interviews are:

Be well prepared before your visit.

Strive to achieve the four masteries: first, grasp the status of previous research related to the research topic; second, try to grasp some basic information about the interviewee; third, grasp the spirit of relevant policies and documents; fourth, master some theoretical knowledge related to the research topic.

It is necessary to design a good outline of the visit.

Compared to questionnaires, the interview outline is a relatively free information-gathering tool for asking and answering. The outline of the visit should have both an outline and a breakdown. The outline of the visit generally includes three aspects: the purpose and requirements of the survey, the survey questions and the content of the survey. The interview outline must be designed according to the actual situation of the interviewee, i.e., knowledge background, professional status, etc., and its content should be closely related to the purpose of the investigation and the research topic. The issues must be closely related to the theme and not spread too wide or too far away.

The most important question in the interview is to get the interviewee to tell the truth.

It is important to have a detailed outline or questionnaire, but if the interviewee does not tell the truth, these questions or questionnaires will also become waste paper. Comrade Mao Zedong spoke very incisively about the experience of making the interviewee tell the truth during the investigation: How to make the other party tell the truth? Each person is different, and therefore the approach to be taken is different. However, the main point is to be friends with the masses, not to be a detective and make people hate. The masses don't tell the truth because they don't know if your intentions are in their favor. In the process of talking and being friends, give them some time to explore your heart, and gradually enable them to understand your true meaning and see you as a good friend, and then they can investigate the real situation. The masses do not tell the truth, they do not blame the masses, they only blame themselves. To illustrate this point, Mao Zedong also gave a vivid example. He said: during the investigation of the rejuvenation of the country, I invited a few peasants to talk. At first, they were suspicious and didn't know what I was going to do with them. So, on the first day, they just talked about some family things, they didn't have a smile on their faces, and they didn't talk much. Later, I invited them to dinner, and at night I gave them a wide and warm quilt to sleep in, so that they began to understand my true meaning, and gradually smiled a little and talked more.

Later, we were almost uninhibited, and we all discussed enthusiastically, talked about everything, and were as cordial as our own family. This passage is still of important guiding significance for our visit today.

During the visit, the interviewee should also take the initiative to introduce the purpose, content and significance of the visit.

Regardless of whether the interviewee is an organization or an individual, in order for them to support the visitor's work, it is necessary to first make the interviewee understand the purpose, content and significance of the visit, so that they can understand whether the visit is "beneficial to them." Therefore, it is imperative that the visitor take the initiative to introduce it. When introducing, attention should be paid to be concise and clear, and not to be blunt and read according to the script.

Keep your eyes downward and be willing to be a primary school student.

Interviews are to ask the interviewee for advice, and we must learn respectfully and honestly. If researchers lack this attitude, and sometimes even regard themselves as "saviors," they will make people "know but not speak, and say nothing."

Do as the Romans do.

This proverb is an important principle that visitors should grasp during their visits. Regardless of whether it is an organ or a grassroots level, each place has its own habits, rules and regulations, and discipline that visitors should pay attention to. Otherwise, it will hurt the respondent's feelings and lose the trust of the other party.

Do not participate in disputes between respondents.

In general, those who conduct research should not participate in disputes between respondents. When the interviewee sees the visitor as a representative of the parent organization and asks him or her to participate, the visitor can do some appropriate explanation and must not take his position lightly.

We must have the spirit of enduring hardships and standing hard work.

Visiting is very hard work, and it is very physically and mentally exhausting. Therefore, visitors should have the spirit of hardship and hard work. Otherwise, the interviewee will look at you differently and look down on you and refuse to cooperate. At the same time, during the visit, we will encounter all kinds of people and various situations, some are cold, some are prevaricating, some are not satisfied, and some are not in the boundary, which requires the visitors to be patient.

During the visit, no matter what situation you encounter, you should be patient and induced, and never be emotional.

Pay attention to the psychology of the interviewee.

During the interview, it is important to grasp the psychology of the interviewee and help the interviewee to dispel any doubts in their minds. Therefore, during the interview, the visitor should observe the words and pay attention to the psychological reaction of the interviewee. When the interviewee is willing to cooperate, the interviewee should seize the opportunity to conduct the interview.

Pay attention to the order of visits.

Generally speaking, there are three "sequences" in the order of visits: First, the leaders first and then the masses. If the target of the visit is a work unit, you should first get a general introduction from the leaders, and then ask the masses to learn more about the specific content. If the target of the interview is an individual, the leader should also be interviewed first, and the relevant leader should be supported, and the leader should be asked to introduce the situation of the interviewee, so as to make a comprehensive analysis and make the visit go smoothly. The second is to talk in general terms first and then be specific. At the beginning of the visit, you can make a general introduction and small talk, and then talk about the specific content after the interviewee has eliminated the sense of inhibition. The third is to make it easy first and then difficult. Interview those who are more cheerful, enthusiastic, and extroverted first, then those who are deeper and more introverted, or interview advanced people first, then the general public, and finally those who are backward.

Pay attention to the language of access and how it is accessed.

During the interview, the language should be colloquial and popular, and too much official and written language should be avoided. The way of asking questions can be small talk or "family style," and "interrogation" style should not be avoided. Of course, such chattering or "homely" interviews should be conducted around a certain topic or outline.

Access records in a proper manner.

Recordings can be divided into two types: notes and audio recordings. Tape recorders are generally not allowed to be used without the permission of the interviewee. Transcripts are divided into two types: on-the-spot and posthumous. To write on the spot is to remember while asking. The on-the-spot record can be written in the form of one person asking and remembering, or it can be written by one person asking and one person remembering. Remembering on the spot generally only remembers the main content.

The advantage of on-the-spot notes is that they can record the content of the visit in a timely manner, and the record is accurate and true. The disadvantage is that it can affect the mood of the respondents, as some respondents are afraid to tell the truth for fear that their words will be recorded. Therefore, regardless of whether notes or audio recordings are used, it is advisable to make some explanations to the interviewee and obtain the interviewee's consent before recording. The biggest advantage of audio recording is that it can record interview conversations accurately. However, the recording can easily affect the mood and content of the interviewee's conversation. Therefore, the use of audio recordings should be based on the principle of not affecting the normal conversation of the interviewee.

The advantages of individual interviews are that they facilitate the investigation of confidential issues, the ability to hear the opinions of a small number of people, and the ability to solicit the true views of the other party on the issues; the combination of asking, listening and watching is flexible, to a certain extent, it can understand the inner situation and external environment of the interviewee, it is easy to obtain a wide range of rich materials, and it can trace the root cause of some problems, from simple to complex, from the phenomenon to the essence to deepen the understanding, and distinguish the truth from the false in time. The disadvantage is that it is carried out in a decentralized manner, which is more time-consuming and labor-intensive; access results are not easy to quantify; the materials obtained are often emotional, unsystematic, and somewhat one-sided. It is generally used for exploratory investigations, qualitative investigations, and in-depth investigations.

(3) Public opinion polling law

Public opinion refers to the consistent attitude or tendency of a social group composed of several people to a certain phenomenon or thing. The will of the people is the will of the people. Public opinion polling is to investigate, understand, and grasp the opinions, voices, and demands of the masses. There are two main methods of polling: one is the dialogue method, which is to gather relevant people to talk face-to-face and ask questions for them to answer; the second is to use the form of a written questionnaire to ask the test subject to make certain symbols on the printed questionnaire. In quantitative surveys, the polling method usually refers to the method of using questionnaires and surveying many people at the same time to understand their opinions or attitudes towards certain social issues.”

There are generally two types of questionnaire design: closed-ended questionnaires and open-ended questionnaires.

Closed-ended questionnaires (also known as fixed or selective answers) are questionnaires that not only ask questions, but also list the possible answers to the questions and let the respondent choose within the range of answers.

There is only one simple answer, which requires a "yes" and "no" answer. There may be more than three complex answers, which are selected by the respondent according to the prescribed requirements. The advantage is that the answer is represented by numbers or symbols, which is convenient for computer statistics. The disadvantage of this method is that the answers are pre-set and cannot be investigated in special cases.

Open-ended questionnaire (also known as non-fixed answer or free answer), that is, the questionnaire asks a number of questions, and the respondent is free to answer according to the actual situation. The advantage of open-ended questionnaire surveys is that they are easy for respondents to give free rein and express their opinions in detail, and the information obtained is rich and specific, with both commonality and individuality. The disadvantage is that it cannot be counted by computer, and it is not convenient to summarize and generalize.

The main steps of the polling method are:

Determine the research topic and form a research hypothesis;

Questionnaire design and sampling design;

distribution and collection of questionnaires;

Organize and statistically analyze the collected questionnaires;

Write an investigative report.

(4) On-site observation method

Observation method refers to a method of directly observing the subject of study with one's own senses and auxiliary tools according to a certain investigation purpose, investigation outline or observation table, so as to obtain information. Compared with daily observation, scientific observation has a clear purpose and plan, and the means, steps, and scope of observation are well understood; it is systematic, and scientific observations are made according to an observation outline or observation table, which is designed around the purpose of the investigation, the topic and the research hypothesis, so that the information collected is relatively comprehensive, complete and systematic.

There are many types of observations. The most common ones used by the troops are participatory observation and non-participatory observation.

Participatory observation means that the observer participates in the group and organization of the subject being observed, lives together as a member of it, and participates in daily activities. For example, the common squatting survey in the army is a kind of participatory observation.

The advantage of participatory observation is that you can understand the situation in detail and deeply, and you can observe things that you can't normally understand. The disadvantage of participating in observation is that participants generally have to indicate their identity, purpose, etc., which affects the objectivity of observation.

Non-participatory observation refers to the observer's observation of the observed object from the side as an outsider, figuratively speaking, the observer observes through "transparent glass" and does not directly participate in the activities of the observed object. Generally, the non-participation observation time is short, and the observation content is simple but not profound.

As a scientific observation, we must pay attention to the habit of observation and the sensitivity of observation; attention should be concentrated, only in this way can we discover what others have not discovered; it should be comprehensive, in-depth, multi-angle and all-round observation; combine observation and thinking, "look with your brain, look at it with problems."

Observational methods have distinct advantages over other methods of data collection. First of all, it can obtain information directly through observation, without the need for other intermediaries. Because of this characteristic of observation, the data of observation is also relatively realistic. Secondly, observation in the natural state can obtain vivid information. For example, when observing at the grassroots level of the troops, one can observe not only the ability of the company commander to manage, but also the facial expressions of the officers and men concerned, the company's environment, the daily life system, and the fulfillment of tasks. Third, observation has the advantage of timeliness, which captures the phenomenon that is happening. Fourth, observation gathers unspeakable material.

Like other methods, observational methods have their own limitations. For one, it's time-constrained. There is a time limit for certain events to occur, after which they will not happen again. This can only be done by means of documentary or interview methods to collect data, and observational methods are not applicable. Second, it is limited by the object of observation. There are some problems that others cannot observe. Third, it is limited by the observer itself. On the one hand, this restriction is manifested in physiology, that is, human perception has a certain limit, beyond this limit, certain attributes of the object of observation become things that cannot be directly observed by the senses, and at the same time, relying on human senses can often only make a rough estimate of the object of observation, and cannot make accurate measurements.

On the other hand, observations can also be influenced by subjective consciousness. For example, people's experiences tend to influence their judgment of problems. In his book *Tools of the Social Sciences*, the United States scholar Ding McGee gave the example of distributing a picture of a country house surrounded by a fence to the subject, and in the close-up view you can see a small door with a sign on the pillar next to the door, and the letters on the sign are so small that you can't even read the words with a magnifying glass. Will the test subject be able to answer the tester's questions and pronounce the words on the sign? About 80 percent of the subjects replied that they recognized the words, which read "Private homes, no idlers." They were able to "read" the words on the sign not because they actually recognized it by their own sight, but because they had seen similar words more than once before, and their experience "suggested" how they should understand the painting. Fourth, the observer can only observe the external phenomena and the structure of certain substances, and cannot directly observe the essence of things and people's ideology. Seeing is not always absolute. Fifth, in social surveys, the use of observation to collect data is a lot of work, so the observation method is not suitable for large-scale surveys.

In addition to the four commonly used survey methods mentioned above, access to some reliable documents is also a feasible survey method. For example, checking the work plan, summary, and meeting minutes of the unit under investigation can enable us to grasp some important information or find clues that can be investigated.

All of the above investigation methods have advantages and disadvantages, and a variety of methods should be used together in the investigation to achieve the purpose of promoting strengths and avoiding weaknesses.

5. SEVERAL COMMONLY USED METHODS FOR THEORETICAL ANALYSIS OF SURVEY DATA

If the investigation stage is the stage in which the materials are obtained in the process of investigation and research, then the main task of the research stage is to process and produce the materials and draw conclusions from them, that is, the process of theoretical analysis of the survey materials. The fundamental method of theoretical analysis of the investigation materials is to process and produce the materials in detail under the guidance of the general principles of Marxism, by removing the rough and refined, removing the false and retaining the true, from one to the other, from the surface to the inside.

(1) The general way of thinking about theoretical analysis

To conduct theoretical analysis, we must first learn how to analyze and solve the problem of thinking mode. The writing of narrative essays for middle school students usually requires them to write about time, place, people and events, and these four elements constitute the general way of thinking about narrative writing. The news genre has the so-called 5 "W's" requirements, namely what, who, where, when, and why, which also constitute the general way of thinking about the news genre.

What is the general way of thinking about the theoretical analysis of survey data? According to experience, it is mainly reflected in the following four aspects, which are: what is the definition of the concept; what are the issues and facts; explain why; what are the conclusions of the study.

First, what is the definition of the concept.

This is the first step in how to do the analysis. As we know, the so-called theoretical analysis is the analysis of systematic rational cognition. The basic forms of thinking of theoretical understanding are concepts, judgments, and reasoning, so in order to conduct theoretical analysis, we must first clarify the concepts. To clarify the concept is to explain the definition of the concept, to define the connotation and extension of the concept, so that others know what you are analyzing and what you mean.

How can we make a concept both clear and true? There are three things that need to be mastered. (1) What is the definition of traditional or classical? It is whether there is a classical definition of the concept you want to define, and if there is, you should know and understand it deeply. (2) What is the current statement or majority opinion? It's about understanding how most people define the concept now, what the biases are, and where the differences are. (3) What is your definition and rationale? This definition is what you want to use in your theoretical analysis, so it must be clear and usually included in the investigation report. Your definition may or may not coincide with the classical definition and the current statement, and in either case, there should be an analysis that justifies the reasons so that the connotation and extension of the concept are clear and well-founded.

A clear definition of the concept should take into account the above three requirements, and it is necessary to explain the definition and rationale of the concept to the analyst.

Second, what are the issues and facts.

The task of social investigation is inseparable from the study of problems, and its purpose is to find solutions to problems by understanding the facts, forming scientific understandings. So what are the issues and facts, and that becomes the second step in any theoretical analysis. The first is to ask the question and point out the significance of studying the issue. The second is to state the facts and give the information obtained from the investigation. There are two main forms of stating facts, one is written narrative and the other is statistical description, both of which have their own advantages and should not be neglected. Textual narration helps people understand the general situation of the respondents, form a general impression, make people's impressions of the respondents quantitative, precise, and reduce ambiguity.

Therefore, a good theoretical analysis should be used in both ways when presenting the facts of the investigation, and should cooperate with each other and complement each other.

Third, explain why.

Theoretical analysis is not content with figuring out what the problem and facts are, but explaining why. This is the third and extremely important step in any theoretical analysis. To explain why is to explore the reasons why the facts are the way they are, and to explore the inevitable connections between them, both theoretically and practically. For example, Comrade Mao Zedong pointed out in his analysis of the so-called "excessiveness" of the peasants in his "Report on an Investigation of the Peasant Movement in Hunan" that, first, the so-called "excessive" actions of the peasant associations were all forced out by the local tyrants, shoddy gentry, and lawless landlords themselves. Second, a revolution is an insurrection, a violent action by one class to overthrow another. The countryside was a revolution in which the peasant class overthrew the power of the feudal landlord class. The peasants would never have been able to overthrow the landlord power that had been entrenched for thousands of years without great force. In this way, the reasons why the peasant movement is "excessive" are expounded from both practical and theoretical angles, the essence of the peasant movement is grasped, and the arguments of the "centrists" are refuted.

Explain why this part not only needs to be analyzed for cause and effect, but also for a variety of analyses, such as comparative analysis, structure-function analysis, system analysis, dialectical analysis, etc., which are left to be introduced below.

Fourth, what are the conclusions of the study. This is the result of a theoretical analysis.

(2) Causal analysis methods

There is a relationship between objective things: thing A is the cause of thing B, and thing B is the result of thing A. Further, a change in thing A causes a change in thing B, and thing B changes due to a change in thing A. We call this relationship causation, and the method of analyzing causality is called causal analysis, or causality analysis.

Causality is an extremely common relationship between objective things, so to speak, the development and change of any thing has its internal and external causes, and the development and change of any thing will produce certain results. Therefore, the causal analysis method has become a frequently used method of theoretical analysis. In the theoretical analysis of survey data, we use causal analysis when causal analysis is required. There are three main points to grasp.

First, identify the things that make up the causal relationship.

Whether it is a cause with many effects, an effect with many causes, or a relationship with multiple effects and multiple causes, all causal relationships must have two or more things as the bearers of causality.

Second, to determine the nature of causation, two questions must often be addressed:

(1) Determine whether there is really a causal relationship, and if there is a causal relationship, then indicate which is the cause and which is the effect. (2) Types of causal relationships: Is there one cause and many effects? Or is it one effect and multiple causes? Or is it multiple effects and multiple causes? Most of the problems encountered in social surveys are multicausal.

Third, explain the degree of causation.

The degree of causality is given by statistical analysis and is usually expressed in terms of regression coefficients or net regression coefficients, and the task of theoretical analysis is to make explanations.

(3) Comparative analysis methods

The objective world is universally connected, and similar things and phenomena have their common attributes. The objective world is very different, and "there are no two identical green leaves in the world." That is to say, there are similarities and differences between objective things. The method of determining the similarities and differences between things is called the comparative method or comparative analysis method.

Comparative analysis is one of the commonly used analysis methods in natural science, society, and daily life. Comparative analysis tries to distinguish things through the comparison of similarities and differences between things, so as to achieve an in-depth understanding and understanding of each thing, so as to grasp each thing. This is what the so-called "comparison leads to discrimination." In the theoretical analysis of survey data, when it is necessary to compare the similarities and differences of two or more things or objects to reach the understanding of a certain thing, the comparative analysis method is generally adopted.

For comparative analysis, the following points should be grasped:

First, comparisons can be made between heterogeneous objects, between objects of the same kind, and between different aspects and parts of the same object.

Analyze the survey data, focusing on comparisons between different aspects and parts of the same object and the same object.

Second, comparing the similarities and differences of things or objects are the two contents of comparative analysis.

The first is a comparison of common ground. Determining the commonality of things or objects involves two aspects: one is to find out the common properties, that is, the "kind" nature of similar things; the second is to find out the common characteristics of the respondents.

The second is the comparison of the points of difference. This is the main and important work of comparative analysis. Identifying points of difference is to identify the different characteristics exhibited by the respondents.

Third, the issue of comparability should be considered. Compare between things that are comparable, not things that are not comparable.

(4) Inductive and deductive methods

Induction and deduction are two logical methods that are related.

Induction refers to the method of deriving general things (knowledge, full name statements, etc.) from individual things (knowledge, universal statements, etc.), and is a method of forming general theoretical understanding from a large number of individual facts. Deduction, on the other hand, refers to the method of deriving individual things from general things, and from a general theoretical understanding (principles, principles, and laws) to draw individual conclusions. The theoretical analysis of survey data requires an inductive method when summarizing individual experience facts and elevating them to rational understanding and forming research conclusions. A deductive approach is needed to express the conclusions of the study and try to illustrate the general guiding significance of the conclusions. Therefore, the theoretical analysis of survey data should pay attention to the use of both inductive and deductive logical methods.

1. Induction.

The inductive method is used in the theoretical analysis of survey data, which is based on the premise of the statement of the facts of the investigation and the conclusion of the statement of the theory. In other words, theoretical conclusions are drawn based on the facts of the investigation. The general principle of induction is that if a large number of S-type objects have been observed under a wide variety of conditions, and all of them have the property P without exception, then it can be concluded that all S-class objects have the property P. For example, we surveyed 1,000 young people (500 men and 500 women) to understand their criteria for choosing a mate, and found that all (or most) of young people consider each other's age, height, education, occupation, family status, appearance, personality and other 7 aspects, so that we can summarize a general understanding: the main criteria for Chinese youth to choose a mate are personal physical characteristics (age, height, appearance), personal psychological characteristics (personality) and personal social characteristics (education, occupation and family status).

Inductive method only tells people about one principle of induction, which confirms that the process and way of deriving general knowledge from individual knowledge is in accordance with the scientific logic of inductive method, but it does not tell people how to make induction. In fact, the so-called induction is to generalize and extract general things from individual objects, and complete it through comparison and abstraction.

2. Deductive method.

The theoretical analysis of social surveys uses a deductive approach in two situations. The first case is used in the design of the survey plan: the research hypothesis is put forward according to the research question, the concept is operationally defined, and the operation is variable; specific measurements are made of variables.

This is the deductive process of collecting data, also known as operationalization. The second situation is that after the data have been collected, the inductive analysis of the survey data has been completed, and it is necessary to clarify the research conclusions and their general guiding significance: to what extent and to what extent are the research conclusions of general significance? Why? This is a deductive analysis when stating the conclusions of a study.

(5) Analytical and integrated methods

Analysis and synthesis are two interrelated theoretical approaches.

1. Analytical Methods.

The whole of the object of study is divided into various parts, aspects, factors and levels, and the status and role of these parts, aspects, factors and levels in the whole are examined respectively, so as to grasp its special essence. Or to extract certain parts, aspects, factors, or levels of the object of study as a whole from the whole and temporarily isolate them so that they can function independently. This method is called the analytical method.

The analysis of the survey data refers to the classification of the survey data according to the analysis plan, so as to achieve the purpose of understanding the classified data and demonstrating specific research hypotheses. There are three main aspects to be mastered: first, the analysis plan is made according to the qualitative and quantitative scales, which reflects the depth and ideological tendency of the analyst's research on the problem; the second is to decompose the data according to the analysis plan, which plays the role of category investigation facts, which is multi-angle, so the category facts are also multi-level; the third is to use analytical and logical methods such as comparison, induction, abstraction, and generalization to understand the essence of category facts, form theoretical understanding, and demonstrate specific research hypotheses.

2. An integrated approach.

Synthesis is to connect the understanding of the various parts, aspects, factors and levels of the research object obtained through analysis to form a unified overall understanding of the research object. Through the comprehensive method, we can grasp the whole of the survey object, reveal the essence of the research problem, and understand the internal regularity, so the comprehensive method is indispensable in the theoretical analysis of survey data.

There are two issues that should be taken into account when applying an integrated approach:

First, synthesis should be based on analysis. Only after a certain analysis of the survey and research objects can be carried out, and without any analysis of the survey research objects, there can be no synthesis and no synthesis. Therefore, a certain analysis is the basis of a certain synthesis. Therefore, in the theoretical analysis of survey data, the first step is to decompose the data and analyze it, and on this basis, there is the second step, that is, to synthesize various analysis results and form a holistic understanding.

Second, synthesis is not a simple mechanical addition or formal accumulation of parts, aspects, factors, and levels of understanding, but grasps the essence of things and the characteristics of the whole from the internal interrelationship according to the objective nature of the object of study itself. Therefore, the knowledge obtained through synthesis is higher and deeper than the understanding obtained through analysis. Of course, this is not to say that analysis is not important, but that synthesis ratio analysis belongs to a higher level of understanding.

The dialectical unity of analysis and synthesis. Analysis and synthesis play different roles in the theoretical analysis of survey data, which are interdependent, interrelated and complementary, so they should be dialectically unified and used together. In the first stage of data analysis, the analysis is sought to be in-depth and concrete, but this analysis is aimed at the final synthesis of the understanding; in the second stage, we aim to synthesize a new understanding of the research as a whole based on the results of the analysis.

(6) A combination of qualitative and quantitative methods

Everything has two aspects: qualitative and quantitative attributes, and social investigation should be good at grasping things and studying problems from both qualitative and quantitative aspects, so it is necessary to carry out qualitative and quantitative analysis of survey data and closely combine the two.

1. Qualitative analysis.

Qualitative analysis is an analysis that determines whether an object has a certain nature, mainly solving the questions of "whether it is there" and "whether it is not." The qualitative analysis in social survey is mainly manifested in two stages: the design plan before the survey and the analysis data after the survey.

In the design stage, the main contents of qualitative analysis are: putting forward research questions, clarifying investigation objects, proposing research hypotheses, formulating analysis plans, and establishing theoretical models.

At the stage of data analysis, three tasks should be done to clarify the meaning and scope of the concept of analysis.

Qualitative analysis of design options. (1) Propose a research question. This step addresses the purpose and task of the investigation, and examines the nature and significance of the problem. (2) Clarify the target of the investigation. That is, to solve the problem of who to conduct the survey with, and at the same time to solve the problem of the method of investigation and the method of collecting information. (3) Formulate research hypotheses. It includes clarifying the meaning and interrelationship of concepts and variables, proposing central research hypotheses and specific research hypotheses, and solving specific problems to be analyzed and verified in the investigation and research. (4) Draw up an analysis plan. That is, according to the above three points, the design and analysis pattern and steps are designed to solve the problems of what needs to be analyzed and how to do the analysis. (5) Establish a theoretical model. This is often used in research for the purpose of theoretical research. It is a method of representing research hypotheses in a model.

Qualitative analysis at the stage of analyzing the data. (1) Clearly analyze the meaning and scope of the concept. The analysis of survey data requires the analysis of certain concepts, which are called analytical concepts. (2) What is the meaning and scope of the concept of analysis? This needs to be clarified in this step. For example, Comrade Mao Zedong gave an operationalized definition of the concepts of various rural class elements in the first section of Chapter 4 of the "Investigation of the Search for Wu," entitled "Composition of the Rural Population," for example, large landlords collect rent of more than 500 stone, middle landlords collect rent of less than 500 stone and more than 200 stone, small landlords collect rent of less than 200 stone, rich peasants have surplus money and surplus rice to lend money, middle peasants have enough food and do not owe debts, and poor peasants do not have enough food to owe debts, so that the investigators and readers of the survey report can clearly understand the meaning and scope of these concepts. (3) Classify the data according to the requirements. (4) Validating research hypotheses and theoretical models from a qualitative perspective is to prove whether the research hypothesis is true or not based on the survey data, and to prove and put forward new theoretical perspectives, which is usually done in academic research-based social surveys.

2. Quantitative analysis.

Quantitative analysis is also called quantitative statistical analysis in social surveys, because the quantities involved in social surveys are usually statistical quantities.

Here are two steps to perform quantitative statistical analysis of survey data.

The first step is univariate analysis. There are absolute, relative and average forms of univariates, specifically, the more commonly used univariates are: (1) total. Such as total salary, total number of samples, total number of people, total number of households, etc. (2) Percentages. For example, the percentage of monthly income is less than 800 yuan, the percentage of 800-1,000 yuan, the percentage of more than 1,000 yuan, and so on. (3) Averages. For example, the average monthly salary, the average household size, the average number of TV views per week, etc. (4) Standard deviation. Such as the standard deviation of monthly salary, the standard deviation of education level, the standard deviation of the number of children born, and so on.

To analyze univariates, it is necessary to clarify the actual meaning of the figures, such as what problem does a monthly salary of 800 yuan indicate, and what problem does a standard deviation of 20 yuan indicate, and then describe it appropriately.

The second step is the analysis of relevant variables. There are binary and multivariate correlated variables, and we will only introduce the analysis of binary correlated variables. There are two forms of analysis of binary correlation variables, one is the correlation coefficient and the other is the interactive classification table. The correlation coefficient is a number that represents the interaction of two variables. For example, the correlation between the military age of an officer and the salary amount is 0.70, indicating that the longer the military age, the higher the salary, and the correlation between the two is very high ($0.70 \times 0.70 = 0.49$). The interactive classification table is to use a table to represent the interaction between two variables, and you must learn to make and read the interactive classification table, and learn to choose the relevant numbers to explain the relevant problems.

3. Combination of qualitative and quantitative analysis.

A combination of qualitative and quantitative analysis is a requirement for theoretical analysis. How? First, to guide quantitative analysis with qualitative analysis, social surveys should collect and analyze a large number of quantitative statistical data, what kind of data should be collected? How is it collected? How do you analyze it after collecting it? To what end? Solving these problems is the task of qualitative analysis. Therefore, the collection and analysis of quantitative statistical data should be guided by qualitative theoretical analysis.

Second, qualitative theoretical analysis should be carried out on the basis of quantitative statistical analysis. Comrade Mao Zedong insisted on this point when he conducted rural surveys in his early years, so he made a correct analysis of the political and economic situation in China's rural areas. Based on quantitative statistical analysis, it is required that qualitative theoretical analysis should have a numerical concept, be based on the results of quantitative analysis, and should not deviate from it, and strive to be more accurate in the expression of theory. Third, the conclusions and recommendations of the study are a comprehensive embodiment of qualitative and quantitative analysis. The task of theoretical analysis is to elevate the perceptual materials obtained from the investigation into a systematic rational understanding, which must be based on the objective nature of things, see the essence of the problem through numbers, and have a quantitative basis for exploring the problem. Only in this way can the conclusions and recommendations of the research put forward be the result of qualitative and quantitative analysis.

(7) Dialectical analysis methods

Materialist dialectics is not only the fundamental ideological method that guides us in analyzing survey data, but also the specific analysis method that is often used to analyze survey data. Investigation data is a reflection of objective facts, and objective facts themselves are universally connected and dialectically unified, which is the philosophical basis for us to apply the dialectical analysis method. When the survey data reflects a certain dialectical relationship, and our analytical purpose requires the explanation of this relationship, it is necessary to use the method of dialectical analysis to analyze.

Three commonly used methods of dialectical analysis are described below.

1. Contradiction analysis.

Contradiction analysis is also called the unity of opposites analysis method, or the split analysis method. It analyzes the survey data from a contradictory philosophical point of view. The contradictory view is that everything is divided into two, consisting of two sides of the contradiction, one side is the positive aspect, the other side is the negative aspect, the positive aspect is the main aspect, the negative aspect is secondary, under certain conditions, the contradiction is transformed into the two sides of the contradiction, the positive aspect is transformed into the negative aspect, from the main to the secondary, the negative aspect to the positive aspect, from the secondary to the primary. According to this point of view, the contradiction analysis of the survey data should be carried out in the following ways:

First, be good at dividing things or problems into two. For example, affirmation and negation, positive and negative, favorable and disadvantageous, right and wrong, advanced and backward, mainstream and tributary, true and false, beauty and ugliness, good and evil, merit and demerit, etc., are all two aspects of things, do not only see one aspect of things, but not see the other.

Second, clearly affirm the main aspects of the thing or problem. Some people have learned the contradictory viewpoint, saying that there is both a good side and a bad side, no matter what the matter is, what the problem. There are both positive and negative sides, and so on, thinking that this is a dialectical view. In fact, it is a misunderstanding, that things or problems have a definite nature, which is determined by the main contradictory aspect and needs to be clarified.

Thirdly, the conditions for transformation are analyzed, and the possibility of transformation between the two sides of the contradiction is pointed out. The transformation of the two sides of a contradiction requires certain conditions, and the analysis of contradictions lies in pointing out this conditionality in terms of time and space, and whether the emergence of such conditions is realistic.

2. Individual – general analysis.

The individual and the general are two interrelated philosophical categories. Individual refers to the concrete form of things, and generally refers to the abstract form of things. For example, an apple, a banana, and three pears are the specific forms of fruits, which are individual, while the concept of "fruit" is the abstract form of many specific fruits such as apples, bananas, and pears, which is general. The task of the analyst is to elevate these survey data belonging to a specific category to a general level through analysis, and to form a theoretical understanding of guiding significance.

How can an individual-general analysis of survey data be conducted?

First, be good at digging into the general from individual things, discovering the general nature of things or problems. Materialist dialectics holds that the general dwells in the individual. To analyze the general nature of a thing or problem, it is necessary to study a large number of individual cases, conduct comparative analysis, find common characteristics, and abstract the general.

Second, the appropriate use of typical examples to illustrate the general. The most important reason why a typical case is typical is that it can represent the general, which is also the theoretical basis for advocating that typical cases "speak."

Typical cases belong to the individual, and they are used to illustrate the general theoretical understanding and embody the dialectical unity between the individual and the general.

Third, we recognized the relationship between individual and general transformation, and used the survey data correctly. If the subject of investigation and research is large, there are many problems, and there are many contents that need to be analyzed, then it is necessary to distinguish the levels. The hierarchical relationship is also the relationship between the individual and the general, and the higher level is the lower level of the general, and vice versa. In this case, the analysis from the individual to the general is not completed at one time, but is hierarchical, and it takes several relational transformations to complete, requiring us to use the survey data according to the hierarchical relationship.

3. Phenomenon - essence analysis.

Phenomena and essence are also a pair of interrelated philosophical categories. Phenomena are the external manifestations of things or problems, which can be seen and touched, and social survey data are the information about social phenomena, and the essence is the internal relationship between things or problems, which cannot be seen or touched, and social investigation can only understand the essence of social phenomena through in-depth analysis of survey data. Materialist dialectics tells us that in analyzing things or problems, we should not be reduced to phenomena, but should grasp the essence through phenomena and not be confused by phenomena. The same principle applies to the object of the investigation, the essence analysis. The process and purpose of theoretical analysis of survey data is to grasp the essence of phenomena and put forward research conclusions and suggestions.

CHAPTER VII: LANGUAGE AND WRITING ABILITY TRAINING

An officer's ability to express himself in written and written language mainly refers to an officer's ability and quality to accurately and vividly express his thoughts and feelings, political views, and orders and instructions in a correct logical way of thinking and expression. Language and writing are the two specific forms of expression of language and writing ability.

1. THE ABILITY TO EXPRESS ONESELF IN WRITTEN AND WRITTEN LANGUAGE IS THE BASIC ABILITY OF AN OFFICER

Since ancient times, there has been a saying in our country that "those who drum up the world are the ones who keep their words." Therefore, holding a pen and writing articles is regarded by many people as "the great cause of the country, an immortal event," and "the priority of political affairs." There are many ways for officers to exercise leadership and guidance in performing their functions, but holding meetings, giving speeches, talking, and writing articles are the basic methods.

In the new century and new stage, it is of great significance to improve officers' ability to express themselves in spoken and written language.

The leadership work of officers is inseparable from language and writing.

Accomplishing military reform with Chinese characteristics and building an information-based army is a great undertaking in which there is neither a ready-made model to copy nor a ready-made experience to learn from. In order to ensure the smooth progress of this undertaking, it is necessary to create public opinion in a big way and turn the line, principles, and policies set by the party Central Committee and the Central Military Commission into a guide for the actions of officers and men and their conscious actions.

In the performance of the functions of the army and the unfolding of all the work of the army, it is necessary to rely on the masses, propagate the masses, organize the masses, and arm the masses. As far as the specific work of the troops is concerned, the advanced management theories and management experience at home and abroad, as well as the experience of the new military revolution of foreign armies, need to be introduced and popularized by officers. The advanced models and fresh experiences that have emerged in the practice of military reform need to be affirmed and summed up by officers. Signs or tendencies of problems that arise need to be guided and resolved by officers; the many contradictions arising from the construction and development of the armed forces in the new period need to be analyzed and resolved by military officers. How to creatively implement the policy decisions and instructions of the Party Central Committee, the Central Military Commission, and the higher authorities in light of the actual conditions of their own units requires officers to study and conceive. The decision-making of the party committee at the same level needs to be planned and publicized by the officers, and so on. It can be said that no matter what kind of leadership and management work an officer does, it is inseparable from written and written expression.

The ability to express oneself in language and writing represents the quality of cadres and their own image.

On the one hand, the article and language themselves are the symbols and embodiment of the author's theoretical level. Without a strong interest in study, without years of hard work and gradual accumulation, it is impossible for a person's theoretical level to achieve a leap from quantitative accumulation to qualitative quality, nor can he produce excellent articles or speeches. If an individual's input to learning is implicit and internal, then the output of articles and speeches is explicit and external. Therefore, to judge an officer's attitude toward learning and the level of his theoretical level, it is basically clear by looking at his own writings or listening to his speeches. Second, the process of speaking and holding the pen is a process of active thinking and behavior practice of officers under the control of their own understanding, feelings, and will, and it permeates the distinctive personality characteristics of the author. The results of speeches and writings directly depend on the quality and ability of the officers, in other words, what kind of qualities they have, what kind of speeches and articles the officers will produce. On the other hand, through speeches and articles, people can also feel the author's political stance, ideological level, way of thinking, talent, temperament, knowledge experience, quality cultivation, work ability, writing experience, writing skills and expression skills.

The training of language and writing ability can improve the overall quality of officers.

Officers engaged in military leadership and management work have heavy responsibilities, and it is a very prudent matter to make speeches and write articles at meetings.

It not only represents one's own image, but more importantly, it promotes a certain proposition or guides the work of the unit. This special role of speeches and articles inevitably makes officers attach great importance to their own articles. In order to speak well and write good articles, officers must go deep into the actual situation of the troops to investigate and study, discover problems, and think deeply. We must emancipate our minds, think boldly, pay attention to discovering new problems in practice at any time, explore new themes, and reflect the innovativeness of our views. It is necessary to read a wide range of books, strive to learn all kinds of new theories and new knowledge, and reflect the profundity of theories; it is necessary to conduct in-depth investigations, grasp a large number of fresh first-hand materials, and reflect the sufficiency of the arguments; the structure of the whole text must be carefully designed, each argument must be carefully screened, and the rigor of each concept and logic must be strictly scrutinized to reflect the sufficiency of the argument. This will enable the author to gradually develop the habit of investigation and research, continuous innovation, rigorous thinking, and hard study, and improve his ability and quality in various aspects.

2. REQUIREMENTS FOR OFFICERS' LANGUAGE SKILLS

Language communication is a communicative activity exclusive to human beings, which is used by people to exchange information, exchange ideas, coordinate work, organize social life, and maintain the existence and development of society. The work of officers is the same: reporting work, conveying instructions, visiting conversations, reporting speeches, telephone communication, work coordination, etc., are inseparable from language expression. Therefore, officers must have excellent language skills.

The requirements for officers' language skills are mainly reflected in the following aspects:

(1) Seek truth from facts and speak from the heart

Seeking truth from facts means understanding and respecting objective laws, and that is, unifying theory and practice. The key to making an officer's language understandable, habitual, and enjoyable is whether the officer can proceed from reality in everything, whether what he says reflects objective reality, and whether he or she tells the truth.

Seeking truth from facts, in the use of oral language, is expressed in two words: "true" and "real." There are four aspects of the specific meaning:

First, what is said is in line with objective reality, and there is something in the words, not empty words; the second is that what is said comes from the heart, the words are heartfelt, and the truth is true, not a lie; the third is that what he said is reasonable, reasonable, and not big; fourth, the speaker's posture and language, including appearance, demeanor, eyes, gestures, and movements, are really natural, not too artificial, and similar to acting. All in all, seeking truth from facts means not exaggerating, not hypocritical, not hypocritical, and being true and credible. Put an end to the problem criticized by Comrade Mao Zedong in his article "Eight Shares of the Opposition Party": "Pretending to be intimidating." Some of the party's eight shares are not only empty words, but also deliberately scary, which contains very bad toxins. Empty words, nothing to say, can be said to be naïve; pretending to be scary is not only naïve, but simply a scoundrel. Mao Zedong, Deng Xiaoping, and other revolutionaries of the older generation have always advocated that articles and reports should be written in an easy-to-understand manner, and that "the language that the masses like to hear." They use unpretentious, cordial and natural, lively and vivid language, the reasoning is clear and straightforward, there are no esoteric allusions, no flowery rhetoric, and it is catchy to read and sounds real. The older generation of revolutionaries Chu Daiying also emphasized, "You need to know the life of the person being propagandized, the materials that speak to you from his life, the examples that can prove the reasons for what you say, and use the vernacular or other popular terms that he often hears in his life to explain what you mean." People want to hear some novel truths, and they don't like to say the same thing; however, if this novel truth is not explained by the words and examples in front of him, it will not make him understand his heart, and he will not be able to make his whole body feel happy and believe you without the slightest doubt."

(2) Words must be in the middle and targeted

Confucius, a famous educator in ancient China, said: "If the lady does not speak, her words must be true." The meaning of this sentence is that if you don't speak, you will say the right thing as soon as you open your mouth. In his article "The Eight Elements of the Opposition Party," Comrade Mao Zedong counted the eight charges of the Party's eight units, the third of which is: There is no target, no target, that is, there is no target in the speech. He said: "If a Communist Party member really wants to do propaganda, he must look at the target, and he must think about who his articles, speeches, talks, and writings are intended to be read and listened to." Therefore, "If we are friends with no matter who we are, can we become close friends if we do not know each other's hearts and what is in each other's hearts?"

It is absolutely impossible for a person who does propaganda work to talk nonsense without investigation, research, or analysis of his propaganda targets.”

Pertinence is the source of attractiveness for officers' verbal expressions. Unlike academic papers and purely research articles, the main purpose of an officer's speech is to point out the direction and put forward requirements for the tendencies of a certain period. Therefore, speeches must be closely related to the reality of work, and they must be targeted in analyzing problems, pointing out problems, and putting forward demands; sometimes, although they do not name names, or even directly state specific expressions, they all hint at many specific problems between the lines of the speech, and every sentence and every demand is something to be pointed to. Failing to do this, the speech will be empty and empty.

(3) Be concise and concise, concise and to the point

Good speeches have a common characteristic: the author attaches great importance to the refinement of language and strives to be concise and to the point. Proletarian revolutionaries have always emphasized the simplicity of language. Engels once pointed out: "A concise sentence, once understood, can be firmly remembered and turned into a slogan, which is absolutely impossible for a lengthy exposition." Comrade Mao Zedong compared the kind of lengthy language that is exhaustive and unfocused, to opening a Chinese medicine shop. "If you don't ask questions, don't analyze problems, don't solve problems, don't express what you approve of or oppose, it's still a Chinese medicine shop, and you don't have any real content." He stressed that in order to be concise and to the point, we must learn to apply the Marxist method to observe, raise, analyze, and solve problems.

Why is there a special emphasis on conciseness and conciseness in the speech?

First, simplicity and refinement can improve efficiency.

The audience of the rally speech can range from a few to several thousand, and only on the premise of ensuring a comprehensive and accurate expression of thoughts and feelings, can we be as concise as possible in order to maximize work efficiency.

Second, brevity and conciseness can ensure accuracy.

The leader's speech is very particular about accuracy, and the social life and work dynamics embodied in the speech, as well as the policies and measures determined on the basis of it, all exist objectively, and only by using clear, intuitive, and concise language to truthfully express it in accordance with its original face can it be accurately reflected and avoid ambiguity or improper praise or criticism.

Third, conciseness and conciseness can enhance authority.

For example, after the seizure of power, Liu Bang, the ancestor of the Han Dynasty, issued the "Decree on Entering the Customs," which used only 99 words to comprehensively and accurately explain his own policy, among which the famous three chapters of the Covenant Law, "The Murderer Dies, Wounds the Person, and Steals the Crime" is only 10 words, but it has already established the image of the new policy as authoritative and fair and winning the trust of the people.

Fourth, the language is concise and reflects the requirements of the times.

Things should be simple, and words should be simple. In modern society, people's pace of life is constantly accelerating, the concept of timeliness has been significantly strengthened, the psychology of seeking truth has become stronger and stronger, and the information channels have become more and more unimpeded. People welcome speeches that are informative, brief, clear and concise, but dislike lengthy speeches.

In order for the language to be concise, it is necessary to grasp three points:

First, the theme is clear. Before speaking, it is important to clarify why you are speaking, what problem you are saying to solve, what requirements you have to solve this problem, etc. Only when the main purpose is clear, can we make the correct choice in the process of speech, and all words and sentences that have nothing to do with the theme, no matter how beautiful and wonderful they are, must be resolutely discarded.

The second is to highlight the key points. It is necessary to grasp the problems and key points of the story, be concise and to the point, and avoid being exhaustive; it is necessary to be good at induction, deduction, accurate refinement, and a high degree of generalization and condensation.

Third, the viewpoint is clear. Officers are required to stand tall, see far, and have unique insights into the issues to be expounded; the attitude of expounding on the problem should be clear, the tone should be subdued and frustrated, and the words should be loud and clear. Through concise and clear language, people should be able to sort out the clues from the complicated phenomena, suddenly open up, and be sincerely convinced, so as to receive the good effect of "taking the important thing in a few words."

(4) Strictly control the policy and apply it appropriately

Officers' speeches are often authoritative and judgmental, and this requires officers to strictly control policies and be accurate and appropriate when speaking.

To strictly control the policy, be accurate and appropriate, first of all, require officers to be accurate in their expressions and highlight the theme.

This is all the more important when propagating the party's line, principles, and policies, as well as in analyzing social realities. The image of an officer represents the image of the party committee and leading organs of the unit, and if the attitude is not clear and the expression is inaccurate on major issues, it is bound to have an impact on the thinking of officers and men at the grassroots level. To do this, we are to learn from the tailor in the use of language, and to use scissors as he did; learn from the chef and master the heat like he did. Don't talk about big things casually, and don't talk about trivial things in a high-sounding way. Of course, we must not distort and distort and add fuel to the fire, otherwise it will cause losses to the party's cause.

Second, it is necessary to strictly grasp the scale of the policy and strictly prevent the occurrence of incidents of leakage and leakage of secrets.

Officers are always and everywhere in contact with all kinds of documents and telegrams, attend all kinds of meetings, have contact with leaders at all levels, and learn about the dynamics of the troops, and all these activities are kept secret. Once an incident of leakage or leakage of secrets occurs, it is bound to bring serious damage to the cause of the party, the state, and the army, and cause irreparable losses. Comrade Mao Zedong has consistently stressed that the functionaries of government organs should "keep their mouths shut," and this is also a special requirement for officers in their work and life.

Thirdly, it is necessary to grasp the timing of speaking and pay attention to the speaking strategy.

Confucius said in the Analects: "Words are impetuous, words are hidden, and colors are not seen." It means that when you should not speak, you say it, which is called impatience; if you should speak but don't speak, it is called not straight; talking rashly without looking at the other party's face is called closing your eyes and talking nonsense. This incisive exposition sets out the rules of language that officers must follow in their work.

In addition, accuracy and appropriateness are also reflected in the accuracy of words and sentences.

In actual work, even a single wrong sentence or misspelling in a speech will lead to undesirable consequences, which will not only affect the image and prestige of the speaker himself, but will also often affect the authority and seriousness of party committees and leading organs. Sometimes a speech is originally very high-quality, but because of one or two typos, it "spoils a pot of soup," which makes the audience laugh and be generous.

(5) Keep pace with the times and talk less in clichés

Whether it is a meeting to make a speech or write an article, the most important thing is to have new ideas, inspire people, and promote people's understanding, so as to guide people to understand the new situation that is changing with each passing day, learn new knowledge, accept new things, and promote the current work. But clichés don't do that.

Why do some people like to use clichés? There are at least three reasons for this: First, they don't speak new words. Some people do not read books and newspapers, do not engage in investigation and research, do not think seriously, and cannot speak new words. Second, they are afraid that they will say something new and go out of line, causing right and wrong, trouble, and even disaster. The third is caused by laziness of thought.

Speaking clichés is a matter of course, and it takes no effort and effort, but in order to have new ideas, it is necessary to read books and newspapers carefully, conduct investigation and research, and be diligent in thinking, which is certainly not an easy task. Guo Songzhuo, a famous scholar of the Qing Dynasty, once said that for the sake of writing, "do what you want, and shame on your predecessors." He will be ashamed of copying the "clichés" that others have said many times. During his lifetime, Comrade Mao Zedong attached great importance to speeches and writings, and made many incisive expositions on this subject, setting a glorious example for us.

(6) Pay attention to skills and be good at communication

It is not easy for everyone to export their thoughts and feelings through their eloquence and enhance their understanding and friendship with others. Therefore, it is particularly important to understand and master certain language skills. To master language skills, it is generally necessary to determine the topic of the conversation. The theme is easiest to get to the point if it reflects the interests and interests of the other party. First, we should pay attention to the identity of the audience in front of us, and do not use different identities, habits, customs, and personal defects as a handle.

The second is to skillfully set up foreshadowing and use humor more, and see surprise in plain words. The third is to pay attention to neat clothing, elegant posture, civilized language, and enhance their personal charm. There are many, many language skills that need to be mastered, and the key is to work hard and diligently in practice.

3. OFFICERS' LANGUAGE SKILLS

(1) Oral presentation skills

An officer's ability to make oral reports is a comprehensive embodiment of a person's ability to analyze, coordinate, adapt, and express himself. Prompt, concise and accurate oral reports are conducive to leaders to grasp the situation in a timely manner and make decisions quickly. To develop officers' oral presentation skills, we should focus on the following details:

Carefully filtered and treated differently. Officers should treat the information they have learned differently and handle it cautiously, so as not to interfere with the normal work of the leaders or even cause passivity to the leaders.

Find out what happened and strive to be accurate. Officers should regard the authenticity and completeness of information as their life, and investigate and understand the six elements of time, place, person, event, process, and result, and construct perfect information.

Make a good draft, concise and to the point. Speaking should be layered and grasp the main facts; the language should be concise and not repetitive; objective statements, not mixed with personal opinions, so as not to affect the independent thinking of leaders.

Calm demeanor and clear speech. No matter how big or small, difficult or easy, or urgent or slow, we must behave calmly, speak calmly, speak clearly, and be neither humble nor arrogant.

Seize the opportunity and be flexible. On occasions with a large number of personnel, attention should generally be paid to confidentiality, and it is advisable to report to the leaders individually. When the leader is in a bad mood, he or she should try to be plain and straightforward, so as not to cause the leader's mood swings and affect the correct reply or handling of things. If you don't need to do anything urgently, you can report it slowly. Leaders who are speaking or concentrating on a document should generally not report it immediately.

(2) Extemporaneous speaking skills

Extemporaneous speeches are something that is often encountered by military officers. If a cadre's extemporaneous speech is vivid and brilliant, it will undoubtedly leave a deep impression on the audience. On the other hand, if we leave the text of the speech and stammer, fail to convey the meaning of the speech, and ramble on the line, it will leave the audience with the impression of a "straw bag," and it will be difficult for the officer's prestige to be established. Therefore, raising the level of extemporaneous speech is a compulsory course and a basic skill for officers.

Extemporaneous speeches should be brilliant and vivid. The following three aspects should be grasped:

First, let's keep it short.

Speaking short is the key to the success of an extemporaneous speech, and it is also one of the criteria for judging whether a cadre is wise and agile in thinking and whether he is able to handle things neatly.

The premise of speaking short is to be fine. To be precise, we can only do it on the basis of in-depth investigation and research and grasp a large amount of first-hand information, and only by removing the rough and extracting the fine, and removing the false and retaining the true. Therefore, before making an extemporaneous speech at an important meeting, officers should go down to the grassroots level and into reality, extensively listen to and solicit the opinions of officers and men at different levels and in different quarters around the main purpose of the meeting, grasp some fundamental and tendentious issues, conduct investigation and analysis, be good at discovering the general from the particular, perceiving the essence from the phenomenon, and summarizing it from the combination of theory and practice, so as to grasp the essence of the problem. Do it yourself, weave important ideas, unique insights, superb arguments, and vivid examples into a speech outline. In this way, when speaking, it is not only clear, logical, in-depth and powerful, but also lively, vivid and concise, so that the audience can be imperceptibly educated and enlightened in a relaxed and pleasant atmosphere. In the case of a general work meeting, if it is really necessary for an officer to give a lecture, the officer should also conscientiously read the relevant materials of the meeting, listen carefully to the speeches of the participants, grasp the issues that everyone is most concerned about, are most sensitive to, and urgently need to be resolved, rationalize their thoughts, and prepare a good draft, and it is best to write a simple outline, so as to prevent miscellaneous, biased, and repetitive remarks. The shorter the time for an extemporaneous speech, the better the audience's mood and concentration, and if the officers can grasp this golden opportunity, they will be able to achieve twice the result with half the effort. Therefore, it is necessary to say everything without saying anything, to make a long story short, and to avoid empty words and clichés.

Second, tell the truth.

Telling the truth is an important link in whether or not an extemporaneous speech can arouse the sympathy of the audience, and it is also one of the criteria for the audience to judge whether an officer has a pragmatic spirit and whether he is sensitive to the people's feelings.

Only when an officer makes an extemporaneous speech can he increase the degree of trust of the audience, arouse the psychological resonance of the audience, and achieve the desired effect. In extemporaneous speeches, officers should make fewer general remarks and refrain from talking big, empty, or confused. Talk more about what the participants are concerned about, more about what the participants want to say, and more about the problems that the participants want to solve and that are exactly what the conference is trying to solve.

Third, say something new.

Speaking new words is an effective means of arousing the emotions of the audience in extemporaneous speeches, and it is also one of the criteria for the audience to judge whether a cadre has a deep and theoretical level in looking at a problem.

To say something new, first of all, we must not be conventional and refrain from repetition. Second, when speaking new words, we should be good at understanding and grasping the mentality of the masses, grasp the hot issues to which the masses are sensitive, and choose the right angle to cut into, so that the topics we talk about conform to the psychological reflections of the masses. In addition, to speak new words, officers should speak their own words in their own language.

(3) Reporting skills

Reporting is also a science, and like other jobs, it has its own rules to follow. Mastering the skills and art of reporting should become a basic skill for officers.

1. Basic elements of reporting.

The basic elements of reporting can be summed up in three words: "accurate," "like" and "real."

"Accurate." It is to grasp the reported problems accurately. The reported problem is something that the listener is concerned about, wants to know, or is not familiar with. Generally speaking, the main issues that leaders are concerned about when listening to the report are: after a new policy or decision is introduced, the contradictions and problems exposed in the ideological reflection, implementation results and implementation of a new policy and decision; the new situations and problems that have emerged in the troops under the new situation, and the suggestions and requirements put forward for the leadership work; it is a work that is characteristic of the unit and is an aspect of the overall layout of the superior; information that is easy to overlook, but that has a lot of significance.

"Fit." It is to report fitting one's level, to prevent the appearance of "small officials talking big things" or "big officials talking small things," so that the report is inappropriate. "Fit" also requires us to pay attention to the responsibilities, abilities, experience and working habits of the reporter when implementing the report, and treat them differently, the details should be detailed, the omitted should be omitted, and the explanation should be explained, so as to adapt to the style requirements of different leaders. In general, reporting to direct leaders should be as detailed as possible, and reporting to senior leaders and agencies should be relatively general.

"Real." It's real, realistic. The achievements are sufficient, do not elevate or expand, do not say the achievements on the point as the achievements on the surface, and do not say the planned work as the work that has been done, etc.; the problem is explained thoroughly, without concealing or narrowing it down, so that the listener can have an objective grasp of the situation and the problem. In order to reflect the "reality," the report should have specific data and facts. For example, to report on the completion of tasks, including plans, progress and achievements, as well as problems and difficulties, as well as necessary statistics and analysis; another example is to report on the ideological work of the troops, which should include not only the characteristics, requirements, and standards of the units, but also the prediction of possible problems, the soundness of the rules and regulations, and the specific people and events.

2. Precautions for reporting.

First, it cannot be biased. The content of the report should be closely related to the theme of the report, and the content that is not related to the theme is generally not involved. Reports that deviate from the theme are generally manifested as too much or too detailed content that is irrelevant to the theme or has little to do with it, so that the theme is not prominent, or "dominates," or even "off-topic."

Second, it cannot be dispersed. The content of the report should have a main line running through it, and it is necessary to avoid the phenomenon of having a hammer in the east and a stick in the west, and doing everything in every detail, so that people will not be able to grasp the key points and be confused after listening to them. Scattered usually manifested as: no matter how big or small, all aspects, the theme is not prominent, the point of view is not clear, the listener wants to understand an aspect of the work, but the reporter has talked about many aspects of the situation, and the content of the report is a simple list of work processes and examples, so that people cannot grasp the key points after listening, and they are confused.

The third is not to mess up. The manifestation of chaos is: talk about wherever you think, logic is confused, and repetition is reversed.

Several issues to be discussed in the report should be carefully designed, and we should have a clear idea of which one should be mentioned first and which one should be said later, and we should strive to explain one thoroughly.

Fourth, it cannot be empty. The manifestation of emptiness is usually: there are not many "dry goods," and they are full of big words, empty words, and clichés. The report should be substantial, with real work and illustrative figures, typical examples, and real lessons learned.

Fifth, it cannot be flattened. The "flatness" of the report is the lack of in-depth analysis and thinking, and the fact that it makes people sound "diluted," impressed, and unable to make a "brand." The report should be a summary of the work process, and it should also be the readjustment and deepening of the work ideas. The report must have an analysis of the work process and the refinement of typical experience.

3. Basic requirements for reporting.

First, the report should be fully prepared. Whether it is a comprehensive report or a special report, whether it is an oral report or a written report, after receiving the opinions or notices of the higher authorities on the reporting work, or before a certain work of the organ or unit needs to be reported to the superior leaders in a timely manner, it is necessary to sort out in advance, make a detailed outline, and make preparations for the theme of the report, the significance and value of the content of the report, what to say, how to speak, what questions the leaders will raise, what suggestions need to be put forward to the leaders, and so on. For example, if you want to report dynamic information, you must grasp the time, place, related person, cause, progress, consequences and basic data of the information. Officers should pay attention to accumulating information in normal times, have a good idea of the work they are in charge of, and when they report, they will not rush into the investigation because there is no situation and "cramm."

The second is to report at the right time and occasion. Officers are close to the leaders, so it is more convenient for them to ask for instructions and report on their work, and they can get help and guidance from the leaders at any time. However, it is not possible to ask for instructions and report on everything, because too frequent requests for instructions and reports will inevitably interfere with the energy of the leaders, and they cannot be regarded as competent officers. Even if you have to report to your leader, you have to choose the right time to do it.

Under normal circumstances, in addition to the reporting stipulated and arranged by the superior, it is necessary to pay attention to the following reporting opportunities:

When the work of the department, the system, the unit or the person in charge of the department comes to an end; when making decisions on a major issue of the unit; when encountering great difficulties in the work, and wanting to seek superior leaders to inspect and guide the work of the system, department, and unit, etc.

The work report should not only pay attention to the timing, but also pay attention to the occasion. If it can be formally reported in the form of a meeting, try not to engage in arbitrary ad hoc reporting; if it is necessary to report on an ad hoc basis, it also depends on whether the leader's time allows. Normally, the time should be chosen when the leader is willing to listen to the debriefing.

Third, the language of the report should be concise. When reporting to the leader, there should generally be an outline and draft, and the content to be reported should be summarized and sorted out in concise language. Doing so can not only make the report more comprehensive, but also make the thinking clear and organized, and at the same time it is a kind of respect for the listeners. Otherwise, it is inevitable that there will be a leak and not enough attention. It is necessary to pay attention to the oral report, and it is best not to read the manuscript, and fully communicate and communicate with the leader in the process of reporting in order to achieve good results.

Fourth, it should be reported according to the level. Reporting to the leader, under normal circumstances, should be carried out step by step, should be reported to the direct leader, the leader in charge, and when necessary, then report to other relevant leaders. In this way, you can not only get instructions from the leaders in time, but also avoid causing conflicts between leaders, and at the same time, it will not lead to misunderstandings of individual leaders about the reporter. Therefore, without special circumstances, it is generally not necessary to skip the level of reporting.

Fifth, there should be instructions at the end of the report. After the work report is completed, the leaders should be asked for their opinions and instructions on the work report, and what problems have not been reported or not clearly explained, and what problems need to be understood. For the instructions of the leader, if they can be implemented immediately, there should be corresponding measures; for those who still have difficulties for the time being, they should truthfully reflect and build confidence and express determination.

(4) Telephone language skills

Making and receiving phone calls is an important part of an officer's daily work. Mastering telephone etiquette and skills plays an important role in doing a good job and even reflecting the image of the unit.

The basic requirements of telephone etiquette and skill are cordiality, generosity, sincerity, confidence, and humility. Specifically, starting from the psychology of answering the phone, we should pay attention to the following aspects:

1. Take the initiative to report the name of the unit and say hello.

When the bell rings, answer it immediately, and if it rings three times before answering, it is advisable to avoid saying "I'm sorry for keeping you waiting." During official phone calls, one should not just say "hey," "hey," but should directly report one's unit "Hello, XX unit." Or go straight to the name "Hello, XXX." If you don't know what the other person is called, you should use "Excuse me, how are you addressed?"

2. Express the request in polite language.

If you ask the other party to repeat the content of the call, ask him to wait for a while, ask him to call later, and especially ask him to handle work matters, be sure to use polite language.

3. Learn to confirm.

Go according to the "six Ws," i.e., when, where, who, what, why, and how to write down the main points of the content. When making a call, you should also organize the content according to the "six Ws" and consider the countermeasures in the absence of the other party.

Confirm what's important. It is necessary to make it a habit to confirm all the details that are prone to errors, mainly including: meeting and event schedule, location, date, flight, hotel, guest's phone number, ID number, car number, etc.

Some people hesitate again and again because they are embarrassed to let the other person repeat, but when he wants to confirm, the other person has already hung up. Officers must first have a sense of confirmation, and secondly, they must be quick to respond, know when to politely interrupt the other party, in order to repeat and confirm, especially in long-distance calls, officers should be more agile.

(5) Interview skills

Receiving visits and petitions from subordinates and subordinates is one of the regular tasks of officers. To do a good job of receiving visits, we should grasp the three links.

1. Be emotional.

Love is the bridge and catalyst for the visit.

To be moved with affection, it is required that officers and men have a deep affection for them, and truly be anxious about what they are anxious about, worry about what they are worried about, and think about what they think, so that officers and men will feel cordial, happy, and warm, and win the goodwill, dependence, and trust of the masses, so that the two sides can resonate emotionally, get communication and harmony, smoothly accept propaganda, explanation, and education, and play the role of turning the spring breeze into rain and enlightening the soul. The basic way to emotionally care for people is: civilized reception, equal treatment of people, and good "three words":

First, at the beginning of the interview, you should say a good "welcome word." In general, visitors come with voices, wishes, and demands, and they come either angry or angry, angry or hateful, crying or fussy, timid or hesitant, or unhappy or full of complaints. Regardless of the kind of mood of the visitors, the officers should treat them in a civilized and equal manner, put themselves in their shoes, compare their hearts with their hearts, change the style of the yamen that "the door is difficult to enter, the face is ugly, and the work is difficult to do," sincerely present our "meeting gifts" -- "Hello!," "Please sit!," "Please drink water!," take the initiative to create a warm, harmonious, and cordial atmosphere for the interview, eliminate the visitors' fears, restraints, and uneasiness, dilute their resentment and anger, and pave a bridge to the visitors' hearts.

The second is to say "reassuring words" in a timely manner during the interview. In the process of presenting the problem, the client often can't control his emotions when he talks about the excitement, or he is rude and arrogant, and scolds; or irritability, speechlessness; or weep bitterly, seeking death and life..... While doing a good job of receiving interviews according to the conditions of the people, the officers should also grasp the "hot weather" and make sure that they are not the right time to make a reassuring remark, and no matter what kind of visitor they are, they may as well say: "The matter has already happened and will be resolved." Please be assured that we will investigate carefully and respond satisfactorily. A "reassuring pill" at a critical moment can make the petitioner's soul comforted and emotionally stable, and even if the visitor's request does not immediately become a reality, it will make him satisfied.

Third, when the reception activity is coming to an end, the person receiving the visit must not be complacent or feel relieved because success is imminent, and they must also go all out, strike while the iron is hot, and speak a good "word of hope." A vivid, vivid, and remedy word of hope can often leave a deep imprint on the visitor's heart.

It should be pointed out that the purpose of intercession is to better communicate emotions with visitors and enhance the effect of publicity, education and counseling. We must not give up our principles, we must not replace policies with feelings, and we must not arbitrarily express our attitudes and make wishes in disregard of facts and policy provisions. Accommodating the unreasonable demands and erroneous behaviors of visitors, and indiscriminately issuing "empty checks" and "green lights," although this practice can achieve peace in the present, it has laid the foundation for long-term instability in the future.

2. Matter-oriented.

Unclear facts are an important factor affecting the effectiveness of interviews. Practice has proved that most of the visitors objectively report the situation, but there are also those who report that the situation is true and false, making things out of nothing, fabricating and distorting facts, and achieving their own goals. In order to eliminate the false and retain the truth, we may wish to adopt the following methods in the interview: First, the enlightenment method. That is to say, before listening to the client's statement, it is necessary to seriously explain the importance of objectively reflecting the situation and providing accurate evidence to solve the problem, as well as the legal consequences to be borne by distorting the facts and spreading rumors and slander, so as to improve the objectivity of the facts and circumstances of the statement. The second is the questioning method. Some visitors have been carefully prepared in advance and can explain the problem clearly and fluently, but even a clever fabricator will inevitably reveal flaws, and the receptionist should ask questions about the flaws, and be reluctant to "ask" them, so that they can transform from "being justified" to "being poor in reasoning," and forcing them to tell the true details. The third is the knowledge test method. Based on the relevant knowledge of reality and history, and in accordance with the provisions of policies and laws, the receptionists will test whether the situation reflected by the visitors conforms to the relevant regulations and historical facts of each period, so as to achieve the purpose of eliminating the false and preserving the true. Fourth, face to face to testify to the law. That is, in the course of the interview, when the parties insist on their own words and reasons back to back, it is necessary to convene the parties to testify in person. The interviewee should do a good job in the role of the "matchmaker" and promote dialogue between the two parties, so as to verify the facts and circumstances, eliminate misunderstandings, estrangements, and resolve contradictions.

3. Know what to reason.

The so-called understanding of reasoning means that the interviewees should use the policies, laws, regulations, and rules of the party, the state, and the army, as well as the moral norms of military personnel, to educate, enlighten, persuade, and enlighten the visitors, help them distinguish between right and wrong, dispel misgivings, clarify right and wrong, correctly handle the relationship between the individual, the collective, and the state, and guide the officers and men to correctly use and exercise their democratic rights.

Generally speaking, for visitors who meet the policy, it is necessary to understand the reasonableness through the education of "reason" and avoid the phenomenon of excessive expectations; for those that conform to the policy but still have certain difficulties in implementation, it is necessary to explain the original situation and obtain the understanding of the masses; for those who do not conform to the policy, or the visitor takes the relevant policy out of context, he should be guided to fully understand the policy, explain the content and spiritual essence of the policy provisions, make them understand the connotation and extension of the policy, and the detailed rules and definitions of the implementation of the policy by the unit, help them understand the reason, and make them stop the complaint; with regard to a few unreasonable entanglements and troublemakers, it is necessary to clearly explain the seriousness of policies and laws and the limits of relaxation, so as to completely dispel their desires for non-profit.

When stressing "reason," we must not be empty and preachy, but we should not talk about clichés and big words, and we must not train people or frighten people with reason, "buckle hats" and "hit the board" indiscriminately. Reasoning should be realistic and truthful, and it should be reasonable and principled, and it should also vary from person to person, from place to place, and from time to time, so that visitors can be convinced.

4. THE BASIC CHARACTERISTICS OF OFFICIAL DOCUMENTS AND THE BASIC REQUIREMENTS FOR WRITING

Written expression is the written expression of language. The ability to express words is the physical and psychological quality conditions for people to use the text symbol system to express their thoughts and feelings. Officers' ability to express themselves in writing mainly refers to their ability to write official documents, that is, their ability to use words to express political and ideological views, draw up work plans, issue orders and instructions, summarize and report work, conduct investigation and research, and other basic practical activities of officers' work.

(1) Basic characteristics

To learn official document writing, it is natural to understand the characteristics of official documents. Although official writing also emphasizes skill and art, fundamentally speaking, it is very different from the writing of argumentative essays and literary works. It is more scientific and accurate, so that people can understand it at a glance without ambiguity. It impresses the masses with policies and truth.

Focusing on these, official documents have many characteristics, which can be summarized as follows:

Policy. The official documents of our state's party, government, and military organs at all levels are all tools for conveying and implementing the principles, policies, laws, and decrees of the party and the state, so one of its salient characteristics is that it is highly policy-oriented, that is, it has a distinct political character.

Practicability.

The document is very pertinent, the purpose is clear, and the problems that need to be solved should be clearly explained. Its content should be integrated with practice, and there should be situations, problems, and solutions. Its content must be real, not detached from reality and empty.

Facticity. The life of an official document lies in the truth, and the names of people, places, times, data, the cases narrated and the situations summarized must be true, not fictional, nor exaggerated.

Be organized.

It mainly refers to the concise structure of the official document, the level is clear, and the grammar and science are clear, so that people can understand it at a glance. It is necessary to explain in an orderly manner how many things should be done, what problems to pay attention to, which ones to do first, which ones to do later, and what the requirements are.

Straightforward.

Official documents generally have to be straight to the point, what to want, why, what to say, tiled and natural, straight to the point, no beating around the bush, no metaphorical hints, and no suspense.

Solemnity.

Official documents have statutory authority and administrative binding force, and are directly related to the interests of the state, the military, the collective, and the individual. When writing official documents, you should be cautious and do not do what you want. The official document should be comprehensively analyzed, emphasizing that one aspect should not ignore that aspect, and attaching importance to subjective will should not ignore objective conditions.

Confidentiality.

Most of the official documents have an internal character, and most of them stipulate the scope of circulation, and let whoever knows know it, and it is necessary to keep it confidential and strictly prevent leakage.

Temporality.

Official documents are issued for a certain purpose and must be conscientiously implemented and handled, which determines that they have a strong temporal nature. Therefore, the person who writes official documents must have a strong sense of time, the spirit of racing against time, and the style of vigorous and resolute action.

Programmability.

Official documents have a unified language, with specific formats and requirements, which does not negate the creativity of the writer, but the creativity must be exerted within the prescribed scope.

Say rational.

Under normal circumstances, the main body of an official document is narrative and reasoning. Most of the text is to explain the situation, but the explanation of the situation is to explain the reason. For example, case explanations, numerical explanations, concept explanations, comprehensive explanations, etc., are all for the purpose of discussing matters and reasoning, and are not empty preaching.

Brevity.

This is: the situation should be accurate, the point of view should be clear, the text should be precise, the organization should be clear, the hierarchy should be clear, the punctuation should be correct, and the length should be as short as possible.

(2) Basic requirements for writing

Official documents are very different from literary and artistic works, newsletters and other written materials, and have their own unique set of requirements. Understanding and mastering these basic requirements is a prerequisite for writing a good official document. So, what are the basic requirements for official document writing?

First, it must conform to the principles and policies of the party and the state, laws and decrees, and the regulations of higher-level organs.

Official documents are tools for commanding and managing troops and handling official affairs, and they are of a strong political, policy, practical, and confidential nature. The party's line, principles, and policies are the starting point and the end result of the political life of the entire country, and the laws, decrees, and regulations of the higher-level organs are the coherent and concrete formulation of the party's policies. Therefore, the viewpoints, arguments, measures, and demands of each document must be consistent with the principles and policies, laws and decrees, and regulations of the higher organs of the party and the state.

Second, it is necessary to be realistic.

Only when the official document is in line with reality can it be feasible, otherwise, it will be a dead letter, and even infinitely harmful. Therefore, official documents should not be written falsely, one-sided or arbitrarily deduced, and must be thoroughly investigated to grasp comprehensive and truthful materials. For the situation reflected in the above text, the examples, materials and figures cited should be realistic and stand up to inspection; the tasks, measures and methods proposed in the following text must be in line with the situation. Any unrealistic practice will lead to inaccurate documents and mistakes in work, which will have a very bad impact and consequences, and must be resolutely prevented and corrected.

The third is to have a good style of writing.

Official document writing is very serious and solemn, and there is no need to describe, lyrical, and render to the fullest, but to emphasize the seriousness, solemnity, conciseness, and accuracy of the words. The length should be as short as possible, the ideas should be highly summarized, the structure should be full and reasonable, the language should be repeatedly refined, the methods should be straightforward, the generalized forms, slogans and other clichés should be abandoned, and the use of difficult and difficult, half-written or hard-made words should be avoided, and special language should be used as much as possible, and punctuation marks should be used correctly. The style of writing is a major matter that has a bearing on the quality, effectiveness, and efficiency of official documents, as well as the spiritual outlook and ideological consciousness of officers, and cannot be ignored for a moment.

Fourth, it should conform to the genre and style.

Each document has its specific nature, purpose and format, and the writing of official documents must be done in strict accordance with the rules, and there can be no misuse or abuse of the language, no mistakes or omissions, and no self-made work. In addition, citations must be attributed, and manuscripts of all kinds must not be written with pencil or non-permitted ballpoint pens. Complying with the requirements of language and style is indispensable to ensure the integrity, correctness and validity of documents, and also provides convenience for document processing. The hierarchy of the structure is that the first level is "one," the second level is "(one)," the third level is "1.," and the fourth level is "(1)." Note that neither (one) nor (1) is followed by a list comma. Arabic numerals are used in official documents, except for the date of writing, special titles, structural order, words and phrases, idiomatic expressions, abbreviations, and figures of speech that must be used as morphemes in Chinese characters.

5. TRAINING METHODS FOR OFFICERS' WRITTEN EXPRESSION SKILLS

(1) Study hard and read extensively

Through assiduous study and reading, officers can enhance their theoretical quality, establish a scientific world outlook, outlook on life, and values, master the scientific methods of understanding, discovering, and solving problems, and expand their knowledge, which is the foundation of official document writing, and is also an important prerequisite and guarantee for raising the height of writing, reflecting the depth of official document writing, expanding the breadth of official document writing, and expressing the novelty of official document writing.

First, it is necessary to study scientific theories.

Engels said: "If a nation wants to stand at the highest peak of science, it cannot do without theoretical thinking for a moment." Theory makes people profound, sober, and firm. Marxist scientific theory provides a scientific world outlook and methodology for people to understand and transform the world, and is not only the theoretical basis for our army to formulate lines, principles, and policies, but also a tool for cadres at all levels to understand the laws governing military activities and to create practice in military activities. Only when officers have good theoretical qualities can they form a scientific world outlook; only then can we think theoretically about practice, gain insight into the essence of various complex surface phenomena of things, grasp the internal connections and laws of the development and change of things, predict possible problems, enhance the predictability, systematization and creativity of work, and put forward high-level and high-quality opinions and suggestions for the heads of party committees, so as to improve the level and quality of official writing.

In studying scientific theories, we should not only persistently study the basic theories of Marxism, but also pay special attention to arming our minds with the party's latest theoretical achievements. Jiang Zemin's thinking on national defense and army building and President Hu Jintao's important expositions on army building have implemented the ideological line of emancipating the mind, seeking truth from facts, and advancing with the times, centered on the basic issues of promoting military reform with Chinese characteristics in the new century and new stage, strengthening party building in the armed forces, promoting military modernization, and winning informationized wars. Only in this way will it be possible to grasp the direction of the quasi-military work, grasp the key to the actual work, put forward the outline of all work, set the outline in a clear manner, and achieve practical results.

In studying scientific theories, it is also necessary to adhere to the fine study style of integrating theory with practice. As far as theory is concerned, it is necessary for officers to carry out theoretical thinking on practical work under the guidance of scientific theories, to transform spiritual things into material things, and to put forward ideas and countermeasures to guide the building of the troops. The connection between theory and practice is an endless process that begins and ends, and we must always apply it in the course of study, learn in the course of application, and promote learning through use. Learn, learn, and learn; practice, practice, practice; improving, improving, and improving again is the only way for officers to improve their overall quality, work level, and quality.

Second, it is necessary to study historical knowledge.

The ancients said, "Taking history as a mirror can know the rise and fall." History is a study that is useful to the world. From personal self-cultivation and dedication to the rise and fall of the country's chaos, they are all closely related to history. Chinese and foreign history is like a vast encyclopedia, condensing the wisdom and wisdom of mankind, the rich experience accumulated by predecessors in adapting to and transforming nature, the major political strategies summed up in the course of governing the country and the country, and the military expertise and strategies formed in the political and military struggles, all of which are shining with the brilliance of wisdom. Therefore, people of insight throughout the ages have a soft spot for history. Several generations of our party's leadership core not only have their own fine tradition of taking history as a mirror to build the country and govern the country, but have also always attached great importance to the study of historical knowledge by the vast number of party members and cadres. As an officer, if he has profound knowledge of history, is good at conscientiously absorbing nourishment and wisdom from history, cultivates himself to understand the law of social development, and keenly grasps the pulse and opportunity of the development of the times, he will be able to further improve his level of observing things and analyzing problems, enhance the scientificity, foresight, and creativity of his work, and write high-quality official documents while learning from the past and the present.

Officers can study history in order from near to far, from the middle to the outside, and from the shallow to the deep. First, we will start with the history of the Chinese revolution and modern Chinese history, and then read the modern history of the world, the history of the international communist movement, and the history of ancient China. It is necessary to read not only military history, but also some specialized books on political history, economic history, diplomatic history, ideological history, cultural history, and history of science and technology. Through the accumulation of Chinese and foreign military, political, economic, cultural, scientific, and technological historical knowledge, we have greatly improved our own quality.

Third, we must learn encyclopedic knowledge.

Zhuge Liang once said, "For the sake of the general, if you don't know astronomy, you don't know the location, you don't know the strange gate, you don't know the yin and yang, you don't know the formation map, you don't know the strength of the army, you are mediocre." Looking at the past and the present, looking at China and foreign countries, all military strategists who have made great achievements are all "all-rounders" who know astronomy and geography and have extensive knowledge. In order to be so, it is also the same to be a good officer. Mr. Lu Xun once said: "You must be like a bee, picking many flowers, in order to make honey, if you stay in one place, the income will be very limited and boring." Therefore, in order to write high-quality and high-level official documents, to put forward high-level and high-quality opinions and suggestions for the head of the party committee, or to solve a difficult problem in practical work, officers must also rely on relevant subject knowledge. That is, it is necessary not only to have political theory, military theory, professional knowledge, and management knowledge, but also to have a relatively broad knowledge of sociology, economics, astronomy, geography, mathematics, physics and chemistry, and other natural and other social sciences. It can be said that the more extensive the relevant knowledge an officer has, the more conducive it will be to solving professional problems, and the more conducive it will be to discovering and solving new problems. In particular, in the face of the new century, in the face of the challenges of the knowledge-based economy and knowledge-based military, in the face of the new military changes in the world characterized by the information technology revolution of the times, and in the face of the trend of scientific and technological development in which multiple disciplines intersect, integrate, and infiltrate in the new military field, it is far from enough to rely on existing knowledge. It is necessary to continuously study and expand the field of knowledge, optimize the knowledge structure, and change from the "vertical and in-depth type" to the "vertical and horizontal integration type," so as to form a complex and pluralistic knowledge structure.

Fourth, we must learn cutting-edge knowledge.

The so-called cutting-edge knowledge refers to the knowledge of the development direction and trend of various disciplines. Today's world is an era in which the process of economic globalization is accelerating, information is spreading rapidly, and new and high technologies are pouring in large quantities, and it is also an era in which the new technological revolution is rising one wave after another, and the extensive application of new and high knowledge and technology in the military field has brought about a series of changes in the form of warfare, military theory, combat patterns, and army building. The emergence of a large number of new ideas, new knowledge, new culture, and new technologies has brought about new changes in the thinking and tactics of party committee leaders at all levels in leading the building of the troops, and has set higher demands on the ability and quality of officers and stricter standards;

this has led to profound changes in the ideological concepts, value orientations, behavioral patterns, and living habits of the vast number of officers and men, and their field of vision has become broader, their ability to receive information has become stronger, and their thinking has become more complicated. In line with this, in order to meet the requirements of the development of the times and keep up with the pace of the development of the times, officers must strive to study and master all kinds of new knowledge that reflect the new political, economic, military, and cultural developments in the contemporary world, arm themselves with all the outstanding achievements of civilization created by human society, and adapt their ideological and intellectual level to the needs of the advancing of the times.

Fifth, we must master the methods of learning to read.

A person has limited energy, and in the face of the vast ocean of knowledge, he should be selective and focused on learning to read. For example, read with a "question mark". It is purposeful, with tasks, around new situations, new problems and writing themes, to seek answers in books, periodicals, and newspapers, to straighten the "question mark," and to obtain enlightenment. "Pick" it out to read. For example, pick one or several articles from a book or a newspaper, and pick one or a few sentences from an article. As the saying goes, "read the newspaper to see the topic, read the book to see the skin," we should first grasp the topic from the many newspapers, pages, and articles to "skim" it, and then go back and focus on reading. Focus on the work center of the troops, focus on reading. For example, the important speeches of the leading comrades of the Central Committee and the Central Military Commission, the decisions, resolutions, and news of important meetings of the party, the state, and the army, most of these articles are full-page and full-page, and sometimes they are really a little daunting, but if you do not read them, you will not be able to grasp the spirit of the above, and you will lack political acumen. This means "force" yourself, be patient, and see through deeply; topics such as the new military revolution, the leapfrog development of the armed forces, preparations for the military struggle against "Taiwan independence," and the development of military training for the armed forces should be followed up at all times and grasped from the overall situation. We should persist in reading those so-called "dry" theoretical articles and books that can imperceptibly raise the level of thinking for many years.

(2) Be diligent in thinking and summarizing

Confucius said: "If you learn without thinking, you will be reckless," and Han Yu said: "Acting is made by thinking, and destroyed by following." The process of "thinking" is the digestion of "seeing" and the process of summarizing the process of practice.

"Looking" without thinking, eyes busy, brain idle, this kind of reading, is "reading dead books, dead reading, reading dead death"; immersed in work, although hard work, busy, if you don't think and summarize, it is often useless and no progress.

First of all, we must be good at summarizing.

Grassroots cadres often say that "with both eyes open, busy until the lights go out," in fact, after the lights are out, it is not over, and they should also think about the success or failure of the day's work; when a task is completed and a stage has passed, we should think about the summary, sum up the lessons and lessons, and explore the characteristics and laws.

We should also master the method of "thinking."

First, we must be good at dialectical thinking. It includes analysis and synthesis, induction and deduction, history and logic, abstraction and concreteness, and so on. The second is to be good at holistic thinking. Including: grasping the whole of things from a macro perspective; grasp the nature and movement of things as a whole; analyze things in terms of their overall effect. The third is to be good at creative thinking. Including imagination, inspiration, intuition, etc.

(3) Be good at accumulation

Official document writing is inseparable from materials. The wellspring of literary thoughts when writing comes from the profound accumulation of ordinary times. The more you come into contact with, experience and accumulate a thing or an aspect of your work, the more you understand it, and the more likely it is to talk about your feelings. It can be said that whoever accumulates well will save effort when writing materials. In actual work, some people write dryly, and some people feel that they have nothing to say, which is a manifestation of the usual lack of accumulation.

Accumulation, first of all, the accumulation of ideas.

It is necessary to conscientiously study the documents of the higher authorities, the speeches of the leaders, and the commentaries of newspapers and periodicals, catch the ideas from which sparks flash, and record them for the purpose of writing materials. The flashing thoughts of other people's speeches, the "sparks" that flash in their brains, the little inspirations in small talk, and the vivid language in life should be captured and recorded at any time.

Secondly, it is necessary to accumulate materials.

It is necessary to have a clear idea of the work that may be involved in the research article, what policies and regulations the higher authorities have, what meetings have been held in the past, what systems have been set, what steps and measures have been taken, to what extent they have been implemented now, and what problems they have, including what materials they have written, and they should be able to explain clearly, explain clearly, and grasp them at any time.

Again, to accumulate discourse.

The leaders of the party, the state, and the army have always made many expositions on the work of the armed forces, such as expositions on grasping implementation, on overcoming formalism, on grasping grassroots units, on grasping the building of party organizations, on grasping military training work, and so on. However, it is more difficult to compile these commonly used expositions, so we can be a person with a heart, accumulate them, and once we write about this problem, we can transform them, and we can borrow them, and receive the effect of "people are different from year to year." These expositions have been circulating in the mountains and seas of literature for many years, and have become the common wealth of everyone, and there is no intellectual copyright problem, as long as necessary, they can be cited as much as possible, so as to reflect the coherence of ideas and the continuity of policies.

Fourth, we need to accumulate language.

There are many well-known sayings and aphorisms that have been circulated in ancient and modern China and abroad, and we should consciously recite some of them. Multi-back, intelligent brain, rich knowledge and language. It is easy to use and vividly expressed, and only then can there be "goods" in the stomach. If you don't memorize and don't accumulate, your mind will be empty, and if you lack "soldiers" and few "generals," you won't be able to talk about deployment, or at least you won't be able to handle it handy. Fresh things often exist in an instant, and if you don't remember them, they are fleeting. If you write it down and flip through it often, you won't forget it. In addition, material writing can also absorb the language of all walks of life, such as consultation and anatomy in the medical field, exposure and contrast in the photography industry, setter and yellow card in the sports world, and consensus, level, interaction, and win-win situation in the intellectual world.

(4) Strive to practice and temper

Writing is the basic skill of an officer, and we often say that "this cadre is good," which mostly means that he can write something and do something. When we say, "This person doesn't have much of a way," we usually think that his pen is not hard.

Writing is also a painstaking and tiring task, and those who often dictate materials lament, "It would be nice if I don't have to write anything again," and grassroots cadres lament, "I can do whatever you want, just don't let me write," reflecting this basic fact.

To have the basic skills of writing, you must first have the courage to endure hardships.

"Learning from the sea is endless," writing must be willing to endure hardships, endure loneliness, and stay up late. If you boil for a year or two and taste the hardships of boiling, you will inevitably appreciate the joy of boiling.

Secondly, dare to write.

Someone once said two very philosophical words: "Just look at the eyes and don't write, and the progress is very slow," that is, if you only look at the materials and don't write with a pen, you will feel that the level of others is not good, but when you get it yourself, it is not as good as others. However, we should not look at writing as too mysterious, and we must not have an inferiority complex. Everything is difficult at the beginning, but it is not difficult to dare to write. You have to force yourself to write, the so-called "no oil if you don't press, no oil if you don't force it." In a sense, the level is forced out and pressed. Force yourself to sit down, pick up the pen, and write the first line.

Third, we must be good at learning from imitation.

When starting to write official documents, there is no other way but to imitate honestly and "draw a scoop according to the gourd" in a regular manner. When you accept an official document writing task, you must first find out which language to use, and then review the characteristics, structure, style, writing requirements and other relevant knowledge of this language, and then you can write and draft official documents in accordance with the rules. If you are not sure, then find a ready-made document in the same language and follow the pattern of the document. This set of processes is not only the process of writing official documents and completing the tasks assigned by the leaders, but also the process of learning and exercising and improving in actual work. Officers should read more of what is written. In general, you should:

At the beginning, you can look at the theme first, ask me to write how to decide, and see where the gap is; after reading it, we will summarize it to see how the perspective of the person is chosen, how the structure is organized, what type of material it belongs to, and what are the basic essentials of writing this type of speech. When you participate in the meetings of your superiors, your own level and your subordinates, and when you see or hear the leader's speech, you must be a caring person, watch and listen from the perspective of learning, and always be able to understand and gain something from it.

Fourth, keep writing.

Comrades who write have a common feeling, and they are too lazy to start writing as soon as they stop writing. Take a month's vacation, and then take the pen to be stunned, looking at the sketch and sighing: so to have a bit of non-stop spirit, this is also "fists do not leave the hand, music does not leave the mouth."

Fifth, write right away.

For good information and clues, we should strike while the iron is hot, start writing immediately, and it will be cold as soon as you put it down, and there will be less impulse, and there will be no inspiration.

(5) Repeated revisions and improvements

Good articles are changed, Lu Xun said, the article is not tired of changing a thousand times, "after it is written, it will be changed at least five times." Repeated scrutiny and modification can produce high-quality products. Materials that are "made in one go" without modification are rare in practical work.

The revision and polishing of the article before it is published should mainly focus on seven aspects.

The first is to change the topic to a more precise one.

As the saying goes, "To have a good child, you have to have a good name." Whether the material is good or not, the title is very important. If a material is well written, but the title is not ideal, it will lose a lot of color. To revise the title, it is necessary to see whether it reflects the content of the material, whether it is condensed and vivid, and can catch people at once.

The second is to change the theme to be distinct.

A clear theme is an important condition for the material to attract attention. There are many reasons why the topic is not clear, it may be that the title of the material does not "point through" the main points, or it may be that the paragraph is too long, or it may be that the content is not well classified. To solve this problem, we must first focus on the big and small headings, try to hit the nail on the head, and the number of words should not be too much, because too many words can easily make people feel indistinct.

In paragraphs, don't divide them too long; if necessary, start the paragraph with a point of view that tells others what the passage is about. If the content is not well divided, then it is necessary to calm down and reclassify it so that everything is closely related to the topic from different sides.

The third is to rationalize the structure.

Poorly structured text materials can make people feel awkward and hinder the expression of content. After the material is written, after reading the title, you should roughly flip through it to see if there are any problems in the layout of the article, whether the placement of several parts is appropriate, whether the relationship is appropriate, whether the order is smooth, whether the details are appropriate, whether there is any reversal of cause and effect, and whether there is any need for structural adjustment. The problem of "fragmentation" is often encountered when the structure is reasonable. This kind of article often gives people the feeling that there are too many layers, too small paragraphs, too many examples, and too scattered content. To solve this problem, we should pay attention to the field of extension of the theme not too broad. Generally speaking, it is enough to extend to the third level. For example, the materials for the construction of grass-roots organizations can be written, and the second level can be written about the construction of party branches, cadres, and backbone teams. These aspects can also be separated into the third level, and in the case of the building of the contingent of cadres, it can be divided into ideological education, quality training, and image building. Generally, it is enough to write to this level. If it is further extended, it can be divided into several levels, ability training can be divided into sending to school, running classes, passing on help, self-study, etc., self-study is divided into learning basic knowledge, applied knowledge, and basic knowledge can be divided into political theory, legal knowledge and other subjects. If you continue to divide it in this way, you will inevitably break up the material. In addition, there should not be too many small examples and small statistics in the material, as it is easy to dazzle people with too many examples, so it is enough to leave one or two illustrative examples in a paragraph.

Fourth, it is necessary to make the facts conclusive.

When modifying materials, you must not add oil or vinegar to the basic facts. In addition, the numbers, percentages, names of people, and places should be carefully checked, because if there is something wrong with these places, it is also easy to pronounce and not easy to find, so you should be extra careful.

Fifth, change the caliber and proportion properly.

The formulation in the article must not run counter to the relevant spirit of the Central Committee, the Central Military Commission, and the General Headquarters, must not contradict the existing laws, policies, rules, and regulations, must not contain political errors, and must not be faulty with common sense. In particular, when praising people, "pointing out problems," criticizing and touching on sensitive issues, we must have a good sense of proportion. When the results are full, they will appear immodest and not sober-minded, so they should pull those "over-the-top words" back and leave some room for maneuver; if the problem is serious, it is easy to deny the fruits of the work of the previous team or others, and dampen the enthusiasm of the subordinates. Write about the materials that have become advanced after the progress, because to set off today's advanced, it will inevitably whip the past, write less, it is difficult to explain today's progress and changes, write too much, it will inevitably cause the dissatisfaction of the old team, which has a "degree" grasp; when writing a manuscript to resist unhealthy trends, it must always involve the people and things that are being resisted, and write about who is unhappy, and if it is not done well, it may lead to a little trouble; writing materials for regular ideological work, which is often to help, transform, and save people, has to touch on the shortcomings and privacy of the people being helped, transformed, and associated with them, and is very sensitive; in addition, there are also materials related to ethnic and religious issues, as well as materials on the reform of the current laws and regulations, and so on, which must be repeatedly scrutinized, grasped the proportions and boundaries, and examined.

Sixth, the content should be enriched and thorough.

The content is not substantial, and it seems to be "not enough" for four reasons. First, the article is short. If so, then unfold the material, widen and thicken. Second, the content is small. For example, when you write about the materials for the building of party committees, you only list your own ideological and work style building, but do not involve the troops. For another example, if you write about the construction of the cadre team, you only write about ideological education and ability training, but do not write about assessment and deployment, which will appear to be not thick and weighty. If this is the case, it is necessary to open the eyes and expand the extension of the material a little, so that it can be extended to the relevant fields, and increase the weight by increasing the coverage. The third is that there is no strength. The requirements are soft, there are no hard and fast rules, and there is no clear means of supervision for the measures. If this is the case, then improve in this area. Fourth, there are many empty words.

When writing materials, you must always talk about some reasoning and make some arguments, and the reasoning and arguments are written just right, which can inspire people; if you write too much, the material will seem hollow. If we understand this truth, it will not be difficult to solve the problem of emptiness. It is necessary to delete without regret those "correct nonsense" that can be said and not said, which cannot be refuted in theory and are not used in practice, and which I will say and you will say, and those outdated methods that are very "excellent" and outdated. Thorough and meticulous official document materials are the basic requirements for the writing of official documents. After the materials are written, we should pay attention to checking them to see if the meaning of what you want to say and the questions you want to explain have been written, whether there are any missing items, and whether there are any contradictions. In terms of thoroughness, four questions should be noted: Does the timing coincide? Too much work is scheduled at the same time, leaving some work unattended. Is the space crowded? Scheduling too many activities in the same unit or occasion can cause mutual impact. Did the personnel fight? Having the same person participate in more than two activities at the same time can result in the loss of one or the other. Is there a lack of coordination with the work of the friendly neighbor department? Contradicting some of the requirements.

Seventh, change the language appropriately.

In writing official documents, we should pay attention to the proportions of the language, and the standard is tepid. One is that adjectives should be proportionate, and capped and absolute statements should be avoided as much as possible to leave some room for maneuver for the development of the situation. Don't use words that are very emotional, and don't use words that are prone to ambiguity. Words such as "most," "very," "very," and "absolutely" are taboo in written materials, and too many vague words are also taboo. Second, the language should be standardized, and strive to eliminate all typos. Another is to polish the language, try to remove the old-fashioned, dry, and inaccurate words, sentences, words, and words, and replace them with vivid and expressive language. Third, the language should be suitable for the identity of the object. There are some things that can be said by officers and soldiers at the grassroots level, but not by leading cadres; literary works can be written, but documentary materials cannot be used. For example, in some of the remarks after the break, the words were slippery, and the "four or six sentences" were said by the officers and men at the grass-roots level, and the officers and men at the grass-roots level said that they were loved, and the leaders and organs said that they were disgusting. When revising, attention should be paid to the object, and measures should be taken according to local conditions, time conditions, and individual conditions.

One is to change the article yourself, and the other is to change it by others. Self-reform is a painful and difficult process, and we must overcome the idea that "children are always good for themselves" and the idea of "leaving it to the leaders to change."

Overcome the idea of cutting the "tail" for fear of pain. We must have the spirit of reluctance and love, deny ourselves in the process of reform, and improve the quality in the process of negation.

CHAPTER VIII: UNITY AND COORDINATION ABILITY TRAINING

Coordination is an important function of army management, and it is also a regular task for officers. Being good at doing a good job in unity, resolving contradictions, coordinating relations between all quarters, and creating a harmonious internal and external environment are the management qualities that officers should possess. Unity and coordination is a means, a process, an ability of officers, and a kind of learning.

1. OVERVIEW OF COORDINATION

(1) The concept of coordination

Coordination is the alignment of organizations, personnel, and resources to make them work together.

Coordination in management refers to the fact that when two or more organizations and individuals encounter contradictions and need to make interest adjustments, they form an overall joint force through effective adjustment, so that various relationships appear harmonious, cooperative, complementary and unified. The aim is to achieve a coordinated action around the same purpose under the unity of thought and will, so that it can play an appropriate role in exerting the greatest overall strength.

The work of the armed forces is innumerable, and there is a universal and inevitable connection between each task and other work, and if there is no organ or personnel to coordinate the progress of these tasks, there will inevitably be confusion in certain quarters of the army. As Marx pointed out, "Where there is labor carried out by many individuals, the connection and unity of the process must be expressed in the will of a conductor, in various functions which have nothing to do with partial labor but with the whole activity of the factory, just as an orchestra has to have a conductor."

As the commander of the army, the officer must perform the function of coordination like the conductor of the band, so that the whole system can unify the pace and action under the intention of the commander, and work together to realize the commander's determination.

Coordination permeates the entire process of military operations and work.

From its initial state to the end, there is always internal coordination between a work, such as coordination with other departments and work, coordination between upper and lower levels, etc. Therefore, the importance of officer coordination lies in the fact that it is through the specific coordination of every military operation and work that the determination of the chief can be satisfactorily implemented and realized. Without this coordination, it is difficult to achieve the goals of the system smoothly.

(2) Characteristics of coordination

Coordination has the following characteristics:

First, coordination is a social process.

Coordination is a people-centered process of social activities in management, that is, a series of activities between people.

Second, the basic mode of coordination is harmony and regulation.

Third, coordination is an act of purpose.

The greatest purpose of coordination is to ensure the harmonious development of various factors within the armed forces and the armed forces and the social environment, that is, to reduce or eliminate all kinds of contradictions, so that the whole can achieve a high degree of unity, so as to form the greatest overall strength. The main task of coordination is to straighten out the various relations within the armed forces, such as the upper and lower levels, the left and right, and between the armed forces and the external social environment, reduce or eliminate contradictions, and avoid internal friction, so as to form a powerful overall joint force. Coordination is the most important part of the management function.

(3) The role of coordination

1. Integration.

When many forces are fused into a total force, a new force will be generated, and this "joint force" is no longer a simple addition of individual abilities, but a comprehensive amplification of individual abilities.

The army is an armed group that carries out combat missions, and the strength of the army must be the strength of the whole. This kind of overall strength comes not only from the organic combination of manpower and weaponry, but also from the close coordination of various branch systems and combat collectives. War is a contest of the overall strength of the two sides. With the continuous improvement of the degree of modernization of the armed forces, the professional division of labor within the armed forces has become more and more detailed. At the time of World War II, there were only more than 160 technical specialties in the military, but today there are as many as 2,000 to 3,000 technical specialties. If these professions or branches of the armed forces work in their own way, move at different paces, or even hinder each other, it will be difficult for them to form an overall force, even though they are all very powerful. Only through effective organization and coordination, the integration of various forces, and the proper adjustment of the relations between the local and the global, the local and the local, the group and the group, and the individual and the individual, so that they all achieve a high degree of unity, harmonious development, and active coordination around the overall goal, can we accomplish the task and win the battle.

2. Adaptation.

In the course of military management, because the thinking, psychology, and behavior of officers and men sometimes do not completely coincide with the overall goal, and sometimes the interests of the parts are not completely consistent with those of the parts, and even contradictions arise, it is necessary to coordinate the work to adjust the various relationships to the most appropriate state, so that the officers and men can form a consensus in thinking and be consistent in action, and ensure that the entire management activities and the overall situation are full of vigor and vitality and form an overall force. In addition, changes in the objective situation will inevitably have a new impact on the thinking, psychology, and behavior of officers and men, and as a result, there will often be uncoordinated and unbalanced phenomena, and coordination work will take on new adjustment tasks. The process of coordination is actually the process of adjusting people's thoughts, psychology and behavior to be close to the overall goal, so as to produce the overall consciousness and the overall power. Through readjustment and deployment and in-depth and meticulous ideological education, the ideology, psychology, and behavior of officers and men will be brought into a new state of adaptation, and the spiritual outlook of officers and men will be constantly sublimated and constantly developed to a new realm. In the new historical period, the management of the armed forces is confronted with many new situations and new problems, such as the diversification of the composition of the troops, the multi-level cultural quality, the various types of personality characteristics, and the differences in the family economy, which will have a profound impact on the ideological concepts, value orientations, and behavioral patterns of officers and men, and will certainly increase the difficulty of coordinating the work.

This makes it all the more necessary for officers to give full play to the role of coordination in adapting work, to adjust the thinking, psychology, and behavior of officers and men to a state that is compatible with the development of the situation, and to maintain a high degree of centralization and unity in the troops, so as to enhance the sense of mission and responsibility of officers and men, effectively adjust various contradictions, reduce unnecessary frictions and conflicts, enhance the cohesion of the troops, and adapt the management and education work of the troops to the new situation that is constantly developing and changing.

3. Communication.

The coordination work in military management is mainly the coordination of people, that is, the coordination of people's thoughts, psychology and behavior under the guidance of the overall goal; coordination in other areas is also carried out through people. The main forms of coordination and their processes are actually a reflection of interpersonal communication. If there is a lack of communication between the coordinator and the coordinator, or the information conveyed in the communication is not true and timely, it will be difficult for both parties to achieve psychological compatibility and act in unison. The practice of military management has proved that the smoother and more frequent the communication, the more extensive, true, and timely the content of the communication, the more harmonious the people's feelings will be, and the more consistent their thoughts and actions will be. Without communication, there is no coordination. In the management of troops, there are many constraints and communication obstacles, and this requires officers to establish normal and smooth multi-level and multi-dimensional communication relations, strengthen ideological communication, emotional communication, and action communication, and form ideological consensus, emotional resonance, and action consistency in communication.

(4) The purpose and content of coordination

The basic purpose of coordination is to enable all departments of the organs and units of the armed forces to achieve the "three unifications," that is, unity of thinking, unity of policy, and unity of pace.

Unity.

Because of the different specific situations in which they are located, some departments and units often look at problems from different angles, so in their daily work, they often encounter some different ideological understandings and put forward different opinions in combat readiness training, education and management, technical and logistical support, living conditions, and so on. Some opinions may be correct when considering the situation of individual departments or units and the interests of the parts, but their opinions are not feasible when considering the interests of the whole or the overall situation.

This requires a certain degree of coordination to enable all departments and units to proceed from the overall situation and unify their thinking with the overall situation.

Unified policy.

In particular, in some cases, the higher authorities have already made explicit regulations, but a certain department has issued documents that are completely different from those stipulated by the higher authorities. Each sings its own tune and blows its own trumpet, which brings great difficulties to the work of lower-level organs and units, and this is caused by the lack of uniformity in policies. In order to change this situation, it is necessary to coordinate through the command organs of the armed forces and to unify the policies and regulations of the parties concerned.

Moving in unison.

Although the nature of the work and the tasks of the various departments are different, they are interconnected. If the pace of work between departments is not coordinated, it will also affect work efficiency and work effectiveness. If through the coordination of the commanding organs, the different departments can cooperate with each other and support each other in their work, then the work can be carried out smoothly, the quality of work can be greatly improved, and the work tasks can be fulfilled effectively.

In general, coordination generally includes four aspects: the coordination of goals and time, the coordination of goals and space, the coordination of goals and resources, and the coordination of various relationships within the system.

The first is the coordination of goals and time. All military operations and work are objective and temporal, and there is a relationship between the achievement of goals and time constraints. Without the coordination of goals and time, there can be no goal attainment. To complete a task, the first step must be completed within what time so as not to affect the development of the second step task, and each specific task must be completed within what time so that the overall goal can be achieved within the specified time, etc. All of this fully reflects the constraint between goal and time. Therefore, in order to achieve the goals of the system, we must first grasp the coordination between the goals and the time, otherwise, the goals of the system cannot be achieved on time.

The second is the coordination between the target and the space. Whenever a goal is achieved, it is always carried out in a certain space, and the space is the stage for achieving the goal. In order to achieve the objectives successfully, the scope of activities to achieve each sub-goal must be coordinated. Just like a band, everyone can only synthesize a harmonious and beautiful melody if everyone plays in the prescribed position, otherwise, it will be chaotic, and the result is self-evident. It is the officer's responsibility to coordinate the objectives and spaces correctly so that the various parts of the system act in harmony around the same purpose in different spaces.

The third is the coordination of goals and resources. Goal and resource are the relationship between subjective aspirations and objective material bases. Only with a certain material foundation can the goal be achieved. This requires officers to pay special attention to the coordination of objectives and resources in the process of planning and implementing plans. Manpower and material resources should be reasonably allocated according to the priority, urgency, and sequence of tasks, and supplements and adjustments should be made in the course of operations according to specific conditions, so as to ensure that all units (subunits) have the ability to complete their tasks.

Fourth, the coordination of various relationships within the system. In military activities, there are certain and inevitable ties between the higher and lower levels, between various departments (subunits), between various departments of organs, between various departments within organs, and between the armed forces and localities, and so on, and they also check each other. If this relationship is properly coordinated, it will be more efficient and achieve its goals. On the contrary, it is very inefficient and brings difficulties to the achievement of goals. Therefore, in military activities, officers must pay attention to doing a good job in coordinating the above-mentioned relations and resolving contradictions, so that all departments at the top and bottom and on the left and right sides can work actively and actively around a common goal.

2. FOCUS ON DOING A GOOD JOB IN THE COORDINATION OF THE RELATIONS IN THE FOUR ASPECTS

The military is not only an independent group with multiple sequences, levels, and elements, but also a socialized group that is closely related to the external environment. In performing the coordination function, officers are not only responsible for strengthening the close coordination of various factors within the unit and organizing the realization of the goals of the system, but also undertake the function of promoting the coordinated development of the system with the party committees, organs, and parallel organs at the higher and lower levels, as well as the social and environmental factors. It can be said that there is a lot that needs to be coordinated.

It is necessary to give prominence to the key points in the many complex coordination contents, grasp the most basic and important coordination contents, properly adjust various relations, promote mutual unity and cooperation, and form an overall joint force in the building of the armed forces.

Judging from the actual work of the armed forces in the new period, officers should focus on mastering the following four aspects of coordination:

(1) Coordination of interpersonal relationships

Interpersonal relationship refers to the mutual relationship between people that can be directly observed or felt by people in the process of common activities, or called psychological distance. Dredging and coordination ability, mainly refers to the ability to properly handle interpersonal relations with superiors, peers and subordinates, a person needs to deal with these three kinds of people at work, and these people's identity, status, communication needs, psychological conditions and the nature of the work in charge are not the same. Can a person get along with them amicably, cooperate with each other, and be in harmony. Enabling superiors and subordinates to communicate with each other, trust each other at the same level, and work hard in one place is directly related to the success or failure of leadership work. In the real world, a person needs to spend a lot of time and energy to deal with various complex interpersonal relationships. The ability to properly handle interpersonal relationships with superiors, peers and subordinates. We believe that, to sum up, the main thing is to grasp the four links.

1. Respect.

Everyone has the desire to be respected by others, and respect is an affirmation and trust of a person's character, behavior, and ability. Respect for others is also a manifestation of a person's good qualities, including respect for others' personalities, words, manners, habits, and so on. Respect is mutual, and only by respecting others will others respect you. Mutual respect is the most important part of dredging and coordinating all kinds of interpersonal relationships. Only mutual respect can dispel each other's doubts and win each other's trust. At work, whether you are in contact with your superiors, peers or subordinates, you must try your best to respect each other, which is the premise of gaining the trust, help and support of the other party.

Respecting superiors, gaining the trust and understanding of superiors, avoiding "psychological barriers" with superiors, and effectively coordinating the relationship between superiors and subordinates are important prerequisites for superiors to actively help and support their subordinates.

Respect for superiors, first of all, is manifested in "obedience," for the work assigned by superiors to complete to the letter; for the opinions put forward by the superiors, even if you think that something is inappropriate, you should explain it in an appropriate way, and you should not go against it; the work of making decisions made by oneself should be reported to the higher authorities as much as possible, so that the superiors know that they should not "override" the superiors everywhere. It is necessary to make the superiors feel that in terms of major policies, the subordinates are consistent with them, work boldly, stand in a micro position, consider their own work, and stand in a macro position, come up with ideas for the leaders, and think of solutions. Cheerful personality, broad-minded, both principled and style-oriented, to be able to tolerate people, things, and words on non-principled issues.

Respect for peers is manifested in being honest with each other, treating each other sincerely, taking the initiative to communicate, understanding each other, supporting each other, uniting as one, and working together. Distinguish responsibilities in work, grasp proportions, do not fight for power and profit, and do not shirk responsibilities to each other; cooperate with each other, do not accuse each other unprincipledly, or even tear each other down; be strict with yourself, be lenient with others, look more at the strengths of others, look less at the shortcomings, and look more at the shortcomings and less on the strengths of yourself.

Respect for subordinates is manifested in supporting subordinates and affirming their work. The opinions and suggestions of subordinates should be carefully listened to and adopted; the achievements of the subordinates should be affirmed in a timely manner; respect the labor of subordinates and support the work of subordinates; respect each other and treat each other as equals with subordinates in personality and emotion; respect the democratic rights of subordinates, understand, respect, and care for people, consult with the masses in case of problems, speak widely, recruit talents, respect knowledge, care for talents, and pay attention to giving full play to their advantages and strengths.

2. Understand.

The so-called understanding means that we should understand the strengths and weaknesses of superiors, peers and subordinates as carefully as possible, and in our work, we should promote their strengths and avoid their shortcomings. This is an important part of helping the other person to avoid feeling "embarrassed" and to be able to help and support them more effectively.

To understand the superiors is to understand the guiding ideology and strategic intentions of the superiors on the macro and the whole, as well as the differences between them and their own guiding ideologies and intentions on the micro and local levels; understand the working style and living habits of superiors, promote their strengths and avoid their weaknesses.

Understanding peers is reflected in communicating information and coordinating with each other at work.

To understand the subordinates is to understand what help and support the subordinates need for their work; understand the psychological characteristics and emotional changes of subordinates in order to help mobilize their enthusiasm.

3. Giving.

At work, it is important to give the other person the support, help, and trust they want to receive in the way they want most.

The superior most hopes that the subordinate will successfully complete the work tasks assigned by him; the peers most hope to establish a harmonious relationship with each other, and compete in a close and friendly atmosphere; what subordinates want most is the "trust" of their superiors, strong support in difficult moments, enthusiastic encouragement when they are frustrated, and timely rewards after achieving results.

4. Request.

It is impossible for any leader to break new ground alone. He must obtain the support, assistance and cooperation of his superiors, peers and subordinates whenever possible.

This means that there is a need to "take."

When striving for the support of superiors, we should not arbitrarily and blindly put forward such and such non-specific requirements to our superiors, but should understand what superiors can provide and what they are willing to provide. When cooperating with the requirements of the same level, it is necessary to see whether this kind of cooperation brings trouble to the same level and whether it is within the ability of the same level; when asking a subordinate to complete a task, it is necessary to find out what difficulties the subordinate may encounter and whether he can successfully complete it with his strength alone.

(2) Coordination of working relationships

The management of the troops involves all aspects of the work of the troops, some of which are the focus of the overall work, some are the center of the current tasks, and some are the goals of long-term planning, and so on. Although they are different in nature and classification, they are all concrete manifestations of the overall goal of army building in various periods, in various parts, and in various tasks or affairs, and they all need to be carried out by officers one by one.

How to properly handle and coordinate the relationship between various affairs, integrate the work of all aspects, properly bring into play the role of human, material, and financial resources in management, and ensure the coordinated development of all aspects of the troops' work is not only the key to ensuring that the comprehensive building of the troops is carried out in a sound manner, but also an important part of the officers' coordination work.

To do a good job and coordinate the working relationship between things, as an officer, you should grasp four aspects:

First, it is necessary to distinguish between priority and priority and grasp the main contradictions.

Just as Comrade Mao Zedong said: "In studying any process, if there are two or more contradictions in a complex process, we must make every effort to find out the main contradiction and grasp this main contradiction, and all problems will be easily solved."¹

Second, it is necessary to make scientific plans and rational arrangements.

In accordance with the actual conditions of the unit and the central tasks at present, and in accordance with its internal links, the troops should clearly distinguish between the important and the urgent, make scientific plans, make rational arrangements, and make sure that they have a clear idea and preparations in advance, so as to grasp the initiative in the work and prevent the phenomena of "collision" and "disrupted battle" in the implementation of various tasks.

Third, it is necessary to make overall plans and make comprehensive coordination.

While doing a good job in key tasks, officers must give overall consideration to all the work that has a bearing on the building of the troops, and organically integrate the central work with the daily work, the key tasks with the general tasks, the partial construction with the comprehensive construction, and the current and long-term goals, so that they can coordinate and cooperate with each other, so that the progress and pace are in sync, and the management effect of complementing each other can be achieved.

Fourth, it is necessary to strengthen control and ensure quality.

The fundamental purpose of doing a good job in the relationship and coordination between things is to ensure that all aspects of the army's work are comprehensively balanced and develop in an all-round way. This requires that in the process of coordination, while doing a good job in the above-mentioned tasks, officers must carry out timely inspection and supervision in accordance with the requirements of the objectives and strengthen the control of the implementation process.

¹ Selected Works of Mao Zedong, vol. 1, p. 322.

It is necessary to focus on key work, grasp the links, and regulate and control in a timely manner; it is necessary to grasp the transition period of work, the intersection points between units, and other opportunities and parts that are prone to disorder, and coordinate them in a timely manner, so that all kinds of forces and all kinds of work can operate normally and develop healthily in accordance with the set goals and tracks.

(3) Coordination of unit relationships

Coordination between units refers to the management and coordination between parallel units or departments within the military system that are necessarily related but have no administrative subordination. It includes the coordination of relations between friendly neighboring units and departments. The work of the army is like a "big machine," and its operation depends on the organic coordination of "various parts." Only when all units and departments can play their role normally, and can they unite and cooperate with each other and move in unison, can the "machine" of military work give full play to its overall function and can all construction undertakings of the armed forces develop in an all-round way. Any discordant and unsupportive factor will have a direct impact on the performance of the overall functions of the troops' work and the realization of the goals of the troops' construction. In the war years, the interdependence and interdependence between units was extremely prominent, but in the new period of promoting military reform with Chinese characteristics and building an information-based army, the armament of the troops has been continuously improved, the division of labor has become more and more refined, the establishment system has become more rigorous, and the realization of the army's work objectives requires the unity and cooperation of all units, departments, and localities. In particular, information-based warfare has set higher demands on coordinated operations and concerted pace. Strengthening coordination between units and departments is of more practical significance.

In essence, the coordination of relations between units and departments is actually an expansion of the coordination of interpersonal and working relations within the military system, and it is manifested in the form of mutual relations and coordination between organizations as a whole; although they are all within the military system, each unit or department is independent, and the relationship between them is also a free system relationship of a non-statutory nature.

In order to do a good job in the coordination between organizations and groups, officers must pay attention to the following points:

The first is to take into account the overall situation and ignore the gains and losses.

The specific work of all units and departments in the army is an orderly division of labor in the overall task of army building, and their respective work attitudes and work quality not only play an important role in achieving the goal of army building, but also have a direct impact on the smooth completion of the work tasks undertaken by other units or departments. Officers must proceed from the overall situation and the interests of the whole, foster a sense of coordination and awareness of the overall situation, properly handle the relationship between the parts, and sometimes, in order to safeguard the interests of the whole, even if the interests of their own units are damaged, they should also be duty-bound and resolutely obey the orders of their superiors at all costs. It is necessary to resolutely oppose self-centeredness and decentralization, and still more to correct the unhealthy trend of beggar-thy-neighbor and put an end to the erroneous practice of digging each other's "corners" and throwing away "joints."

The second is to pay attention to communication and strengthen exchanges.

Communication is the foundation of trust, the bridge of friendship, only by strengthening mutual communication, in order to have a full understanding and coordination. Therefore, when handling relations between units and departments, officers should, on the one hand, strive to do their own work well and be sure to keep their word and achieve results in their deeds; on the other hand, they should exchange information, actively exchange ideas, learn from each other's strong points and make up for each other's weaknesses, improve together, and develop in a coordinated manner. In order to close the relationship between units, on the basis of mutual communication, it is also necessary to strengthen friendly exchanges between the two sides, such as mutual visits between leaders, social activities between groups, etc., and the harmony of ideology and feelings will inevitably bring unity and cooperation in work. It is necessary to resolutely oppose the erroneous practice of "closing the country to the outside world" and not being convinced by each other and "each blowing its own trumpet and singing its own tune" and overcome the bad work style of "hearing the voices of chickens and dogs and not getting along with each other when they are old and dead."

The third is to treat each other sincerely and take the initiative to cooperate.

The relationship between units is the same as dealing with interpersonal relationships, and they must meet each other with sincerity and cooperate sincerely. It is necessary not only to take a firm stand on issues of principle, but also to seek common ground while reserving differences in concrete work, to speak frankly and bluntly on the premise of respect, and to be upright and open-minded on the premise of trust. It is necessary to resolutely oppose the erroneous practice of coexisting psychological defenses and engaging in "small actions," and overcome the undesirable phenomenon of having different faces but different hearts.

When the other party is in a difficult situation, we should be enthusiastic to help, take the initiative to cooperate, and give full support and help.

There are many ways and means to do a good job in the coordination of relations between units, the main ones are:

The method of planning and coordination is to guide and coordinate actions according to the coordination plan prepared by the superior, so that the work of the unit and department is coordinated with the whole.

The task coordination method is a coordination method that divides it into a number of specific tasks under the overall goal and is completed separately by various units and departments.

The time coordination method is a method in which each coordination object completes the specified actions according to the requirements within the specified unified time, so as to achieve coordination.

The conference coordination method is a method of convening a coordination meeting attended by all parties concerned to achieve mutual coordination through the exchange of information, discussion of proposals, unification of ideas, and clear division of labor.

Contingency coordination method, that is, the method of stipulating that units that do not have a subordinate relationship establish a temporary subordinate relationship at a certain stage or in the performance of a certain task, so as to coordinate actions, etc.

(4) Coordination of military-civilian relations

The officers and men of our army come from among the people, and there is a close relationship between the army and the people's government, the masses of the people, and the families of military personnel. In the new historical period, coordinating the relations between the military and the civilian authorities and constantly strengthening the unity between the military and the government and between the army and the people is of great practical significance and far-reaching historical significance for carrying forward the fine traditions of our army, optimizing the living environment, and promoting the comprehensive building of the army.

Compared with the past, many new situations and new characteristics have emerged in the relations between the military and the government and between the military and the people under the conditions of the socialist market economy, and understanding and mastering these new situations and new characteristics among the officers of the military is a prerequisite for doing a good job in the coordination of relations between the military and the civilian authorities.

First of all, the troops are becoming more and more dependent on the locality, and the task of coordination is more onerous.

On the one hand, the troops' combat training, logistical support, and troop replenishment work are inseparable from the support and cooperation of the localities. On the other hand, we must rely on the support and help of the localities for difficulties such as the discharge of veterans from the army, the resettlement of officers, the employment of family members, and the schooling of children.

Second, the contacts between the military and the civilian authorities are becoming more and more extensive, and the coordinated affairs are more concrete.

In the new historical period, the state has taken economic construction as the central task, and the exchanges between the military and the localities have involved the political, economic, scientific, technological, cultural, and educational fields, showing a trend of multi-channel, multi-level, and diversification, which has increased the scope and complexity of the coordination of relations between the military and the localities.

Third, the relationship between the interests of the military and the civilian sector is becoming more and more prominent, and the issues that need to be coordinated are more complicated.

With the improvement of the country's economic development speed and economic efficiency, as well as the continuous improvement of the legal system, the relationship of interests between the military and the civilian authorities has become more direct, and contradictions and disputes have also increased, and the relations between the military and the civilian authorities have been increasingly influenced and constrained by the relationship of interests. Only by strengthening exchanges and coordination can we properly resolve these problems and contradictions.

Fourth, the task of army building in the new period is becoming heavier and heavier, and the requirements for military-civilian coordination are even higher.

On the one hand, the realization of the goal of revolutionization, modernization, and regularization of our army requires the joint efforts of all officers and men, as well as the vigorous support and help of the government and the masses. On the other hand, in future wars, if our army wants to win a complete victory in the battle against a strong enemy under high-tech conditions, it will also be inseparable from the coordination of the officers and men of the whole army and the unity and cooperation of the local governments and the masses of the people. This requires officers to proceed from a strategic high plane, start with specific work, and do a thorough, meticulous, and down-to-earth job in coordinating the relations between the military and the localities, so as to ensure the realization of our army's construction goals and the victory of future high-tech wars.

The main contents of doing a good job in coordinating relations between the military and the civilian sector in the new period are as follows:

First, it is necessary to do a good job in coordinating military-government relations. The people's government represents the will of the party and the state, and the troops must respect, support, and consciously safeguard the leadership of the people's government, treat each other with sincerity, strengthen communication, and enhance understanding. It is necessary to abide by the laws and regulations of the state and the policies and decrees of the government in an exemplary manner, and take the initiative to integrate these policies and decrees with the rules and regulations of the armed forces to regulate the behavior of military personnel.

It is necessary to support the construction of the government and the localities, ensure that the military and the government are unanimous, and jointly build socialist material and spiritual civilizations.

Second, it is necessary to do a good job in coordinating military-civilian relations. The masses of the people are the "food and clothing" of the soldiers. The armed forces must correct their fundamental attitude toward the masses of the people, respect the people, love the people, rely on the people, always keep in mind the fundamental purpose of serving the people, propagate the masses, unite the masses, and serve the masses. It is necessary to carry out in-depth military-civilian joint construction activities, learn from each other, help each other, and strengthen military-civilian unity. In the course of exchanges, it is necessary to be strict with oneself, embody style, set a good example for the masses of the people, and maintain the good image of our army as a civilized and mighty army.

Third, it is necessary to do a good job in coordinating the relationship between the military and the families of military personnel. The families and relatives of servicemen are not only members of the masses of the people, but also an important factor and force for doing a good job in the ideological and political construction of the troops. Officers should strengthen contact and communication with the families of military personnel, and introduce the work, study, and living conditions of their relatives in the army in the form of visits, letters, and telephone calls in a timely manner, so as to obtain the understanding and support of the military families and relatives for the work of the troops, so that they can take the initiative to cooperate with the troops to do a good job in management and education. It is necessary to give warm reception to the relatives of officers and men who come to the unit, treat them equally, show concern and care, take the initiative to introduce the relevant situation of the troops and their relatives in their service, and assist the troops in doing a good job. Officers should take the initiative to show concern for the law-related problems encountered by the families of military personnel, properly resolve them through various methods, and help officers and men resolve their worries.

3. MASTER THE SKILLS OF COORDINATING RELATIONSHIPS

(1) Skills in coordination with superiors

Comrade Chen Yun pointed out: "The central issue in the leadership style is to correctly handle the relationship between the superior and the lower levels."¹ To do a good job, an officer must first coordinate the relationship with his superiors and pay attention to the skills of communicating with his superiors.

How a junior officer should handle the relationship with his superior leader is a matter of experience, and there is also theory and the art of working together.

¹ Selected Writings of Chen Yun, 1926-1949, p. 154.

Because a leader is the same person, their temperament, character, habits, requirements, preferences, abilities, and so on are all very different, and there are thousands of truths that can be said. However, from the overall observation, it is also possible to find out some universal, regular things to follow in action.

In handling the relationship between officers and their superiors, they need to grasp the following aspects:

1. Obey the leadership of superiors and support the work of superiors.

The relationship between superiors and subordinates is the relationship between the leader and the led, between instructions and obedience, and the subordination of subordinates to superiors is the minimum organizational principle. Both a unit and an organization establish normal organizational relations through the obedience of subordinates to superiors. Therefore, obeying the command of the superiors, safeguarding the prestige of the superiors, supporting the work of the superiors, conscientiously carrying out the tasks assigned by the superiors, completing them on time with quality and quantity, and truthfully reporting the work to the superiors are not only the most fundamental attitude of the subordinates towards the superiors, but also the basic principles for coordinating the relationship with the superiors. To this end, special attention should be paid to the following three points:

First, we must be conscientious. Matters that fall within the scope of one's authority should be earnestly responsible, and strive to rely on the strength of one's own level to properly resolve them, and not hand over contradictions. In case of major problems and special circumstances, you should ask for instructions and report in a timely manner, report the situation with analysis and judgment, and take the initiative to put forward your own solutions to solve the problem. A competent subordinate should also be good at analyzing the situation and looking at problems from the perspective of his superiors, which is very important for profoundly understanding the intentions of his superiors and taking the initiative to coordinate the relationship with his superiors.

Second, don't deal with it passively. The resolutions, directives, and work arrangements of the higher authorities are often formulated based on the overall situation, and as far as a certain part is concerned, they may not necessarily be completely in line with the actual situation of each unit. This requires that the lower levels should proceed from the actual local conditions at that time, and on the basis of not violating the principles of the instructions of the higher authorities, they should come up with specific plans that suit their own actual conditions and implement them. The irresponsible practice of copying and copying is actually a passive response and irresponsible attitude towards the instructions of the superiors. In addition, when subordinates discover that there are some inaccuracies or errors in the resolutions or instructions of their superiors, they should promptly reflect or appeal their opinions to their superiors through normal organizational relations.

Before the higher authorities change their opinions, they can only keep their own opinions, actively obey them in their work, and must not passively slack off their work, disobey the good and disobey the yin, and still less spread dissatisfaction among the masses. With regard to the behavior of individual leaders abusing power for personal gain, they should dare to uphold principles and resolutely resist them in the spirit of being responsible for the cause.

The third is to correctly treat the "low-level" superiors. In actual work, when encountering a "low-level" superior, it is easy to have a disrespectful psychology or a phenomenon of not being resolute in implementing instructions, and even sometimes prefer to watch the superior make mistakes rather than take the initiative to assist the superior in correcting the deficiencies, for fear that the superior will think that he is arrogant and looks down on the leader. Actually, this is unnecessary. Because the level of level is a relative concept, there are various types of people, and everyone has their own strengths and weaknesses, and the same is true for superiors. Therefore, as a subordinate, if it is found that the superior has deficiencies in the handling of certain problems, he should adopt appropriate ways and methods according to the time, place, and occasion, and grasp the "degree" of the role norms between the superiors and subordinates, and try to do "behind-the-scenes" work to make up for the deficiencies. After doing this, and practice proves to be right, then your superiors will not only not blame, but will appreciate you, so that your wisdom can be fully utilized.

Fourth, it is criticized without being in a hurry or complaining. Some officers humorously said: It is common for us to be criticized for our work; if there is no criticism for a while, it is a de facto compliment. If the work is not done well, it is appropriate to be criticized. Sometimes, there are mistakes in the demands and criticisms of superiors. At this time, it is better not to rush into arguments and explanations, but to calm down for the time being, and wait for the atmosphere to ease up a little before making it clear in an appropriate way. Sometimes, the situation is self-explanatory. In this way, it is a good factor for getting along with the relationship in the future.

2. Correctly comprehend the intention and will be an officer.

Leadership intention is the intention and intention of the leader, the leader's understanding of a problem and the intention to solve the problem, and the product of the comprehensive effect of the leader's subjective factors and the objective environment. In coordinating the relationship with their superiors, officers should pay attention to understanding and implementing the leadership's intentions in the following five aspects.

First, comprehend from the direct confession of the leader himself. Leaders generally directly "dictate" or give written instructions to some content that needs to be known and assisted by subordinates. In this case, it is an explicit intention of the leader, that is, an intention that is clearly expressed under normal circumstances, and a lower-level officer can simply act in accordance with the leader's opinion.

Second, comprehend from the indirect confession of the leader himself. A large number of leaders' intentions are often not directly explained, but are revealed or implied in speech and behavior. This requires junior officers to be good at reading words and colors, and to capture the leader's intentions from the information in the problem. The opinions expressed by leaders on the same issue in their speeches on various occasions, the consistent principles and guiding ideology embodied in handling various issues, and the subtle changes in facial expressions revealed when they come into contact with various types of people can all reflect the intentions of the leaders to varying degrees, and the subordinates should pay attention to them.

Third, understand the leader's intentions from other people's feedback. The contact of leaders in various venues and various personalities will leave a certain impression in the minds of the people concerned. Subordinates can fully understand the leaders' anxieties, thoughts, wants, loves, and hates from the feedback information of these people.

Fourth, comprehend the leadership intention from the development and change of the leader's own thinking. Leaders are also living people in real life, and their understanding of things also has a process of development and change from shallow to deep and from low to high. Leadership intentions are not set in stone. The intentions generated by leaders in the process of thinking and brewing before making decisions are characterized by variability. Subordinates must pay attention to capturing the latest cognitive achievements of the leader, and constantly re-recognize, re-feel, and re-understand the leader's intentions.

Fifth, creatively implement leadership's intention. The overall intention determined by the leader for a certain period or a certain work has relative stability. Subordinates must resolutely implement it and must not violate it. In the process of implementing the specific opinions, methods, and steps put forward by the leader on a temporary basis or on a certain task, the subordinate level can give full play to their subjective initiative, proceed from reality, and creatively complete the tasks assigned by the leader. For temporary unexpected situations, alternative methods can be adopted to deal with them flexibly.

Being able to do things, being able to do things, and being able to do things is one of the important criteria for superiors to inspect subordinates. As an officer, you should put your mind into your work, or in other words, in your career, and improve your achievements to win the trust of your superiors.

As an officer, you must first think diligently. We should not be satisfied with "doing what the leader gives you to do well," nor can we just be the kind of receiver and herald who "send documents when they come and send them down with instructions," but should have advanced awareness, foresight and creativity, and always think about what they should do. The situation that the subordinates need can be prepared in advance, the problems to be solved at the grassroots level can be thought of first, and the things that can be done at the level can be done meticulously. When thinking about things, we must keep the overall situation in mind and base ourselves on our own duties. In arranging work, it is necessary not only to be familiar with the requirements of the higher authorities, but also to consider the bearing capacity of the troops, and to be good at concretizing the principles, policies, and instructions of the higher authorities. Not only strategic, but also practical, not lazy, not "shake hands." Consciously do: there is a plan for asking for instructions, there is a basis for reporting work, there are measures to implement the instructions of superiors, and follow the center to make suggestions.

The officer must be able to do things. Work should have the characteristics and style of "fast, accurate, meticulous and practical." "Fast" means to be able to quickly comprehend the intention of the leader, respond quickly and act quickly; work cleanly and resolutely; when encountering difficulties in the process of doing things, we must actively give full play to our subjective initiative and find ways to solve them; there is a "beginning and an end" in the work, and the results of the work are reported in a timely manner. "Accurate" means to provide accurate information, and cannot be ambiguous. To comprehend the intentions of the party committees and leaders, we must not be specious, let alone "crooked monks chanting scriptures" and misinterpret the intentions of the party committees and leaders. "Meticulous" means that the work should be serious and meticulous. Do: consider the problem of multi-directional thinking, put forward a variety of proposals, draft documents repeatedly scrutinized, answer questions to grasp the measure, arrange work to discuss with multiple parties, and evaluate the work not to the extreme. "Detailed," it is also necessary to pay attention to some policies and work that are of a strong operational nature, promptly explain the policies and regulations to the leaders, explain the relationship between the advantages and disadvantages, and remind the leaders to make prudent decisions. "Practical" means that the work must be solid, "in place," and implemented. Officers must have the idea of being willing to be an unsung hero, do their work without trying to be famous, say less and do more, work silently, sum up experience without mixing water, reflect the situation without personal grievances, do not regard plans as results, do not regard predictions as reality, and do a good job step by step.

Officer, you have to be able to pretend to be a worker. On the one hand, they are tight-lipped about confidential matters. Confidentiality should be a matter of professional ethics for officers. It is necessary to strictly observe political discipline, organizational work discipline, cadre work discipline, propaganda work discipline, reconnaissance work discipline, and mass work discipline, and not to tell secrets that should not be said, secrets that should not be asked, and secrets that should not be seen. Officers should resolutely oppose and resist liberalism and refrain from spreading gossip, especially when it comes to differences between leaders and some of the leaders' evaluations and views on their subordinates.

Officers should dare to do things. In dealing with and handling affairs, there are many things that are beyond foresight, beyond their duties, and difficult to predict. Whether to push up and down and go around these things, or to take the initiative to attack and face the top, this not only reflects the work level of the officers, but more importantly, it is a test of the officers' sense of responsibility and work attitude. A competent officer must insist: not afraid of contradictions, dare to rush to the front, and become the target of public criticism; is not afraid of losing face, and he doesn't care about personal grievances; not afraid of offending the wicked, leaving their own honor, disgrace, fame and fortune behind; I'm not afraid to find trouble, break my legs, wear out my mouth, and be willing to be hungry. To do this, you should ask yourself: to be responsible, and not to turn back. No matter how difficult things are, you should stand up without hesitation. Talk about quality, take the lead. At critical moments, officers should charge into battle, which is not only their duty and obligation, but also a test of their quality. When it comes to art, there is a source left and right. In dealing with problems, we should not only stress principles, but also stress flexibility, and apply laws according to people and things. Talk about the spirit and dare to touch the hard stubble. Otherwise, if you blindly pursue harmony and value it, others will not take you seriously, coordination will be pale and weak, and you will be indecisive, and you will not be able to solve any problems and accomplish anything.

3. Be good at taking advantage of superiors and take the initiative to seek support from superiors.

In addition to the quality and efforts of the subordinates, the subordinates can achieve achievements in their work and the size of their achievements, which are also closely related to the support of their superiors. Whether or not you can get the recognition and support of your superiors for your work depends on whether your subordinates can keep your superiors informed of your work. When seeking support from superiors, subordinates should pay attention to three issues:

First of all, it is necessary to accurately understand the intentions of the superiors. When listening to the conversation of the superior, the subordinate should not only listen to everything the superior says, but also be good at grasping the spiritual essence of the superior. When some superiors are not very satisfied with a certain work of their subordinates, in order to protect the enthusiasm of their subordinates and consider the effect, they often use implicit methods to point out to their subordinates. Subordinates should be good at "listening to feelings," "listening to reason," and "listening to sounds." If the subordinate does not hear the meaning, he does not understand the intention of the superior. A wise subordinate is often able to fully understand the superior's intentions based on the superior's strengths, analyze what support and help the superior may provide, and make a request for help in a timely and appropriate manner.

Second, it is necessary to be flexible in the way of reporting. In order to seek support from superiors, subordinates always have to report to their superiors to understand the nature and importance of their work. However, reporting is artistic, and not paying attention to the way and proportion of reporting not only makes it difficult for superiors to understand their work, but also sometimes makes superiors have a bad impression of their subordinates. For this reason, when reporting, it is necessary to adopt different methods and grasp different proportions according to the strengths and characteristics of the superiors, so as to obtain the satisfaction and greatest support of the superiors. For example, for the business scope that the superior is proficient in, the report should be concise and to the point, with less explanation and more facts; for the business scope that the superior is not familiar with, the report should be detailed and thorough, no or less professional jargon, explain patiently, and use charts or data as much as possible.

Third, it is necessary to adapt to the work style and characteristics of the superiors as much as possible. Understanding the working style and living habits of superiors and adapting to the personality and work style of superiors is an important way to improve work efficiency. For example, some superiors like to listen to oral reports when listening to reports from subordinates, while others are happy to read written reports; some superiors attach importance to doing things according to the rules, while others pay attention to affection; some superiors are clean and neat, and some are cautious and steady; some superiors are democratic, self-humble, and approachable, while others are more arbitrary, self-confident, and more serious. As a subordinate, we should focus on the characteristics, adapt measures to the conditions of the person, give full play to the strengths and avoid the weaknesses, and actively adapt to the typical characteristics of the superior leaders while adhering to certain principles and routines, so as to obtain the trust and help of the superior to the greatest extent.

4. Treat superiors equally, and be considerate.

The relationship between the subordinate and the superior is actually the relationship with the superior leadership collective. To correctly handle relations with higher levels, we must proceed from the revolutionary cause and work, treat the members of the leading collectives at higher levels equally, be sparse and thorough, and establish and develop normal and healthy relations between superiors and subordinates in accordance with normal channels. In front of the superiors, we must insist on being an upright person, be cool-headed, handle things cleanly and neatly, and work vigorously and resolutely. If a subordinate proceeds from personal self-interest and puts his foothold on the basis of being too close to individual superior leaders, and is too intimate with some leaders and too distant from others, it is easy to deteriorate the relationship with superiors and will also lead to distrust of colleagues. In fact, abnormal intimate relationships are fragile and can easily be destroyed by individual incidents.

To correctly handle the relationship with the leading collectives at higher levels, we should pay attention to the following five aspects:

First, the organization should be the same. The subordination of subordinates to superiors refers not only to the obedience of superior leaders, but also to the obedience to superior leaders. Therefore, all their superiors, no matter what type they belong to, should resolutely obey and obey the command. If you only obey your superiors who are in line with your wishes or have close relations, but are unwilling to listen to what your superiors say that do not conform to your wishes, are unwilling to do the tasks assigned to them, or even refuse to accept them and openly confront them, this will not only violate the organizational principle of subordinates obeying their superiors, but will also be useless in your work. In the troops, especially in a war environment, this is absolutely not allowed.

Second, treat them the same way. Some people are very enthusiastic about the two chief officials, to the superiors in charge of themselves, and to the superiors who think they are "useful," but they are indifferent to the deputy positions, to the superiors who are not in charge of themselves, and to the superiors who they think are "not needed." This attitude of "watching others serve the food" is very harmful and should be resolutely abandoned.

Third, be equally supportive at work. As a subordinate, we should give resolute support to all the work promoted and advocated by the leaders at higher levels, and actively complete the work assigned to them, and we must never allow us to proceed from our personal likes and dislikes and vigorously support the work of some superiors, while we should stand idly by and watch the tasks assigned by other superiors, or even solve problems or dismantle them.

If you have such an attitude, not only will the relationship between your superiors and subordinates be poor, but your work will inevitably suffer.

Fourth, it is necessary to report on work in accordance with the authority and procedures. Higher-level leaders have a clear division of labor in their work, and lower-level leaders should report their work in accordance with their authority and procedures, and they should find whoever belongs to them. It is mainly necessary to follow the procedure or sequence of asking for instructions and reporting in accordance with the procedure or order of the direct superior first, then the higher level higher, the superior in charge first, and then the superior who is fully responsible, and should not bypass the comrades who are specifically responsible and go to the two chief officers, still less should we go to the principal leader when a certain superior disagrees with the question, and then go to the principal leader without mentioning the statement of a certain leader. Lower-level officers should be loyal to the leader's intentions in handling affairs, and should not arbitrarily increase or decrease according to their personal preferences, add to the problem, and do things out of shape; nor should you complicate things by asking the opinion of another leader while carrying out the instructions of one leader. This will not only not help solve the problem, but will also cause misunderstanding and contradictions among the leading comrades.

Fifth, take into account the overall situation and not get involved in contradictions. In real life, there is often such a problem, that is: when several superior leaders have differences of opinion and personal contradictions, what should the junior officers do? Needless to say, there are sometimes differences and contradictions among leaders, especially among middle and lower-level leaders. In this case, it will be very difficult for the junior officers to be caught in the middle, the so-called "immortals fight, mortals panic." However, there is a principle here: junior officers cannot and are not allowed to intervene in disagreements and contradictions between superiors in private or in their work. The intervention of subordinates in such disputes as superiors, supporting one side and opposing the other, will not only be of no benefit, but will also make things more complicated. Junior officers cannot say words that are not conducive to unity among the leaders. If they cannot avoid it, they can only say that it is inconvenient for the lower levels to say anything about matters between leaders, and they hope to put the interests of the party and the army first, understand each other, and do a good job in unity. It doesn't matter whether this is a "peacemaker" or not, what matters is that a subordinate is a subordinate rank, and the principle of a subordinate officer is that he must not intervene in contradictions and disputes between leaders. If there are differences in work among leaders, and when it comes to the time when a junior officer has no choice but to implement it, he can only implement the opinions of the main decision-makers in accordance with the organizational principles.

5. Face up to the contradictions and handle them correctly.

It is inevitable that contradictions or conflicts will occur between superiors and subordinates in their work, but when contradictions arise, subordinates should face up to the contradictions, take the initiative to coordinate, and handle them correctly. In particular, when the higher-level measures are inappropriate and bring difficulties to the work at the same level, the subordinate should keep a clear head, conduct an objective analysis of the cause of the contradiction, and must not be hot-headed, act recklessly, and lose organizational principles. If it is indeed the responsibility of the superiors, when they have opinions on the superiors, they should reflect them in accordance with the organizational principles, be above board, and put the problem on the table. Here, the whole art is to choose the right time, occasion, method and grasp one's attitude and "role" position. Don't get confused. Otherwise, not only will it not help, but it will aggravate the contradictions and bring greater difficulties to the work.

(2) Skills of coordination with peers

The peer relationship is a relationship of division of labor and cooperation. When dealing with the relationship between peers, we should follow the principles of mutual respect, mutual support, mutual understanding, active cooperation, strict self-discipline, and leniency towards others, and work together with one heart and one mind to complete the tasks assigned by the superiors. However, it should also be noted that there are still problems of competition among peers in terms of power, status, interpersonal relations, work performance, and reputation, and there are often conflicts in interests, values, and feelings. Therefore, it is necessary to pay attention to the way, method and art when coordinating and dealing with peer relations.

1. Treat each other with respect and sincerity.

Although there are differences in age, qualifications, experience, and cultural literacy between peers, everyone is an equal comrade. Therefore, mutual respect, mutual trust, and sincere treatment among peers are an important basis for doing a good job in mutual coordination and cooperation.

The first is to respect peers. Respect is manifested both in self-esteem and in respect for others. If we are self-righteous and hurt the feelings and self-esteem of others in our interactions with our peers, it will make the other party feel disgusted and affect coordination and cooperation.

The second is not to overstep the bounds. Within the same leadership team or in different departments of the same organization, each officer has his or her own clear line of responsibility.

If the leader goes beyond his or her own scope of authority and arbitrarily interferes in the work within the authority of other leaders at the same level, especially the more sensitive work, such as personnel adjustment, it will make people feel disrespected, and even have the idea of being "seized" by others, which will greatly damage the self-esteem of others. Therefore, peers should do their own work in strict accordance with their responsibilities and division of labor, so that power is not contested, responsibilities are not pushed, and benefits are not grabbed.

Third, it is necessary to take the initiative to cooperate with the work and solve problems through consultation. Whether or not peers can take the initiative and be enthusiastic in cooperation or negotiation is a measure of whether both parties really respect or falsely respect each other. For work with vague responsibilities or close contacts, we should take the initiative to cooperate and cooperate sincerely; when colleagues encounter difficulties at work, they should take the initiative to solve problems; when the other party makes mistakes and mistakes, they should take the initiative to help remedy it, and they should not fall into the trap and take the opportunity to dismantle the platform.

2. Trust each other and take the initiative to communicate.

Mutual trust and mutual suspicion are the basic requirements for handling the relationship at the same level. Comrade Mao Zedong once said that support, friendship and understanding are more important than anything else. Trusting others and being trusted by others is the embodiment of a manager's good character. Therefore, in their dealings with their peers, officers must act with public integrity and establish a relationship of mutual trust.

First of all, we must keep our words and do what we do. Trust is generated in mutual interactions, and only when a person stands upright, acts rightly, does what he says, and is consistent with his words and deeds, can he give the other party a sense of trust and expect to be trusted by others.

Second, trust the other person. Believing in the personality of the same level, trusting the ability of the same level, not being suspicious in case of trouble, and not being able to speculate on the other party based on their own subjective assumptions, this is the minimum requirement for trusting the same level.

Third, it is necessary to correctly treat the outspokenness and truth of oneself at the same level. If you have heard it, you will be happy, if you have it, you will change it, if you don't, you will be encouraged, and you will not have resentment and no accounting.

Mutual trust between peers is gradually established in the course of work exchanges. For this reason, it is necessary to pay attention to emotional communication between peers. If the relationship between peers is harmonious and there is no "psychological defense" for each other, conflicts can be effectively prevented and reduced, or even if contradictions or conflicts occur, they can be easily resolved.

In the communication between peers, first, we must be good at active communication. In practice, any officer who is good at active communication is easily understood and trusted by his peers. On the contrary, if they "have their own hearts" or "the voices of chickens and dogs hear each other, and they do not get along with each other," they are prone to contradictions and conflicts. Second, we must be good at understanding others. In case of trouble, we should put ourselves in the other party's position to observe, think, figure out, and experience, "in exchange for your heart like my heart," and gain the understanding and trust of the other party in the process of understanding the other party. Third, we must be good at taking the initiative to communicate with each other. In peer-to-peer exchanges, differences sometimes arise due to inconsistent views, opinions, and attitudes on certain issues, and even quarrels. In this case, first of all, you should control your feelings, never be emotional, let alone return the color; second, it is necessary to take the initiative to find the other party to communicate with each other, exchange opinions calmly and honestly, and pierce the "window paper" that blocks the emotional exchanges between the two sides, so as to communicate ideas, resolve contradictions, and strengthen unity. Fourth, we must overcome jealousy. Competition at the same level is an objective existence, and you must have a mind that accommodates others, and you are not afraid of others surpassing you. If you are afraid that others will surpass you, suffer from gains and losses, and be jealous of your abilities, once you find that others are better than you in some aspects, you will be jealous and tear each other down, and the relationship between peers will become tense, and your work will also be affected and lost. The correct attitude should be to learn from each other, learn from each other, and make progress together.

3. Centering the degree and maintaining unity.

When contradictions and differences arise between a leading body and an organ or department, and there are various opinions and confrontations, as an officer, we must neither "watch from the sidelines" nor "make peace with the mud" in an unprincipled manner, still less can we "add fuel to the fire" and lead to new differences or contradictions; instead, we must be honest and straightforward, enthusiastic but not out of shape, humble but not false, cautious but not rigid, self-confident but not arrogant, mediate contradictions, and maintain unity on the basis of truth and principles.

(3) Coordination skills with subordinates

The development of all kinds of work for officers depends not only on the quality of the officers themselves, but also on whether they can win the support and support of their subordinates. Therefore, coordinating the relationship between superiors and subordinates is an important task for officers.

To deal with the relationship with the subordinates is to deal with the relationship between the leader and the led, and here there is a question of the art of leadership. Wise leaders are often not satisfied with a certain experience, but prefer to understand and control the laws of leadership activities. They know how to combine leaders, commanders, and demands with respect, trust, and care for people, and they are more aware of the distance between expectations and fulfillments, the magic of psychological deterrence and psychological communication, and the mystery of talent competition and talent complementarity.

How do officers coordinate their relationship with their subordinates?

1. Be fair, equal and democratic.

The so-called justice is fairness, decency, and a bowl of water. Because the subordinates faced by officers are not one person, but a group of people. It is very important that each level of leadership should evaluate its own subordinates, and that each person's strengths, weaknesses, and hobbies should be well understood. But don't forget, you are a pair of eyes to assess so many subordinates, and so many pairs of subordinates are evaluating you all the time. Your every word and deed, every move is in the assessment of your subordinates, and every time you do something unjust, you will lose a weight on the psychological balance of your subordinates. As soon as you do a few unjust things, your prestige in the eyes of your subordinates will plummet. Therefore, to coordinate the relationship with subordinates, justice comes first.

The so-called equality has two meanings: one is equality in front of the truth. No matter who made this opinion, as long as it is correct, obey it, which is obedience to the truth. Emphasizing equality before the truth, we cannot engage in "power truth." "Power truths" often bring losses to careers. The second is equality of personality. The level of the position is only different in the division of labor, and the superiors and subordinates are all equal in personality. Some leaders, especially those who have been in charge of a unit for a long time, sometimes ignore this problem and think that they are kind to those who have been cultivated and promoted by themselves, and they will often come and go as soon as they are recruited. Sometimes they reprimand them regardless of the occasion, and even say things that are detrimental to their character. Actually, this is very inappropriate.

No matter how deep your affection for them is, once it damages their personality and dignity, your subordinates will be dissatisfied and even rebel. If a leader works in a unit for one year, two years, or three years, if no one gives you advice and points out your shortcomings, then you may be out of the masses. To err is human. If there are issues, and you don't hear it, it's that people don't want to say it, aren't willing to say it, or don't dare to say it. Don't want to say it, aren't willing to say it, aren't willing to say it is being afraid of trouble, and don't dare to say it is afraid of your retaliation. Therefore, "the style of treating people equally is an important aspect of the leader's coordination with his subordinates."

Democracy is the basis for the correct leadership of the Communists. Whether or not the higher-level organs have a democratic style of work is the key to whether or not they can properly coordinate the relationship between the lower levels. If an officer's democratic style is good, the emotional distance between your subordinates and you will be shortened, you will dare to tell the truth, and you will be willing to tell the truth, and you will be able to be deaf and clear-sighted.

2. Build friendship and trust with your subordinates.

Friendship and trust between superiors and subordinates are more precious than anything else. With true friendship and trust, we can work together for the same goal.

How can superiors build friendship and trust with their subordinates?

One is when subordinates encounter difficulties. This difficulty includes both work and family aspects. People who have difficulties want to be cared for and helped by others, especially their superiors. At this time, if you can lend a helping hand to your subordinates to overcome difficulties and solve problems, your subordinates will thank you from the bottom of their hearts, and friendship between superiors and subordinates will be easy to form.

The second is when subordinates are wronged. Your subordinate is a talent, and the talent is often outstanding, with insights beyond ordinary people, and is not accepted by people for a while. In short, when the lower level is excluded and wronged, if you can start from caring for the subordinates and caring for the talents, dare to speak out and uphold justice, your image in the minds of the subordinates will be high, and the subordinates will never forget you, and this friendship is long-term and strong.

The third is when the subordinates make mistakes. People who make mistakes want the most care and help from others. At this time, if you can help your subordinates to recognize their mistakes, actively create conditions for them to have the opportunity to correct their mistakes, and trust comrades who have already recognized their mistakes, your subordinates will thank you from the bottom of their hearts, and you will establish a strong friendship with your subordinates.

3. Master the art of balance, elastic control, and distance.

First, the art of balance. The subordinates faced by officers were not one person, but a group of people. If you have a good relationship with one or two of your subordinates, you can't be considered to be in harmony with your subordinates, you must have a good relationship with each of your subordinates, and that is the real coordination. Therefore, equilibrium has two meanings: one is to balance the equidistance of space. Leaders treat their subordinates equally. If you engage in intimacy and alienation, it is often a kiss and a group of alienations. In particular, don't let your subordinates feel that he was beaten by you "another book." Once this happens, it is impossible for the subordinates to coordinate with you. The second is the integration of balanced psychology. If there is an equidistance between the upper and lower levels, there will be psychological integration, and the subordinates will work hard with you and work hard for a common goal.

Second, the art of elastic control. There is a spring between the upper and lower stages, which can be tight or loose. If it is tight, it will be tight, and if it should be loose, it will be loose. There are two superiors, A and B, A hands over the task to the subordinate, and at the same time hand over the method, when to complete, with what method to complete, a total of several steps, each step needs to pay attention to what problems, consider very specific, each step must be reported to him. And B only hands in the task to the subordinate, not the method. The method is the business of your subordinates. The superior only grasps two things: one is to remind you in time when you deviate from the direction; second, when you encounter difficulties, your superiors use their power to support them in a timely manner. For such two superiors, we advocate the B approach. And not in favor of A's approach. Because A is a kind of nanny-style leader, the subordinates become puppets and have a sense of control. B is a democratic style of leadership, and subordinates have a sense of autonomy. Subordinates are happy to work under the leadership of such superiors, and the relationship will be more harmonious.

Third, the art of distancing. Earlier, we emphasized that superiors should build friendship and trust with subordinates, and that this friendship should be maintained within comradeship. "Comrades" are the noblest in our party. Some people may say that they want to go beyond comradeship with their subordinates. But you have a comradeship with your subordinates Zhang San and Li Si, and it is impossible for you to transcend your comradeship with all your subordinates.

Then you will have a problem with the balance again. You will inevitably be close to some subordinates and alienate other subordinates. In addition, if your subordinates are of the opposite sex, they should pay more attention to keeping a certain distance so as not to cause some unnecessary misunderstandings and discussions. Therefore, the relationship between superiors and subordinates must be mastered at a certain level of "intimacy."

First, pay attention to the consistency and persistence of intimacy. In getting along with subordinates, we must insist on treating everyone equally, not distinguishing between each other externally and relatives internally, and not behaving in a hot and cold manner due to the influence of the outside world or personal emotions. Some cadres have no intention of favoring one over the other, but in their actual work, they inevitably like to come into contact with subordinates who have similar hobbies and temperaments, and inadvertently neglect another part of their subordinates. Therefore, we should adjust ourselves appropriately, pay attention to increasing our interactions with subordinates whose personalities and hobbies are different from our own, especially for those subordinates who have opposed ourselves and are wrong, we need to exchange feelings frequently to prevent unnecessary misunderstandings and estrangements.

Second, we should pay attention to the principle of intimacy. Intimacy cannot be equated with accommodating care. Blindly accommodating some unreasonable and even unreasonable demands of subordinates and substituting feelings for principles will vulgarize pure comrade feelings; in the long run and in substance, they will lead subordinates into a "misunderstanding" in their interactions, and use the principle of abandonment to maintain "feelings" with subordinates; although they serve as a starting point for a while, after a long period of time, the "emotional edifice" will inevitably fall apart and affect the relationship and work between superiors and subordinates.

Third, it is necessary to maintain a certain "distance." There is generally a certain distance between superiors and subordinates, which is objective. The magnitude of the distance indicates the density of the relationship between the upper and lower levels. If the distance is too large, the subordinates will stay away from the superiors. If the distance between the superior and the subordinate disappears completely, to the point of integration, the attraction and influence of the superior to the subordinate will also disappear. Distances with degrees are a beauty. For the attraction and influence of superiors over subordinates as two separate personality entities can only exist if they maintain a certain distance from each other. Therefore, no matter what kind of subordinates an officer has, even if he is an old friend, an old classmate, or an old subordinate, he needs to keep a certain distance. The size of the distance should be limited to the dignity, authority, and attractiveness of the officer.

CHAPTER IX: SELF-MANAGEMENT AND REGULATION ABILITY TRAINING

Whether an officer can independently complete the tasks assigned by his superiors, whether his work can be trusted and praised by the leaders and organs at higher levels, whether he can be trusted and supported by his subordinate units and subordinates, and whether or not he can be trusted and supported by his subordinate units and subordinates, and whether or not he can manage himself and control himself or herself is an important and decisive factor. It can improve the external image at the same time, strengthen the internal skills, so as to cultivate a good psychological quality and strong will, correctly treat and deal with good times and bad times, and maintain a positive mental state. Self-management and self-control are very rich in content, and there are various methods and ways to improve self-management and self-control. This chapter focuses on three aspects: self-restraint, self-regulation, and self-motivation.

1. SELF-RESTRAINT

The status and role of officers in the military requires officers to have a strong ability to exercise self-restraint. Self-restraint is not compulsory, but a process of self-voluntariness, self-awareness, self-correction, and self-improvement.

(1) "Prudence and independence"

The so-called "cautious independence" refers to the fact that people can still adhere to noble moral beliefs and consciously act in accordance with social moral principles without doing bad things when they are alone in their activities, unsupervised, and have the possibility of doing all kinds of bad things and will not be noticed.

"Prudence and independence" is not only a method of moral cultivation, but also a very high moral realm through the formation of moral beliefs through moral cultivation. In his book "On the Self-cultivation of Communist Party Members," Liu Shaoqi paid special attention to the analysis of "prudent independence." He fully affirmed the rational factors of "prudence and independence" and pointed out: Communist Party members should consciously establish the conviction of fighting for the interests of the party and the revolution all their lives, overcome selfishness for this purpose, and abandon their personal gains and losses and worries. We should be able to "be cautious and independent and not do anything bad when we work independently, have no supervision, and have the possibility of doing all kinds of bad things," and strive to become the most honest, frank, and "unspeakable Communist Party member."

"Prudence and independence" is also of special significance in the moral cultivation of officers, because the following reasons are:

Only through "prudence and independence" can we truly cultivate noble moral sentiments. As a method of moral cultivation, "prudence and independence" not only emphasizes the importance of moral conviction and shows that moral cultivation should be carried out under the guidance of correct moral conviction, but also requires that people's moral cultivation must work "hidden" and "micro," and that it is necessary to start from the hidden place bit by bit, which is in line with the law of people's moral cultivation. As the saying goes: "If you don't accumulate cool steps, you can't go a thousand miles; if you don't accumulate a trickle, you can't become the sea." "The embankment of a thousand miles collapsed in the anthill." Only by regulating ourselves everywhere, starting from little by little, accumulating small good, abandoning small evils, and always being vigilant and cautious, can we constantly improve our moral level and become a person with noble moral sentiments. Accumulating small goodness to become great virtue, and seeing the spirit in the subtle places is the universal law of the growth of virtuous people in ancient and modern China and abroad. A person's moral cultivation can gradually form a noble moral character through "prudence and independence," focusing on the big picture, starting from the small, not taking the evil as small, not taking the good as the small, not doing the good at the small, not taking the hidden place and acting arbitrarily, and being strict with himself at all times, everywhere and in everything.

Only by attaining "prudence and independence" can we truly and brilliantly accomplish all the tasks undertaken by officers. Moral cultivation is not only to cultivate everyone's excellent moral character, but more importantly, to inspire the spirit of soldiers and go all out to devote themselves to their work. This is the fundamental purpose of moral cultivation. As a state of moral cultivation, "prudence and independence" has a close relationship with whether or not officers can accomplish various tasks.

Officers, whether on the battlefield where war is raging, or in an environment of peaceful life, whether they are within the army, or when they go out to perform tasks, will have their own independent and responsible work and tasks. In this case, the choice of life and death, the temptation of money, the seduction of hue, and fame, fortune and power are all severe tests for officers. If officers fail to consciously attain the realm of "prudent independence," they will do things that endanger the interests of the party and the people, and they will even be bribed by the enemy, directly endangering the security of the party, the state, and the army. Therefore, officers should not only consciously cultivate themselves in the collective life of being supervised, but more importantly, they should also consciously adhere to the moral realm of "prudence and independence" when there is no supervision. Moreover, this kind of behavior of consciously abiding by the moral norms of revolutionary military personnel without supervision is more valuable and of greater significance.

Consciously cultivating the realm of "prudence and independence" and enhancing the consciousness of moral cultivation and practice are long-term tasks in the process of cultivating officers' moral character. The first thing here is to abandon selfish distractions and overcome individualism. People with serious individualism often regard the special interests of the individual as the fundamental starting point and the end result, regard the special interests of the individual above everything else, put them above the interests of the armed forces and the interests of others, regard the interests of others and the interests of the whole only as a means to realize their personal interests, and do not hesitate to violate, damage, or sacrifice the interests of the public and the interests of others for the sake of their personal interests. Therefore, if a person is burdened with the burden of individualism, he will inevitably suffer from gains and losses, be greedy for life and fear of death, short-sighted, and calculating, and it is impossible for him to be "cautious and independent."

(2) "Discretion"

"Prudent power" means to treat the power in your hands prudently. Power can ennoble or degenerate. As military officers, although some comrades do not hold high positions and do not have much personal power, because of their special posts, they often represent the intentions of the leaders and carry out the decisions of their superiors. Therefore, as an officer, every comrade is faced with the problem of "prudence in power," just as Jiang Zemin emphasized in his article "Leading Cadres Must Stress Politics":

"Regardless of their positions or the length of their party years, if they give up the transformation of their world outlook, deviate from the purpose of serving the people, and use the power given by the party and the people as a means to seek personal gains, they will be ruined."¹

How can we be "prudent"?

"Always think about why you are part of the revolution. What should one do as a cadre now? What should one leave behind in the future? This is one thing that Jiang Zemin has repeatedly asked of leading cadres, and he stressed: "We must continue to raise this issue, and leading cadres at all levels must think about it often, repeatedly, and deeply."² This question should not only be pondered by leading cadres from time to time, but also by officers and made resounding answers with actions.

Chen Yun once said: "Are you here for the revolution or for being an official? It is also easy to answer this question. At first, he came to the revolution, and then he became a revolution and an official, both a revolution and an official. Later, the officials became bigger and bigger, and the smell became bigger and bigger, and some people only wanted to be officials, and they didn't want to make a revolution anymore, and they forgot about the revolution."³ This passage of Chen Yun is very helpful for us to think about the "three thoughts." "Why do you participate in the revolution?" talks about the original intention of the revolution; "What should be done as a cadre now" is about reality; "What should be left behind in the future" is about historical evaluation. As a true communist, the red line of "serving the people wholeheartedly" should run through it. Since its birth, the Communist Party of China has declared that its purpose is to work for the interests of the vast majority of the people. This has determined that officers should regard serving the people as the starting point and the end result of handling affairs and using their powers. Practice tells us that whoever thinks deeply about this issue, solves it well, and has a firm ideological root, will be able to stand firm in the face of the tests of life and death, gain and loss, honor and disgrace. Whoever neglects to think about this issue and does not solve it well will forget the party's purpose, deviate from the original intention of the revolution, and lose the party's spirit and personality. Over the past few years, in the face of all kinds of tests brought about by social changes and in the face of all kinds of temptations of power, money, and "wine and money," the vast majority of cadres have done a relatively good job of maintaining political sobriety and firmness and moral integrity, and have been able to use the power in their hands prudently.

¹ Jiang Zemin, "On Party Building," Central Literature Publishing House, 1st edition, November 2001, p. 184.

² Qiushi, No. 16, 2001, p. 16.

³ Selected Writings of Chen Yun, Vol. 2, People's Publishing House, May 1995, 2nd edition, p. 231.

But there are also quite a few problems. Some of them have weakened their political concepts, have doubts in the depths of their minds, are not noble enough in their pursuits, and their revolutionary fighting spirit has declined. Some run for official positions and chase fame and fortune; some believe in hedonism and follow the style of luxury; some of them have a floating style of work, only think about their own promotion, fail to grasp the situation at the grassroots level in a timely, comprehensive, and accurate manner, do not listen to the voices of the masses, do not care about the weal and woe of the masses, and are unable to come up with effective countermeasures in the face of new contradictions and new problems that are constantly emerging. Some exchange power for their own selfish interests, use power to satisfy their own desires, and so on. Through these questions, we can see that Jiang Zemin's "three thoughts" are very pertinent and of practical guiding significance. The main purpose of the "three thoughts" is to solve the problem of "what kind of official to be, how to be an official, and how to use power." In the process of "thinking about it," it is necessary to take the requirements of the "three represents" as a mirror and check them one by one in terms of political quality, ideological realm, and party spirit cultivation. Only when we think clearly can we not be confused in practice.

The most direct manifestation of whether an officer has often and repeatedly thought about the "three thoughts" and whether he has thought deeply is to see whether he has a good mental state in his work. Comrade Jiang Zemin emphatically pointed out: Maintaining a good mental state of perseverance and perseverance in the whole party and working hard is a major issue that has a bearing on the party's cohesion and combat effectiveness, on the relationship between the party and the masses of the people, and on the success or failure of our cause. All comrades in the party, first of all, leading cadres at all levels, must devote themselves to all work with such a good mental state. In the new century, in the face of the new situation and new tasks, only when officers have a good mental state can they make a difference on the road of development where opportunities and risks coexist and difficulties and hopes coexist, and can they constantly open up a new situation in all aspects of work. People need to have a little spirit. The spirit mentioned here is the inner spiritual support and driving force of people, and it is a mental state. The great cause needs and will produce a noble spirit, and the noble spirit supports and promotes the great cause. To implement the strategy of strengthening the army through science and technology, to strengthen quality building, to accomplish the dual historical tasks of mechanization and informationization, and to realize the leapfrog development of our army's modernization, this is a magnificent undertaking full of hardships and creativity, and it still needs spiritual support and tremendous spiritual motivation.

Why do some comrades do the same work very well, while others do it in general? Why do some comrades grasp the unit very well under the same conditions and the quality of personnel, while others do not? There is a difference in experience and ability, but the key is a matter of dedication, responsibility and mental state. In order to maintain a good mental state, it is necessary to attach importance to reality, tell the truth, do practical things, and seek practical results, adhere to high standards of work, and devote ourselves to the implementation of various tasks. In accordance with the requirements of the "three represents," we should invigorate the revolutionary spirit, constantly enhance our revolutionary dedication and sense of responsibility, maintain the mental state of "doing first-class work and making first-class achievements," maintain the mental state of restlessness and unpleasant food, and maintain the mental state of being bold in making innovations and forging ahead in a pioneering spirit, and devote ourselves to the road of elite troops with Chinese characteristics and the revolutionization, modernization, and regularization of the armed forces.

(3) "Prudence"

"Prudence" means being able to control the subtleties. During flood fighting and disaster relief, people summed up an experience: although the breach is terrible, the "scattered seep" is even more terrifying. The so-called "scattered seep" refers to the thin stream caused by ant holes, etc. Its harmfulness lies in its concealment, dispersion, and permeability. Because it is not easily noticed, it is difficult to attract enough attention. If the sporadic and subtle water is not treated in time, the original good end of the embankment will become full of holes, and under the huge pressure of the high-risk water level, the scattered water will form huge holes, which will cause breaches and bursts. Therefore, it is often said: "A thousand miles of embankment collapses in an anthill." The corrupt elements that have been exposed over the years have all started with small deviations. Therefore, we must be strict with ourselves from small things, consciously start from little by little, start from small things in daily work and life, do not lose big "chastity" with small "knots," and do not make big mistakes with the negligence of one thing at a time.

"Prudence" requires us to keep the big picture in mind and strictly abide by political discipline, organizational discipline, and various rules and regulations of the troops. "Prudence" also requires us to start small. There are many small things in daily life, but they are often the most problematic places.

For example, interpersonal communication, customs, personal hobbies and other small problems in life should attract our attention. Take personal hobbies as an example:

In everyday life, in addition to normal work, everyone has a little hobby. Singing and dancing, reciting poems and compositions, playing the piano, chess, calligraphy and painting, appreciating the ancient and modern, etc., all kinds of things, each with its own characteristics.

A hobby refers to having a strong interest in something. In real life, hobbies are an important part of people's spiritual and cultural life, and personal hobbies can not only better enrich and enrich life, but also adjust the body and mind after intense work and labor, which is conducive to improving work efficiency. It stands to reason that as long as it is legitimate, healthy, and does not harm the interests of others and the public interest, personal hobbies are allowed to be retained and developed. But for officers, things should be more complicated. Because, if there is something good at the top, it will be very bad at the bottom. In their work and life, officers should be cautious about what they like, so as to prevent their hobbies from being imitated by their subordinates and grassroots units, or even being taken advantage of by people with ulterior motives. Some people with ulterior motives have also taken advantage of this to do everything possible to get close to the officers and do what they like, in order to win the favor of the leaders and ultimately realize their own selfish desires and even achieve their ulterior goals. In life, people who do what they like often choose their "breakthrough" in their personal hobbies. The officer liked to fish, so he gave him a pair of high-grade fishing rods; the officer liked to dance, and he often met him in the brightly lit ballroom; the officer liked to collect, so he did everything possible to send some antiques, calligraphy and paintings...After a long time, as the distance between the two continues to narrow and the friendship deepens, the officer will become a fish to bite the bait and a rabbit to enter the net. A small number of our officers, even high-ranking officers, often go step by step into the abyss. After Chen Xitong was investigated and punished, he also said bitterly that some improper hobbies in life and work were taken advantage of by some people.

How do you deal with your personal hobbies? First of all, choose what you like. It is to choose a legitimate, healthy, and positive personal hobby. With a legitimate and elegant personal hobby, you can not only add some healthy and upward interest in life to yourself, but also make some people with ulterior motives have no gaps to drill, and at the same time, you can set an example for others, establish prestige for yourself, and establish righteousness for the unit.

Second, you need to hide what you like. That is to say, in work and life, it is necessary to appropriately hide personal hobbies and try not to let others know about them. This is because there are always those who have ulterior motives who inquire into the personal interests of officers, especially high-ranking officers, for the sake of their power, in order to find a breakthrough for personal gain. Again, do what you like. That is to say, officers have a personal hobby, and they must handle and treat it correctly, plug loopholes, and prevent people with ulterior motives from taking advantage of it. In the past, a leader loved to play poker, and he and his subordinates set up a position in the office twice a day, with the participation of nearby subordinates, and then more people followed suit, so as to "keep in close contact with the leader," and as a result, the normal work was affected. Therefore, officers must correct the relationship between personal hobbies and work, distinguish the time, place and occasion, and not delay work because of personal hobbies. It is necessary to correctly and flexibly handle and treat those who like them, so that they can be reasoned, forceful, and restrained in their rejection.

Don't think that personal likes and dislikes are just a matter of small things in life, and if you don't protect the small things, you will lose the big things. Only by starting from some small sections of work and life can we withstand the temptation of the outside world and the attack of sugar-coated shells, and can we consciously live a good life threshold such as fame, power, money, pornography, and favors.

2. SELF-REGULATION

Self-psychological regulation is the use of correct ideological viewpoints and methods to regulate and control one's thoughts, emotions and behaviors. Officers who do not have a good ability to regulate their psychology are ideologically immature, their behavior is not standardized, and their psychology is unstable. Strong psychological regulation ability is of great significance to officers' work, life, study, and personal growth and progress.

At present, in psychological theory, the definition of "mental health" by American psychologist M[arie] Jahoda is most well-known. Heⁱ advocated for a "positive mental health." It is very instructive for people in modern society. There are six main aspects:

(1) Attitude towards self-awareness. People with mental health can make an objective analysis of themselves and make correct judgments and cognitions of their own experiences, feelings, abilities and desires.

ⁱ Translator's note: While the original text says "he," Jahoda was actually a woman.

(2) The ability to grow, develop, and self-actualize. A mentally healthy person's mentality will never be negative, anti-worldly or discouraged, he will strive to realize his inner potential, strive for self-improvement, and even if he encounters setbacks, he will grow up and pursue the true value of life.

(3) A unified and stable personality. People with mental health can effectively deal with various energies in their hearts, so that they do not produce contradictions and antagonisms, and maintain a balanced state of mind. He has a unified cognitive attitude towards life, and has a high resistance to stress and tenacity when psychological pressure and dissatisfaction arise.

(4) Self-regulation ability. In response to environmental pressures and stimuli, they can maintain relative stability and have the ability to judge and make decisions on their own. Do not attach to or blindly obey others, be good at regulating one's emotions and abilities, and decisively decide one's own development direction.

(5) The ability to perceive reality. A mentally healthy person will not lose his way in real life, he can correctly recognize the real world and judge reality.

(6) Ability to actively improve the environment. People with mental health will not be dominated and controlled by the environment, but will conform to the environment, adapt to the environment, and actively improve and change the environment to make it more suitable for human survival. In such an environment, he loves human beings, works and plays appropriately, maintains good interpersonal relationships, and handles and solves problems efficiently.

With the development of society, people are faced with the problem of how to adapt to the new way of life, new interpersonal relations, and new ideological concepts, and in addition to the arduous and tense characteristics of military life, the officers and men of the military will inevitably become psychologically uncomfortable, anxious, and even psychologically disordered. In the United States, a senior psychologist once asserted: "With the transformation of Chinese society to commercialization, the threat to themselves from the psychological problems that people face will be far greater than the physical diseases that have plagued Chinese." Scientific research has found that psychological factors play an important role in the occurrence, development and evolution of many diseases, which are now collectively referred to as psychosomatic diseases.

None of these diseases are directly related to biological pathogenic factors, they are closely related to mental stress, overwork, and lifestyle habits. According to a sample survey conducted by a certain unit on psychological counseling, 20 percent of officers and men believe that their psychology is somewhat unhealthy. According to a comprehensive analysis, about 10 percent of the officers and men have psychological abnormalities, which can be regarded as character defects in mild form and in serious cases, they are psychological disorders and psychopaths. It can be seen that cultivating psychological regulation ability and quality is of great significance to prevent diseases and ensure physical and mental health.

Here are a few common methods.

(1) Catharsis and counseling

There is always a certain limit to the psychological pressure that people can bear, and when the psychological pressure exceeds this limit, there will be a series of psychological troubles, so that the mentality is in an unbalanced state. If there is no effective regulation at this time, not only will the body be harmed, but people's wisdom will also be in a relatively low state. If we are good at opening our "psychological control valve" at the right time and on the right occasion, and vent the accumulated bad emotions in an appropriate way, we can effectively relieve psychological pressure, restore psychological balance, maintain physical health, and keep our thinking normal.

- Catharsis with laughter.

As the saying goes: "Smile, and be younger; worry, and hair turns white." The theory of traditional Chinese medicine tells people that excessive anxiety will make the lungs and spleen organs stagnate, and laughter can play a role in regulating qi and blood.

Cao Cao during the Three Kingdoms period can be said to be a household name, known to women and children. In the face of "white bones exposed in the wild, there is no rooster crowing for thousands of miles," he can still "sing about wine, and be generous." What is particularly different is that whenever Cao Cao was in danger, especially when the military operation was frustrated, he always laughed out loud to vent bad emotions and regulate the unbalanced mentality, and could give full play to his rich imagination and multi-angle thinking, and try his best to dig out and find positive factors to overcome difficulties from disadvantages, so as to mobilize his positive emotions to overcome negative emotions. In front of the world, he showed his indomitable will and indomitable heroism.

In daily life and work, if something doesn't go well, a good way is to laugh it off and maintain an optimistic mental state. There will be a quantitative but also qualitative difference between the ability of an individual to be governed by optimism and pessimism. People who are optimistic are cheerful and open-minded, and can often turn failure into motivation, and the worse the failure, the stronger the rebound. When they encounter difficult problems, they are not helpless and complaining, but they can calmly find how to solve them. Optimistic people will firmly believe that as long as the spirit does not slip, there are more solutions than difficulties.

- *Catharsis with crying.*

Crying is an effective way to vent. Crying is often due to feeling aggrieved in the heart or being mentally stimulated, in such cases, people tend to cry and cry. Should cry or not, blindly endure it, stuffy in the heart for a long time, the depression in the heart will accumulate more and more, and the mental burden will become greater and greater, and then there will be listlessness, low mood, sighing, resulting in insomnia, affecting appetite, pessimistic and misanthropic and even suicidal thoughts. Reactive depression is often caused in this way.

Crying will vent the depression in the heart to varying degrees, thereby reducing the mental burden. The grief is so great that if you cry bitterly, you will feel better; after being wronged, one always want to talk to relatives and friends, and it is hard to avoid tears or even crying, but after crying, one feels more comfortable. Crying has certain benefits for health, when crying to vent emotions, especially sadness, some chemicals will be excreted with tears, and it is these substances that can cause increased blood pressure, indigestion or rapid heart rate, and excrete these substances through tears, which is beneficial to the body. Therefore, some psychologists advocate that you should cry when you should cry! "Holding back your tears is tantamount to suicide." However, crying should also be appropriate. Don't cry anymore after the depressed mood is vented and relieved, otherwise it will be harmful to the body. At the same time, as a soldier, you must also pay attention to the time, place and occasion when crying, pay attention to maintaining your own image, learn to control yourself, and be the master of your emotions.

- *Catharsis with a pen.*

In a series of experiments, United States psychologist James Pennebaker asked subjects to express the emotions that distressed them the most, and achieved good results.

His method is very simple, that is, the subject spends 15~20 minutes every day for about 5 days to write "the most painful experience of my life," or the most upsetting thing at that time. If the subject writes something and wants to keep it for himself, he or she listens to it. The effect of this self-confession was striking: the subject's psychological immunity increased, and the number of people who visited the psychiatrist decreased greatly in the following six months, and even the physical illness improved. In addition, the more unreservedly the subject confessed his or her pain, the greater the improvement in immune function.

This is a more suitable method for officers. When encountering something unpleasant, write letters to relatives and friends to confide in them to get their enlightenment; confide in the diary and turn it into a memory of the past; practice your words and flow your emotions through the tip of the pen.....

- *Catharsis with songs.*

Singing has magical powers. This is because singing can not only stimulate people's emotions, but also vent people's emotions and play a role in regulating people's mentality. You don't see, in the song of "March of the Volunteers," how many people are boiling with blood and tears; a song "Hometown Clouds," and how many people "heal their wounds"; how many people's pride and responsibility are sung by a "Soldier.....

Of course, there are far more ways to vent than these, such as participating in physical exercise, talking face-to-face with friends, seeing a psychologist, etc., all of which can have a cathartic effect. It must be explained that as a soldier, especially an officer, we must pay attention to the grasp of the time, place, and occasion for catharsis, and we must maintain the reputation of the soldier and the image of the officer.

(2) Transfer of compensation

When a person is unable to achieve a certain goal and is in adversity, he can use another goal instead, or through another activity, to heal the psychological wound, dispel the inner sorrow and pain, and enhance the confidence and courage to move forward. In order to achieve the set goals, we are not confined to a specific path, but are good at exploring and opening up new paths, and constantly move towards new heights in life. This method is known as compensatory transfer.

- Revision of targets.

Don't be discouraged when you are repeatedly blocked on the way forward and your original goal cannot be achieved, you can set a new goal that is more suitable for you to replace the original goal. Many great men in history have not had smooth sailing on their way to success. For example, Mr. Lu Xun once aspired to be a doctor, and when he saw that "saving the country with medicine" could not be realized, he resolutely abandoned medicine and followed literature, waved his pen as a gun, and wrote one battle essay after another, becoming a famous writer. It is worth noting that the substitution of goals cannot be done at will, that is, people say that we must have a long-term ambition, not a permanent ambition. However, if we find that the goal does not meet the objective requirements and is not subjectively impossible to achieve, we must revise the original goal in a timely manner, so that we can be freed from adversity.

- Changing the environment.

When you have the pain of adversity, leaving the current environment, or trying to change the original environment, may have unexpected good results. This is because the environment has an important influence and conditioning effect on people's emotions.

Experimental studies have proved that a quiet and tranquil environment makes people feel relaxed and calm, while a chaotic environment and sharp noise make people irritable and anxious. Changing the environment, including changing the conditions of light, color, smell, etc., that affect the environment, can play a role in regulating mood. It is said that on the River Thames in London, United Kingdom, there was once a black-painted bridge, on which more than 300 people committed suicide by throwing themselves into the river every year, far more than on other bridges. Later, the bridge was painted green, and the number of suicides was greatly reduced. This is because black often gives people a gloomy, gloomy, and panicked atmosphere, which makes people feel sad and sorrowful, and aggravates the pain and despair in their hearts. Green has the effect of relieving tension, making people calm and giving people a sense of vitality.

There are many ways to change the environment, and one of the easiest ways to do it is to embrace nature. When you're in a picturesque place, it's like being with a loved one, and it can soak your whole body. Tolstoy, the master of world literature, said: "There is a quiet beauty and power in nature." Happiness is to be with nature, to look at her, to talk to her."

- *Innovative approaches.*

Things are always evolving, and new approaches must be adopted in the face of new problems. In the world, where there is a spear, there is a shield, and when a problem arises, a solution can always be found. That's what people call things man-made. The key is whether to go "for" or not, and how to "for." If you stick to one method, "go all the way to the dark" and "hit the south wall and don't look back," you will put yourself in a difficult situation.

(3) Reasonable cognition

The method of rational cognition was founded by the United States psychologist Eris. According to Eris, people's emotional response to adversity lies not in adversity itself, but in the irrational perception of adversity, that is, due to incorrect cognition or irrational beliefs. Therefore, through cognitive correction, rational treatment of irrationality, and replacement of irrational thinking with reasonable thinking, the adverse effects of unreasonable beliefs on people's emotions and adversity can be minimized.

In 203 BC, Liu Bang ordered Han Xin's army to attack Xiang Yu. Under the wall, Xiang Yu's army was surrounded by the Han army, and broke through several times, but without success. Although Xiang Yu was in a difficult situation, it was really nothing for this battle-hardened warrior. At this time, it was a cold and windy winter, and Xiang Yu was guarding the camp tent and thinking about countermeasures. Suddenly, he heard a gust of singing accompanied by a gust of west wind. He walked out of the camp tent and listened carefully, the singing came from the Han camp, and there were really many people singing, and the songs they sang were the favorite songs of the Chu people. Xiang Yu was stunned when he heard the singing. He thought to himself: "Why can there be so many Chu people in the Han camp? Could it be that Liu Bang has already conquered Western Chu?" The mournful song is like the sobbing of parents, like the cry of a wife and children, like the call of the hometown. The thoughts of death, life, sorrow and happiness hit the hearts of the soldiers of the Chu army like lightning, and the fighting spirit disappeared in the Chu army. Seeing that there was no food and grass inside and no reinforcements outside, the soldiers thought to themselves that they could only wait for death if they persevered. So, at first, it was a small desertion in twos and threes, and then it simply slipped away in batches. Even Xiang Bo, a general who had followed Xiang Yu for many years, secretly left.

As soon as the generals left, the soldiers dispersed. At this time, Xiang Yu's spiritual pillar was also destroyed by this song, and Xiang Yu drew his sword and killed himself in the embattled song, and the state of Chu died with it.

The reason for the annihilation of the whole army of Xiang Yu, a generation of heroes, was that he and his soldiers faced the situation of "embattled," and there were errors in feeling, perception, thinking, and judgment in the cognitive process, so that they lost their confidence in victory and could not extricate themselves from the predicament.

Confusion in understanding will inevitably lead to ambiguity in action. Blind action, it is inevitable to get into trouble. The Russian writer Mikhail Artsybashev would say: your heavy misfortune is not because it is unfortunate in itself, but because you think that there is such misfortune in you and in your life.

In real life, people like to "smooth sailing," and when faced with adversity, they will be helpless. As everyone knows, adversity often stimulates people's potential the most and creates unprecedented miracles. If you are not willing to sink in the face of adversity, then fight it – face it, know it, and overcome it. Only by daring to fight against the stormy waves can we deduce a thrilling life and weave a dazzling rainbow.

(4) Rational forgetfulness

Human emotions can be divided into two categories: one is the emotions that are beneficial to physical and mental health, such as hope, joy, tranquility, good feelings, etc.; the second is the negative emotions that are detrimental to physical and mental health, such as anxiety, anger, fear, frustration, sadness, dissatisfaction, depression, hopelessness, excessive tension, etc. The latter is medically referred to as negative emotions, and it is these negative emotions that arise after adversity. If negative emotions exceed the regulatory range of human physiological activities, there is a possibility of causing diseases. People who often have negative emotions are in a state of hyperactivity in the sympathetic nerves in the body, which will release a large amount of active substances. The metabolism of the human body is vigorous, the oxygen consumption of the myocardium increases, the burden of heartbeat increases, and the coronary artery spasm, which will cause myocardial ischemia and hypoxia, resulting in arrhythmia, angina, myocardial infarction and other diseases. People's negative emotions are the enemy of people's health, and if they fall into negative emotions and cannot extricate themselves after adversity, it is equivalent to suicide.

Rational forgetfulness is that the frustrated person takes the initiative to forget the misfortune and pain that life has caused to him, clears the undercurrent in his soul, easily faces the test again, fully enjoys the various pleasures given by life, and immerses the whole soul in a leisurely and carefree tranquility.

Learning to be rational and forgetful is the "elixir" for modern people to drive away troubles, get rid of adversity, and clear psychological accumulation, and it is a kind of wise understanding and detachment.

(5) Reverse thinking

Reverse thinking is to be good at thinking from the positive side when encountering difficulties or adversity, giving full play to one's rich imagination and multi-angle thinking, trying to dig out and find convincing positive factors from the disadvantage, and mobilizing one's positive emotions to overcome negative emotions. In good times, we should see the bad things in good times and keep a clear head. As the Norway writer Ibsen said: do not rest on your laurels because of luck, do not fall for bad luck. A truly strong person is good at finding the shadow from the good times, finding the light from the adversity, and always calibrating his own forward goals.

Good things and bad things, bad things and good things, etc., are all opposites, and there is an identity. The two contradictory sides are interdependent, each taking the other as the premise of their own existence, and the two sides are in a unity. The "blessing" and "woe" in the story are interdependent, "woe" is the premise of "blessing," and "blessing" is also the premise of "woe." At the same time, they can be converted into each other under certain conditions. That is, "curse" can be transformed into "blessing," and "blessing" can also be transformed into "curse." With a scientific understanding of objective things, we will be calm and calm in our lives. Especially when you are in a difficult situation, you should not only see the negative side, but also see the positive side through the current disadvantage, so as to maintain a good attitude.

In the journey of life, everyone aspires to success and pursues success. You can turn the page of a successful resume, and between the lines of each page, there are obvious setbacks and failures. In ancient and modern times, at home and abroad, those who have become great have all succeeded after "embracing" failure. In the face of setbacks, we must see the hope contained in setbacks and avoid slumping; be good at seeing the light of success in the shadow of failure. The great inventor Edison invented the incandescent lamp for mankind. In order to find a suitable material for making filament, thousands of experiments have been conducted.

When asked what he thought of the more than 6,000 failures he had made in the past, Edison smiled and said, "Where are the failures? I have just accumulated more than 6,000 unsuccessful experiences." In Edison's eyes, setbacks and failures are not obstacles to progress, but ladders to success. That's the beauty of reverse thinking.

(6) Humor adjustment

Humor is a way to achieve self-liberation when dealing with complex problems with tact, to face contradictions or conflicts in life with a smile, and to get out of trouble. Humor is the spice of life, it can make people forget their troubles in laughter and laughter, and turn sorrow into joy; can turn pain into sweetness, and embarrassment into calmness; turn hostility into jade silk, and turn heaviness into ease.

Humor is the embodiment of a person's judgment of the situation and calm self-confidence, it can respond calmly to unexpected events, can prevent bad emotions from being induced by the other party's stimulation with amazing restraint, and implement breakthroughs in unexpected places of others, so as to get out of trouble.

During the South American War of Independence, one day, a junior officer was directing the soldiers to carry things, and the soldiers were sweating profusely, but the officer was leisurely.

At this time, it happened that a person was passing by. When the man saw that the commander was only shouting and did not do anything, he asked why. Who knew that the other party replied arrogantly: "Sir, I am the captain."

The person who came snorted softly; "Oh, so you're the captain." With that, he and the soldiers got up and down.

When the labor was over, the man turned to the captain and said, "Dear Mr. Captain, if you have any other task of the same kind, just tell the commander-in-chief, and he will do it again." He turned out to be Simón Bolívar, the famous commander of the War of Independence.

The modest and witty commander-in-chief, faced with the pretentious captain, did not show his cards at the beginning and reprimanded him. Instead, they sweat with the soldiers first, and only at the best time after the end of labor can they show their true faces calmly and humorously. But for that junior officer, it was undoubtedly a bolt from the blue, which made him feel ashamed, and also made him unforgettable and unforgettable.

Humorists have an open-minded mind, will not be upset by trivial things, can hold an easy-going attitude in everything, and can talk and laugh freely; however, the words of high-grade humorists are not vulgar, frivolous jokes or oily and slippery expressions, but insight into the world, concise, subtle and witty, subtle and profound, giving people enlightenment and aftertaste.

(7) Regulation and control

Regulatory attention includes two aspects: stable attention and diversionary attention. Steady attention is about resisting external distractions and focusing attention on activities or things that produce positive affirmations. Shifting attention refers to shifting attention from activities or things that produce negative emotions to activities or things that produce positive emotions. Its physiological mechanism is the stabilization or metastasis of the dominant excitatory center in the cerebral cortex.

- *Steady attention.*

Newton (1642-1727), a prominent United Kingdom physicist. He founded Newton's laws of motion, which became the basis of classical mechanics, and discovered the law of universal gravitation. When the scientist was asked how he discovered gravity, he replied, "Because I've been thinking about it all the time."

We are often depressed and annoyed by the fact that we have not achieved anything. But when we calm down and reflect, we will find that the reason for our failure is not because our brain is bulky, but because our brain is too "light," and we always wander and half-heartedly when we do everything, and we don't pay full attention to it.

The ancient sage Socrates' exhortation that "we are too busy to care about anything else for a definite purpose" tells us very clearly that in order to become a talented person and succeed in practice, in addition to working diligently and tirelessly, we should also pay attention to sticking to the important goals we have set, and we must not be half-hearted and think differently.

- *Focus.*

The Tang Dynasty poet Jia Dao added such a poem as a commentary to the poem "Sending the Superior Man": two sentences and three years, one chant and two tears. If the bosom friend is not rewarded, return to the old mountain and autumn.

Jia Dao was originally a monk, and one day, he rode a donkey to visit his friend Li Ning, but he didn't expect his friend to be there. On the way back, he pondered on the back of a donkey how to write a poem about it. After thinking about it for a long time, two lines of poetry flew into his mind: "The bird stays in the tree by the pool, and the monk pushes the moon down the door." However, he always felt that the word "push" was not used satisfactorily, and wanted to replace it with the word "knock." Which one is better? He himself was not sure of what he could eat; is pondering repeatedly, and I don't want to break into Jing Zhaoyin and Han Yu's convoy. Jing Zhaoyin was the highest governor of Chang'an at that time, and he collided with Jing Zhaoyin. So, Jia Dao was brought to Han Yu. Jia Dao stated his reason because he was thinking about a word in a poem and accidentally forgot to avoid it. Han Yu is also a great poet, not only did he not blame after listening to it, but also asked Jia Dao to chant his own poems, and studied together whether to use "push" or "knock." After repeated "scrutiny" by the two, they agreed that it was better to use "knock."

The same is true for writing, and the same is true for anything else. To do one thing well, you need to "point" your attention at this thing; at the same time, it is also necessary to "concentrate" attention to increase "intensity." If you don't pay attention to doing things and don't concentrate, you will inevitably be careless, and in the end you will achieve nothing.

- Allocation of attention.

Lu Ban, a native of Lu during the Spring and Autumn Period and the Warring States Period, was a famous carpenter in ancient times. On one occasion, Luban undertook the task of building a large palace for the king, and demanded that it be completed by a deadline or face punishment. The big palace needed a lot of wood, so he asked his disciples to take a lot of people up the hill to cut down the trees. At that time, there were no saws, and the axes were used to cut down trees. Everyone worked hard from morning to night, and still couldn't cut down many trees in a day, people were so tired that they didn't say anything, and the supply of wood was not enough, and the construction period was about to be delayed. Lu Ban was very anxious, so he dropped his work and went up the mountain to see it in person. The mountain is very steep, when Lu Ban was climbing the mountain, he accidentally slipped under his feet, so he quickly reached out and pulled a handful of thatch beside him, and as a result, he suddenly broke his fingers and shed red blood.

So together with the blacksmiths, after repeated research and experiments, he trial-produced a piece of iron with teeth. Lu Ban asked the apprentices to take it to sawn the tree, which was faster and less labor-saving than an axe. The saw was invented. Of course, the problem of the supply of timber for the palace was quickly solved.

There is an idiom in China called displaying inferior skill in front of an expert. In other words, Lu Ban's level of using axes at that time was already perfect. It can be said that the use of an ax is Lu Ban's "unique skill" and "housekeeping skill." According to common sense, when he encounters trouble at work, he usually focuses his attention on how to use the axe better, but he does not do this, but at the same time pays attention to the good use of the axe, he better distributes his attention and creates a newer and better tool - the saw. If Lu Ban clings to his axe, he will definitely fall into a predicament from which he cannot extricate himself.

Everyone has their own places that they can't see—"blind spots." If you only focus on the present, it will become a "blind spot" in the long run, and if you only focus on the local area, the whole situation will become a "blind spot." The bigger the blind spot, the more incomplete the view of the problem, and the more likely it is to lead to psychological imbalance.

When you encounter setbacks, if you take a step back, you may feel like the sea and the sky are wide; if you take a step higher, you may have the feeling of "seeing the mountains at a glance," and if you change the angle, you may find that "that person is at the grate of the light."

(8) Contradictory intentions

In many cases, anxious emotions and dysregulated behaviors arise due to people being overly afraid of something that is frightening. That is to say, a person is always worried about something that can make him anxious, and thus becomes so terrified that he is involuntarily led into this situation. This is called "anticipatory anxiety" and it often leaves people powerless. A person's fear of a certain situation, trying to get rid of it but unable to get rid of it, ends up being overwhelmed by anxiety. The use of ambivalent intentions is to try to make him (himself) do what he is afraid of, so as to achieve the purpose of alleviating anxiety or even eliminating anxiety.

No matter how small a difficulty is, if it is not overcome, it will always be difficult; it is a great difficulty, and if you try to overcome it, it will not be a difficulty.

Therefore, when we encounter difficulties, instead of sitting back and waiting for death, we should give it a go and boldly try and break through. In foreign countries, one of the favorite sayings when faced with a problem is: "Let me try!"ⁱ

"There is no slope that cannot be climbed, and there is no river that cannot be crossed." In the face of difficulties, as long as we have the spirit of righteousness and no hesitation, after trying, you may suddenly find that the difficulties that you once thought were insurmountable are nothing more than that.

Of course, since it is an attempt, there will inevitably be setbacks and failures. In the face of setbacks and failures, if you give up, failure will become eternal; if you persevere, you will reach new heights in life.

Lincoln experienced numerous setbacks and failures.

1831 – Failure in business.

1832 – Lost the race for the state senate.

1833 – Business fails again.

1835 – Lover dies.

1836 – Severe neurasthenia.

1838 – Lost election for state senate president.

1843 – Lost election state senate councilor.

1843 – Lost election for House of Representatives.

1855 – Lost election to the Senate.

1858 – Re-election to the Senate was lost.

It was not until 1860 that he ascended to the throne as the sixteenth president of the United States.

For the great man, failure is the drum of war against difficulties, the ladder to success, the more he fails, the more energetic, the more frustrated he becomes, the more courageous he is, and finally he must achieve his set goal. If you want to try the taste of bravery, you must act like a real brave man, and your fear will be replaced by courage and courage.

ⁱ Translator's note: English is used in the original text.

(9) Moderate tension

Overly nervous emotions are not good, but they are also harmful to the body. Similarly, discouragement, demoralization, depression, and slackness are not good for physical health. Only moderate tension can really be conducive to people's physical health and career progress.

Li Zicheng entered and left Beijing for only 42 days, and although there were many reasons, the leaders of the rebel army got carried away in the face of victory, were complacent, and lax in their thinking, which led to a series of serious political and military mistakes, which were the fundamental reasons for his defeat.

"Dying in peace" is really a long-lasting wake-up call for wise people to live in the world. People often want to have a happy environment. However, if we fail to treat the environment of happiness correctly and revel in it, it will often lead to mental malaise, depression, arrogance, indulgence, and inaction, which will eventually lead to destruction.

An unknown young man won the marathon for the first time and broke the world record. Journalists flocked to the area, asking non-stop questions, "How did you get such good results?" The young champion gasped and said, "Because, because I have a wolf behind me." Greeted by the surprised and inquiring gazes of the reporters, he continued: "Three years ago, I started long-distance running. The training base is surrounded by lofty mountains, and every day at two or three o'clock in the morning, the coach asks me to get up and train in the mountains. But I tried my best, but my progress has not been fast. One morning, in the middle of training, I suddenly heard the howl of a wolf behind me, at first a few sporadic sounds, which seemed to be far away, but soon became urgent, and right behind me, I didn't even dare to turn back, and ran for my life. I trained that day and my results were fantastic. Later, the coach asked me why, and I said I heard the wolf howling. The coach said meaningfully: It turns out that it is not that you can't do it, but that you are missing a wolf behind you. Later, I learned that the wolf howl I heard was pretended by the coach. Since then, every time I train, I imagined a wolf behind me, and the results have improved by leaps and bounds, so I succeeded."

Only when there is an opponent can there be the spirit of hard work; only when there is a predicament can there be the motivation to stimulate potential. If you want to achieve a career, you must put pressure on yourself and always maintain a high spirit.

From a psychological point of view, it is necessary to be moderately nervous, and moderate tension can enable people to maximize their potential.

Competition does not believe in tears. In the face of competition, we need not be afraid, but we must not slack off.

3. SELF-MOTIVATION

Motivation is the propeller for people to move forward, and it is an important way to mobilize people's enthusiasm and tap people's potential. Motivation generally refers to the degree of willingness shown by an organism in the pursuit of certain set goals, which includes a series of psychological processes such as motivation, encouragement, and motivation. The essence of motivation lies in its function for the development of people and the perfection of personality. Self-motivation is the affirmation and promotion of the meaning of personality perfection.

Each of us needs others to applaud us, and we need to applaud ourselves. Relying on the encouragement of others can only cheer up for a while; only by igniting the passion in your heart can you catch up with the lasting motivation for success.

(1) Establish lofty ambitions

The so-called aspiration; it is to establish a certain ambition. Ambition is the ideal of life, the goal of struggle, it is a unique spiritual phenomenon of human beings, existing in the minds of all people. When a person has ambition, he will have a clear goal of struggle, and he will have the motivation to work hard and forge ahead, so that he can make a difference and live a valuable and meaningful life. People's aspirations are determined by social existence, and personal ideals and aspirations are, in the final analysis, determined by the supreme interests of their own class and nation. Because the level of development of the productive forces is different in each historical era, the relationship between people is different, and the breadth and depth of social activities are different, people's aspirations are also different, and there are differences between progress and backwardness, nobility and vulgarity, and greatness and humility.

Stalin said that great goals produce great motivation. People with lofty ambitions will be inspired and motivated by lofty goals, generate infinite strength, and will always strive for the goal, and no difficulties and obstacles can make them give up the pursuit.

If a person does not have lofty aspirations, he will lose his spiritual motivation and stagnate in the face of difficulties and twists and turns, so that he will retreat, become depressed and decadent, and become the weakness of the times. Rowell said it well, "It's not a sin to fail, it's a sin to have too low a will." A person's ambition is directly proportional to his ability, the higher the ambition, the more his talent can be fully developed, the faster his ability will grow, and the greater the success will be.

The journey to achieve lofty ambitions is long, and we must be proud of all difficulties, not swayed by all temptations, not lose confidence by temporary setbacks, and not change our ambitions because it is difficult to achieve our goals for a while.

To achieve great ambitions, there must be a good way to "achieve big goals in stages," which can be used as a reference.

In 1984, at the Tokyo International Marathon Invitational Race, the little-known Japan runner Motoichi Yamada unexpectedly won the world championship. When the reporter asked him why he achieved such an amazing result, he said one thing: outsmart his opponent.

At the time, many people thought that this short runner who ran to the front by chance was a trick. Marathon is a sport of physical strength and endurance, as long as the physical fitness and patience are expected to win the championship, explosiveness and speed are still second, saying that winning with wisdom is indeed a bit of a trick.

Two years later, the Italy International Marathon Invitational Race was held in the northern Italy city of Milan, with Yamada representing Japan in the race. This time, he won the championship again. This time, the reporter did not ridicule him in the newspaper, but was puzzled by his alleged wisdom.

Ten years later, the mystery was finally solved, and he said in his autobiography: Before each race, I had to take the car to carefully look at the route of the race and draw the more eye-catching signs along the way. For example, the first sign is a bank, the second is a big tree, and the third is a red house..... This is done all the way to the end of the race. As soon as the race started, I rushed to the first target at a speed of 100 meters, and when I reached the first goal, I rushed to the second target at the same speed. The more than 40-kilometer race was easily completed by me by breaking it down into a few small goals.

At first, I didn't understand this, I set my goal on the flag at the finish line more than 40 kilometers away, but I was exhausted by the dozen kilometers I had run, and I was intimidated by the long distance ahead.

In reality, the reason why we often give up halfway is often not because it is difficult; rather, we feel that success is far away from us, and to be precise, we don't give up because of failure, but fail because of burnout. When it comes to realizing one's lofty ambitions, the wisdom of Yamada is worth pondering.

(2) Exploit your own potential

Self-potential is the source of self-motivation and the inexhaustible driving force of self-motivation.

Every person in his right mind is a flowing "rich mine," and the key is how to dig and use it. When we open the door of our hearts, we can see the "treasures" in it, and when we make full use of it, we can expand the space of life and career, our lives will be renewed again and again, and the creative potential we have can be better developed.

1. Abandon low self-esteem and maintain self-confidence.

Low self-esteem is a negative emotion that people look down on themselves due to setbacks in their development. It has a significant inhibitory effect on people's thinking activities, creative activities and other mental activities. It stands to reason that there should be no inferiority complex in human nature, because, under normal circumstances, people always have a strong desire for self-esteem. Low self-esteem is the frustration and distortion of people's self-esteem nature in the process of development. In a sense, everyone has a different degree of inferiority complex. Because, from the physiological, psychological, and even social perspectives, anyone will have factors inferior to others, and this difference is often easy to make people bear the burden of inferiority. Low self-esteem is usually manifested as timidity and fear, submissiveness, neither dare to express oneself, nor good at expressing oneself. Low self-esteem is the root cause of people's loss of self-confidence, and it is difficult for a person to make a difference if he is a captive of inferiority complex. The key to overcoming inferiority complex lies in having a correct understanding of oneself.

Human potential is enormous, and although human beings have created abundant material and spiritual wealth, there is still a wide range of space relative to the potential that human beings should develop. Even in modern society, neither human intelligence, wisdom, resourcefulness, nor human intellectual organs are far from being fully utilized and utilized.

Henry James, a professor at Harvard University in United States, once said vividly: "Compared with what we ought to be, we are only half awake." According to the measurements of relevant scientists, so far, human beings have only used a small part of the physical and mental resources of individuals, only about 10%, and 90% of their potential abilities have not been realized. A series of recent scientific achievements in modern anthropology, psychology, physiology, logic, etc., prove that the potential of human beings is enormous. Since 1924, the Soviet Union has established a research laboratory specializing in the study of the human brain, which conducts multidisciplinary and comprehensive research on the brain. In 1991, the laboratory revealed that the human brain does have great potential, for example, after good training, people can master almost magical speed reading methods and speed algorithms; people who work under normal conditions generally use only about 15% of their brains' capabilities, but if we can force our brains to work at half their capacity, we can easily learn more than 40 languages, memorize a Soviet encyclopedia, and complete dozens of university courses.

The research and inference of Soviet scientists have been recognized by scientists in United States and other countries. It turns out that this extrapolation of human potential is not grandstanding, but is based on a series of scientific studies and experiments, and is confirmed by the special case of many people's intellectual abilities.

We have a basis for self-confidence, and there is no reason for inferiority. As individuals, we must hold our heads high at all times and not let our inferiority complex hold us back. Our image is all reflected in our own gestures, as long as we have a vast sky in our hearts, we will deeply feel that the world is always open and warmly accepting each of us.

2. Abandon complacency and keep forging ahead.

"Humility benefits, full of losses." This is the thousand-year-old motto of the Chinese nation. If the self is satisfied with the status quo and the self is complacent with the momentary achievements, it will be complacent, not seeking progress, no longer making progress, and even making the success that has been achieved go to waste. Complacency can not only destroy the seeds of hope, but also allow the seedlings of innovation to wither, so that there is no talk of overcoming oneself and surpassing oneself at all. Watt, the inventor of the steam engine, went from an ordinary worker to the owner of the company and became a member of the Royal Society. However, after this, Watt began to indulge in fame, status, and pleasure, neglected to engage in scientific research activities, and even arrogantly assumed authority to suppress other people's inventions. Under the shadow of this emotion, he never saw any new inventions in the world.

The encounters in life seem to be like the stock market, some people are "driving high and going low," the youth is proud, but the old age seems to be relatively sluggish; some people are "driving low and walking high," which may not be smooth at first, but after middle age, they begin to make a fortune and even rise to prominence. For a person who is full of initiative and self-motivation, no matter what the circumstances of life, should be down-to-earth, and every day is a new starting point. There is such an investor, who has achieved great success at a young age, but since then he has put himself in the position of an expert, and he often suffers from gains and losses. Once, he traveled to the seashore and saw the ebb and flow of the sea, so he suddenly realized the true meaning of life: "Is the sea always the back waves pushing the front waves?" That's life!" This awareness of life made him wake up to the feeling that he should not always remember the past, otherwise he would become more and more depressed and his momentum would gradually lose his momentum. He decided to "close the position" to himself, let himself "zero" again, put aside all his past memories, and be a person who "has no past, only the future." Only by facing the future can we create the future. Forget that we have been great and attribute each of our achievements to a new starting point, and we will have new creations.

3. Abandon self-indulgence and strictly self-discipline.

Self-motivation is inseparable from personal self-control. Self-indulgence is the indulgence and indulgence of unhealthy emotions and desires. Emotions and desires, in a sense, are the driving force behind a person's actions.

However, people's emotions and desires originate from people's subconscious, and from the perspective of people's sociality, there must be a difference between legitimate and improper. If we indulge and do not control our socially unsocial emotions and desires, we will lead us astray. There is a top-notch scientific researcher in a research institute in Beijing, who is very influential in the scientific and technological circles at home and abroad, however, he has misconduct in his personal emotional life and hooks up with a married woman. After getting along for a while, conflicts arise and become more and more intense. - Days, this scientific researcher killed and dismembered his body when he lost his mind. So, when he was about to go abroad to study for a doctorate, he was arrested. A "strong man" with a bright future, driven by emotions and desires, not only ruined his career, but also lost his life.

To overcome self-indulgence, we must not only have the correct orientation of life values, but also have strong self-control. The Soviet educator Makarenko once said: The human will is not only good at expecting something, but also at forcing itself to refuse something if necessary. There can be no machine without brakes, and there can be no will without inhibition.

Always remembering one's own goals, overcoming one's own indulgence, and spurring oneself to resist all kinds of distractions is not only a guarantee to achieve self-transcendence, but also a self-transcendence. When we truly appreciate the true meaning of self-motivation, we will be able to create a new world of life.

(3) Face up to setbacks and failures

A setback is a major twist and turn, a loss, or a failure in a life's journey. Not all life is smooth sailing. It's no surprise that there are bumps and turns on the road of life. Although people do not want to encounter setbacks, its existence is an objective fact, and it does go with life.

There are many types of setbacks in life. Some are manifested in political mistakes, some are manifested in economic miscalculations, some are manifested in career failures, some are manifested in frustration in life, and some are manifested in lovelornness, and so on. To sum up, there are three main types:

The first is natural frustration, which is due to people's failure to grasp the laws of complex things in nature, and frustration in the practice of conquering nature, such as natural disasters and diseases and accidents caused by the influence of natural factors. The second is social frustration, which is the contradiction between people's personal needs due to political, economic, legal, moral, customs, habits and other factors in social practice, such as interpersonal tension, non-implementation of rules and regulations, job dissatisfaction, etc., resulting in behavioral frustration. The third is self-frustration, which is caused by the limitation of personal physical strength, intellectual conditions or personality, ability and other characteristics, such as poor health affects work efficiency, introverted personality affects communication, physiological defects are difficult to find a partner, lack of necessary conditions and difficult to become a talent, and so on.

Setbacks have a twofold effect on the development of life: reverse hindrance and positive promotion. Generally speaking, setbacks are not always a good thing, and their appearance can hinder and interfere with the smooth development of life. Imagine, when a person is ambitious and striving towards the lofty goals he has set, he suddenly encounters setbacks for various reasons, which will have a significant impact on study, work, communication, physical and psychological, etc., and become a reverse force for life development. It's obvious that setbacks are bad.

However, as long as we can deal with setbacks correctly and dare to rise up from adversity, setbacks often become the driving force for people's success and have a positive effect on the development of life. The France writer Balzac once said that misfortune is the step of genius, the baptism of believers, the priceless treasure of the able, and the bottomless abyss of the weak.

In real life, almost all the successful people in Chinese and foreign history are the result of struggle with setbacks, and the famous Italian poet Dante, who was praised by Engels as "the last poet of the Middle Ages and the first poet of the new era," wrote the world-famous three-line long poem "Divine Comedy" after 14 years of hard work in exile. Nikolai Ostrovsky, the author of "How Steel is Made" in the former Soviet Union, and Wu Yunduo, Gao Shiqi, and Zhang Haidi in China, all of whom are fighting against disability and disease, have burst out with dazzling sparks of life.

Why do setbacks make a huge difference in life? First, setbacks can exercise the quality of people's will.

It is precisely because people encounter setbacks, are in adversity, ideological pressure, physical pain, often turn into spiritual motivation, prompting people to produce an incomparably strong will, good at self-treatment quality, and strive to change their own bad luck and struggle endlessly, and finally produce talents, miracles. Second, setbacks can cultivate good character. Shakespeare said well that adversity can test a person's character, and extraordinary circumstances can show extraordinary integrity: when the iron fist of fate hits the vital point, only the brave and wise can deal with it calmly and succeed in the end. Third, frustration can avoid depression. In a sail. In a good situation, people often have a sense of satisfaction, and over time, they will wear off their sharpness and think negatively and conservatively.

We acknowledge that setbacks can be a huge driver of life, not that we prefer setbacks. We just want to use this to show that setbacks are not terrible, and they can be won through people's subjective efforts, and finally turn their resistance into a driving force for progress. At the same time, life is long, how can there be smooth sailing and without setbacks? Therefore, it is necessary to have the right attitude before it.

In the face of setbacks, there are several bad attitudes that must be corrected. One is to think that setbacks are predestined, so as to give up subjective efforts, leading to discouragement and inaction. Second, they are unwilling to accept the test and tempering of setbacks, and when they encounter setbacks, they complain about the heavens and others, and they do not look for lessons from the subjective perspective. The third is to be a deserter in the face of setbacks, or wander and hesitate, at a loss; or others follow the clouds and lose their opinions; or retreat and run away. Some even commit self-inflicted suicide. This passive attitude will not help to overcome setbacks.

The correct attitude of a mature officer in the face of setbacks should be: face reality and face setbacks squarely; overcome setbacks and strive to move forward. First, admit setbacks and learn lessons. Due to the role of subjective and objective factors, people will inevitably make all kinds of mistakes and suffer all kinds of setbacks, and at this time, we must face up to our failures in order to sum up the lessons in a timely manner, find out the real causes, strive to correct our mistakes, and adjust our goals in a timely manner, so that the subjective can conform to the objective and better move forward lightly. If you don't dare to face up to your setbacks, you will continue to live as usual, and you are likely to repeat your mistakes or become depressed. Secondly, you must vent your feelings correctly. People are frustrated, emotionally angry, and often do things that they shouldn't do. At this time, you must choose the correct way to vent your feelings rationally, such as physical disability, death of a loved one, change in fiancée, etc., you must treat and deal with it calmly.

Again, we must overcome ourselves and fight tenaciously. Failure is the mother of success. Of course, it does not mean that you can lie down and wait for success to come after being frustrated, but that you must give full play to your subjective initiative, overcome yourself, and rely on tenacious perseverance to fight.

CHAPTER X: LEARNING ABILITY TRAINING

The essence of modern society is learning. At present, a new military revolution led by informationization is booming all over the world, and its rapid development and far-reaching impact are unmatched by any previous military reform. According to relevant studies, military personnel must update their knowledge at a rate of 6 to 10 percent every year in order to meet the needs of the new era relying on knowledge resources, to meet the needs of leapfrogging development in our army's modernization drive, and to faithfully fulfill our army's historical mission in the new century and new stage. Study is the foundation for officers to achieve their careers, the "capital" for establishing themselves as human beings, the confidence to withstand all kinds of tests, and the ladder for personal self-improvement and all-round development. The 16th National Congress of the Communist Party of China pointed out that it is necessary to "form a learning society of national learning and lifelong learning, and promote the all-round development of people." The "Outline for the Construction of the Army's Grassroots Units" also clearly states: "Carry out on-the-job learning activities to become talents, create learning-oriented military camps, and cultivate knowledge-based soldiers." Therefore, study is the common and basic task of every officer in the new century and new stage. Study is an officer's way of survival, a political responsibility, a spiritual pursuit, and an ideological realm. Learning ability is an important prerequisite for effective learning and is the foundation of all other abilities. As the backbone force of army building, in the face of the new situation and tasks, officers should fully understand the importance of improving their ability to study, enhance their consciousness in studying, devote real and painstaking efforts to study, and strive to become learning-oriented soldiers.

1. THE SCIENTIFIC CONNOTATION AND BASIC COMPOSITION OF OFFICERS' LEARNING ABILITY

There are narrow and broad senses of learning ability. Learning ability in the narrow sense refers to the ability of the learning subject to acquire knowledge through books or under the guidance of others, that is, to learn knowledge and skills through reading, listening to lectures, scientific research experiments, participating in practical work, etc. Learning ability in a broad sense refers to the whole process of continuously obtaining information from the outside world and processing and sorting out information in order to actively adapt to and transform the environment, including the learning attitude, learning methods, means, skills, and lifelong learning awareness and ability of the learning subject. The learning ability of officers that we emphasize refers to a kind of learning ability in a broad sense, which is embodied in the officers' comprehensive study and mastery of knowledge, the constant improvement of their understanding of the real world, and the enhancement of their ability to control army building and future wars.

The composition of an officer's learning ability should include the following aspects:

(1) Learning interests and attitudes

First, have the concept of lifelong learning.

Officers should establish the concept of "life is endless, and learning will not stop," raise study to a high level that has a bearing on their own "survival and development," regard study as the first need, foster a sense of crisis, mission, and urgency, realize the change from "I want to learn" to "I want to learn," and make themselves the true masters of study.

Second, they should have a good style of study that integrates theory with practice.

Officers should have a theoretical foundation in Marxism and adhere to dialectical materialism and historical materialism; adhere to the ideological line of emancipating the mind and seeking truth from facts; adhere to the mass line, come from the masses and go to the masses, pay attention to investigation and research, and find out the "facts"; we should persist in closely integrating the study and study of new situations with the solution of new problems, closely link them with the reality of the modernization of the armed forces, and study and think about them in connection with the transformation of our own world outlook and outlook on life, so as to apply what we have learned. Persist in constantly transforming the subjective and objective worlds in theoretical study and concrete practice.

Third, have excellent learning qualities such as perseverance and perseverance.

Studying is a painstaking task, and officers should have the excellent learning quality of making unremitting efforts for it, be able to persist in studying for a long time without relaxation, and persevere in learning without slackening; able to overcome various difficulties encountered in learning and bad learning emotions, and learn actively rather than passively. In learning, there should be a desperate spirit of not giving up until the goal is reached, there should be a drill spirit of working hard to study and not letting go of any doubt, and there should be a firm belief that you will be optimistic and believe that you will gain something if you pay in learning.

(2) Ability to learn planning and execution

First, the ability to identify learning objectives.

Officers should have a clear understanding of their weak links in knowledge and ability, objectively grasp their personal interests, hobbies, and development potentials, regard their job success as the basis for their study and development, and set study objectives suited to their own realities around the needs of the army's modernization and winning future information-based wars. The learning objectives should be both forward-looking and realistic. In the span of time and space, we should distinguish between long-term goals, stage goals and specific goals, so that the learning objectives are both phased and coherent, enhance learning confidence through the realization of specific goals, and realize the comprehensive improvement of one's knowledge and ability through the realization of goals at all levels.

Second, the ability to develop a study plan.

Officers should be able to formulate study plans according to their own learning objectives, reasonably design study time, scientifically choose study methods that suit them, and leave a certain amount of leeway when making plans.

Third, the ability to implement a study plan.

Officers should be able to follow the plan to learn, step by step, persistently, and persistently; be able to discover and use all learning opportunities to learn, so that they can complete the learning objectives set out in the plan, and at the same time, other aspects can be supplemented and developed;

in the process of implementing the plan, the plan can be revised and deepened in a timely manner, so that the learning can move towards a deeper level and a higher goal.

(3) Ability to develop and utilize knowledge resources

Officers should possess the following abilities in the utilization and development of knowledge resources:

One is the ability to learn from books.

It mainly refers to: being able to choose appropriate books and materials as the main learning materials according to the learning objectives; be able to select reference materials based on the principle of less but better, expand the scope of knowledge, and strengthen basic skills. When you encounter doubts during your studies, you can find relevant professional journals and select more authoritative and representative materials for study. Be able to choose materials that are new and inspiring to read and think, broaden their horizons and open up their ideas.

The second is the ability to learn from the internet.

The Internet is an important way and tool for people to acquire knowledge in modern society, and officers should attach importance to the network as a channel to expand their learning ability in the new century and new stage. Officers' learning from the internet mainly refers to mastering the skills of information browsing, information retrieval, and information acquisition through the study of computer and information network technology, so that they can not only obtain information, but also process information, generate information, and create information.

The third is the ability to learn from practice.

Coming from practice and going to practice is the basic way for officers to grow. The barracks is a big school, and for officers to learn from practice, it means to go deep into daily life, among the masses, and among the grassroots units, to be tempered in practice, to accumulate experience, to enhance their abilities, and to increase their abilities. Learning from practice requires officers to be able to apply what they have learned to practice; be able to emancipate the mind, actively explore, and learn things that they are not familiar with and understand from every work they undertake on a daily basis.

The fourth is the ability to learn from others.

Officers should be able to admit what they don't understand and don't understand, and be open to asking others for advice. Learn not only from leaders and superiors, but also from officers and men with rich practical experience;

learning through face-to-face teaching and learning, but also through careful observation and thinking; they not only learn the knowledge and experience of others in their own units, but also learn the knowledge and experience of other units and even others inside and outside the military, at home and abroad, through documents and various media.

(4) Ability to absorb and transform knowledge

The ability to acquire knowledge, transform and innovate is the most important and critical part of an officer's learning ability, which mainly includes the following contents:

First, cognitive ability.

It mainly includes: being able to accurately grasp the basic concepts of things, grasp the basic principles, and master the basic skills of work; be able to have a more systematic understanding of the body of knowledge learned; be able to grasp the key points, general, and distinguish priorities; be able to allocate energy and time appropriately for learning, and strive to achieve accurate cognition in a relatively short period of time.

Second, comprehension.

Officers are required to have a certain degree of inductive, deductive, reasoning, and associative ability, be able to understand the connotation of basic concepts and basic principles through logical thinking, accurately grasp the logical connection between basic concepts and basic principles, be able to correctly select and apply basic concepts and basic principles to analyze relevant situations, correctly select and apply basic skills to solve relevant technical problems, and be able to screen and evaluate all kinds of relevant materials according to certain standards.

Third, the ability to connect.

Officers are required to actively use the method of association to deeply understand what they have learned, and strive to cultivate their ability to use what they have learned to draw inferences from one case and integrate them. Be able to use critical thinking methods to make a correct evaluation of what they have learned, identify their strengths, find deficiencies and problems, and actively find ways to make up for their deficiencies, so as to achieve learning and abandonment.

Fourth, the ability to transform.

Knowledge transformation ability is the ability to apply what you have learned to practice. This is mainly manifested in the following: being able to achieve political firmness and ideological and moral purity of officers through studying, perfecting, and perfecting officers' world outlook, outlook on life, and values, as well as their personality, attitude, style, and morality; improve the work ability of officers through learning, enhance work efficiency and quality;

apply the knowledge learned to solve the problems encountered in the modernization of the armed forces and the preparation for military struggles, and improve the combat effectiveness of the armed forces; be able to use the knowledge learned to provide feasible and rational suggestions for the overall construction of the unit and the long-term development of the troops.

Fifth, the ability to innovate.

The military field has always been the fastest-changing and most innovative field, and innovation is the life of the military. Officers should not blindly follow authority, and should critically read and think about historical conclusions and experiences in the light of the development of the times, especially the reality of the new military transformation. With regard to the problems encountered in troop building and preparations for military struggles, they should be able to use innovative thinking methods, think about problems from different angles and perspectives, strive to find creative new answers, new methods, and new plans, and actively carry out new experiments and experiments.

2. PRINCIPLES TO BE FOLLOWED IN THE STUDY OF OFFICERS

The so-called principle of study is the standard or criterion that officers rely on in the process of study. The learning principle comes from the learning practice, reflects the learning law, and the learning activities are carried out in accordance with a certain learning principle, which can often receive good results with half the effort. In order to improve their learning ability, officers must follow the scientific principle of study.

(1) Step by step

Step-by-step means that officers are required to study in a systematic and step-by-step manner in accordance with the knowledge system of what they have learned and in close connection with their own actual conditions, so as to gradually deepen their understanding and improve themselves.

As with any work, there is a question of progress in learning, and there is also a question of implementation steps, implementation routes. If learning is intermittent, it will be inefficient; if the learning progress is too fast, it is easy to eat but not eat, and the desire to be fast is not reached. Therefore, we should not be exposed to the cold in our studies, we should not be greedy for more and not engage in a "great leap forward" in study, but we should pay attention to laying a good foundation and avoid being too ambitious and in a hurry to achieve success. Xunzi pointed out in the popular "Persuasion of Learning" that if a person wants to gain more knowledge, he must learn step by step and step by step. "Qi Ji jumps, can't take ten steps; ten crossbow horses, the merit is relentless."

Although it shows that learning should be persistent, it also shows from another perspective that learning should not be arbitrary, but should be gradual.

Learning must be gradual and have a scientific basis. First of all, any scientific knowledge has a complete structure and a logical system, and the knowledge and knowledge systems are interlocking, from shallow to deep, from simple to complex, and interrelated, reflecting a certain level and order. If this order and knowledge system are broken, and the attempt to leap forward is achieved, it is often impossible to achieve it quickly. Secondly, people's understanding of things is always the process of first easy and then difficult, first simple and then complex, from concrete to abstract, from individual to universal, from phenomenon to essence, and the principle of gradual progress conforms to the general law of people's understanding of things.

In the actual learning process, in order to truly achieve gradual progress, it is necessary to have a scientific, reasonable, and strict study plan to guide the entire learning process, and in addition, we must try our best to avoid blind progress in learning, pay attention to laying a good foundation, and move from easy to difficult. In short, step-by-step includes two aspects, step-by-step is the method, and step-by-step is the process and the goal. Step-by-step is not the same as "being cocooned and self-bound," gradual progress cannot be covered, step-by-step does not exclude key breakthroughs, and gradual progress does not exclude leaps under certain conditions. In the process of study, officers should correctly understand the relationship between gradual and gradual progress, overcome the two extremes of being ambitious and not seeking progress, and steadily improve the results of their study in accordance with the requirements of gradual and orderly progress.

(2) Combination of broad and deep

The combination of broad knowledge and deep study requires officers to correctly handle the dialectical relationship between extensive knowledge and intensive study in the process of study, and to integrate extensive knowledge with intensive study.

As we all know, breadth is the foundation of depth, and depth is the direction of breadth; if breadth leaves depth, it becomes disorganized; if depth leaves breadth, it becomes isolated and helpless. Therefore, we must pay attention to the combination of doctoral and professional studies. Professor Chen Yuan, a well-known historian, once said: "If you don't have a broad knowledge, you can't be comprehensive, and if you don't read this profession extensively, it's very much like looking at the sky with a lenient view, which often leads to loneliness and ignorance, and draws one-sided and narrow-minded conclusions." Only by obtaining a broad range of professional knowledge can we integrate and draw inferences from others to solve problems in a comprehensive manner. If you don't specialize nothing will be deep and you can't get the essence of the problem, and it will be difficult to climb to the top of this science, let alone surpass your predecessors.

Broadness and refinement are dialectically unified, are complementary to each other, the two must be well combined, on the basis of breadth in order to obtain specialization, in the study of specialization can expand their own knowledge.”

Erudition is the foundation for the academic development, intellectual development and career development of officers. The so-called "erudite and informed" and "erudite in literature" mean that a person should read more, see more, and read more. In order to actively promote military reform with Chinese characteristics and accomplish the historic task of building an information-based army and winning an information-based war, officers must step up their study and extensively dabble in the relevant knowledge of military science, sociology, psychology, management, natural science, and other disciplines, and strive to become all-rounders and knowledge-based soldiers.

While studying extensively, officers should also study their professional knowledge. The ancients said, "It is better to know a hundred lines than to be proficient in one line," "to learn and specialize," "it is better to break one finger than to hurt its ten fingers." Extensive learning is important, but it must be developed in the direction of specialization. The profession of an officer is a miscellaneous one, and it is necessary not only to be familiar with the knowledge of many disciplines, but also to learn to specialize and be good at learning, and it is still more necessary to strike a balance between erudition and intensive study, and to unify the general and specialized, to specialize on the basis of the general, and to specialize on the basis of the specialized.

(3) Questioning and seeking innovation

Questioning and seeking innovation means that in the process of study, officers should use their brains to think about problems, have the courage to question, be good at solving doubts, develop existing knowledge, and create new knowledge.

No knowledge created by human beings can be perfect or perfect. Therefore, in the process of learning, officers should not be intimidated by the authority of celebrities, but should ask a few more whys, and it is crucial to obtain "true knowledge." In fact, questioning is also an important way for officers to cultivate their thinking ability, and only by asking a few more whys can they promote their positive thinking; only by asking questions and questioning can we discover the truth, correct the fallacy, and pioneer and innovate; only when there are doubts can problems be raised and ways to solve them can be actively sought. Once the problem is solved, it can not only increase one's knowledge, but also enhance one's ability to find, analyze and solve problems.

On the contrary, if you only read a lot and do not ask any questions, then no matter how much you learn, it is at best a "knowledge base" and has no practical meaning.

In implementing the principle of questioning and seeking innovation in their study, officers should strive to achieve the following four aspects:

First, officers should learn with a critical eye.

We should not blindly obey authorities and experts, not be superstitious, not only book-oriented, not superior, but only truthful. In their studies, officers should not be swayed by anyone's assertions that appear to be true, but should seriously consider whether what is said in the book is really reasonable, whether the arguments put forward in the book are really well-founded, whether there are really sufficient reasons, and whether their logical reasoning is clear and discerning. Of course, this is not to ask us to doubt everything, but to remind us to learn with a critical eye, to learn those things that are really useful, not to be false, useless, this is a concept of learning.

Second, officers should strive to find connections between things in their studies.

For those things that seem to have little in common on the surface, use the perspective of connection to seek the commonalities between them and the relationship between them; for those things that seem to have much in common, try to find the differences between them through connection. While studying abstract issues, officers should also strive to use figurative thinking, try their best to make abstract issues concrete and visual, and seriously consider whether these abstract issues are really reasonable, logical, and in line with reality, and when necessary, they should personally conduct experiments in order to verify them.

Third, officers should strive to observe and think about problems from different angles.

People with strong innovative thinking are absolutely unwilling to blindly follow the judgments of others, and they will never just follow the back of others in their learning, and observe and think about problems along the lines of others. As an officer, you should try to look at the problem from different angles, reassemble all the material in different ways, try to find new arguments that others have not thought of, or enrich new ideas that others have not yet fully demonstrated with new ways and new different materials.

Finally, officers should be flexible in the process of studying, and bring forth the new.

In the process of reading, we should strive to overcome the attitude of treating books as dogmas, memorizing them by rote, and copying them in a rigid manner, and instead we should use books as weapons, have a definite purpose, use them flexibly, and let books be used for our own use, and stand on books to read.

In order to do this, you must strive to find the distance between the reality you are in and what you want to achieve, so that you can create a creative pressure on yourself to read with a problem in mind. Only in this way can we compare and integrate the essence of the book with our own opinions, so as to form a new understanding of the problem. Albert Einstein once said, "Look for what leads you to the depths of the books you read, and throw away everything else, that is to say, everything that overburdens your mind and lures you away from the point." The three generations of our party's leading collectives have set a very good example for us, and they have creatively integrated the basic tenets of Marxism with China's specific reality, thus producing three historical leaps in our party's guiding ideology. As military officers, they must also adopt such an attitude and method, closely integrate the knowledge they have learned with their own work practice, focus their efforts on improving their work and promoting the comprehensive building of the troops, strive to make inventions and creations, and contribute to promoting military reform with Chinese characteristics.

(4) Consistency of learning and application

Consistency between study and application means that in the process of study, officers should combine study with practice in accordance with the dialectical relationship between understanding and practice, so as to avoid the occurrence of the phenomenon of learning without using it.

The reason why it is necessary to integrate study with application, knowledge with action, and theory with practice is as follows: First, the study of officers is generally not just a personal hobby, but more of a requirement for the modernization of the armed forces and for winning future information-based wars, as well as a need for work. The study of officers is not the end goal in itself, but the ability to solve the practical problems they face after learning is the ultimate goal. Therefore, the study of officers must focus on the actual work of the troops. Secondly, the combination of learning and application is conducive to the full understanding and digestion of knowledge. The process of practice is the process of understanding, and practice is the only criterion for testing truth. Only through the test of practice can book knowledge further understand what is right, what is not completely right, and what is wrong; what can be applied to practice, and which still has certain limitations, so as to further familiarize yourself with and digest and consolidate the knowledge you have learned. At the same time, the combination of learning and application also helps to reconstruct knowledge and increase talents.

This is because knowledge itself is not equal to ability, and only by using knowledge can we enrich and develop knowledge and increase ability. Officers all have realistic positions and positions, and they learn by doing, do while learning, and the purpose of learning is entirely to apply. Only by combining study and application, knowledge and practice, can we transform knowledge and skills into real combat effectiveness, and constantly improve the applicability of knowledge and our own application ability in practice. In addition, when officers taste the sweetness of practice and feel that what they have learned is useful, the stronger their initiative in learning, the higher their enthusiasm for learning, and the better the results of their studies.

To realize the combination of learning and application, theory and practice, officers must strengthen the pertinence and planning of study: on the one hand, they must study with the problems in work practice and use work to promote learning; on the other hand, it is necessary to apply the knowledge gained in the course of study to practice in a timely manner and use study to promote work. In short, the combination of knowledge and action and the application of knowledge is an important principle. Similarly, the unity of knowledge and action should focus on practice; we must be good at learning in practice, while practicing, learning, and accumulating; it is necessary to practice and apply the knowledge we have learned to practical work and solve practical problems.

3. THE BASIC SKILLS THAT OFFICERS NEED TO MASTER IN THEIR STUDIES

(1) Read effectively

1. Make a clear reading plan.

A good reader must have his or her own reading plan. In the vast ocean of knowledge, aimless learning is like looking for a needle in a haystack, even if it is exhausting for a lifetime, it will be difficult to achieve results. Therefore, in the study of officers, it is necessary to classify reading within a certain field of knowledge, turn the infinite into the limited, and use the limited time to explore the limited knowledge. Officers should formulate a clear reading plan in light of the needs of troop building and their specific personal conditions, and implement it consistently, so that their time, energy, and ability can have a "focus" effect.

2. Grasp the two forms of reading: intensive reading and skimming.

Intensive reading and skimming are the two most basic ways of reading. Skimming can help us broaden our horizons;

intensive reading enables us to learn something. In actual reading, officers at the grassroots level should choose appropriate reading methods according to the content of the materials and the different purposes of their personal learning.

(1) The basic steps and skills of intensive reading

The first step is to go through the entire book.

The purpose of browsing the book is to get a general idea of the main content of the reading. Browsing includes cover information, executive summary, table of contents, preface, and afterword. The executive summary, preface, or afterword generally summarizes the main content of the book, distills the main thrust of the book, and reading them can help us decide how to read the book, whether it is not necessary to read it or has a cursory understanding, whether it is partially read or fully understood. The table of contents is an outline of the content of the book, which contains a larger amount of information. By reading the table of contents, we can outline the main idea and the content of each part of the book, which is conducive to us to grasp the structure and layout of the book as a whole, understand the logical relationship between the chapters of the book, and observe the author's context, so as to facilitate us to make better choices and focus on the key content and the chapters that we urgently need to understand. In short, attention should be paid to grasping the key points of the book and clarifying the structure of the book when browsing, so as to form a general understanding and lay the foundation for further intensive reading.

The second step is to scan the entire chapter.

The purpose of scanning is to grasp the general content of the whole chapter, such as the main point, main content, logical structure, and so on. When scanning, it is important to grasp representative content such as keywords, abstracts, titles, discussions, and conclusions. At the same time, you should also pay attention to the beginning and end paragraphs of a chapter, because in general, the text at both ends is mostly general information, which has a certain role in promoting and helping to grasp the content of the whole chapter.

The third step is to read it section by section.

Reading section by section is a key part of intensive reading. Once you have grasped the general content of the whole chapter, you should divide the whole chapter into sections and read them one by one. Usually it can be broken down into four steps: asking, perusing, thinking, and repeating.

The first is to ask questions. It is to ask some targeted questions about a section to guide further perusal.

In intensive reading, corresponding, targeted questions should generally be asked based on the content of the article or book. In this way, the questions raised give the reader a relatively clear purpose of reading, they can help the reader understand the author's thoughts, and help the reader to sift through important and secondary information in the close reading.

The second is perusal. Close reading is the key stage of intensive reading, and the effectiveness of intensive reading mainly depends on the gains of this stage. Careful reading must not be greedy for more and faster, we must carefully read every word carefully, every sentence, even a punctuation point should not be easily let go, we must ponder the exact meaning clearly, and then through thinking about the author's point of view and the substance of the text "grasp" out. When reading closely, you can do two things to improve the reading effect: circle the dots and underline; side note eyebrow criticism. Circle or line is to circle or line the places that you think are the key points or main content, so as to strengthen your memory. It should be noted that the underlining is not too much, and too many underlines are not effective, but obscure the main points and have the opposite effect. Eyebrow annotation, that is, writing a side note on the edge of the page, making an eyebrow comment. Do not copy the book and not have too many words, because the main purpose of doing the side eyebrow criticism is to arouse your own thinking and read the full text with the mentality of looking for answers.

The third is to solve doubts. When reading, we inevitably have questions about what we read. When encountering these doubts, the problems or difficulties should be marked and various methods and means should be adopted to resolve them in a timely manner. In general, the following three methods can be used:

First, look to books for answers. See if there's a detailed explanation in the other chapters of the book. Generally speaking, a book focuses on a relatively complete issue, and the author may arrange for other chapters to discuss it out of the needs of the discussion or the needs of the article chapter, and then the content can be directly consulted for reference. If you still don't have it, you can find the references behind the article and find relevant information to solve the problem.

Second, discuss with others. Ideas need to be exchanged and collided, and when you are puzzled, you should take the initiative to consult others or communicate with others to achieve the purpose of enlightening thinking and solving problems.

Third, use references to find answers.

For example, go to libraries, relevant resource centers, research institutes, military academies, and other places to consult other monographs of the same or similar nature. In addition, you can also use reference books such as dictionaries, encyclopedias, or the Internet to find answers.

Fourth, retelling. Retelling is the further comprehension and digestion of the reading material. On the basis of basic understanding, we must accurately describe what we have read in our own words, so as to internalize it as our own. Retelling can help us organize scattered and fragmented information into systematic knowledge. After reading a section, we can close the book and ask ourselves questions and answer questions for a complete retelling. In addition, you can also use the ideas, keywords, important content, examples, and conclusions in the material to make a simple retelling outline. In general, a successful retelling should meet the following criteria: a clear understanding of what the topic of the section is; it can be seen from which levels the author analyzes and discusses this topic; recognize what are the key concepts or points at each level; be able to draw a summary conclusion about the discussion in this section.

The fourth step is to summarize the chapter.

The unit of detailed reading is a section, and a chapter is usually a big theme, relatively speaking, after reading each section, the impression is still relatively scattered, so after reading a chapter, you should summarize it in time. In summary, you can use the method of excerpting notes to extract important summary source material from a chapter. For example, the argument and conclusion of the problem can be excerpted, and the main question, central idea, important ideas and methods of discussion can also be extracted. The summary can also be said to be a review of the main context of a chapter, which can help us remember the content of this chapter, and when we recall the content of this chapter again in the future, the summary can be said to be a quite effective clue.

The fifth step is to summarize the whole book.

Reading a book is a process that goes through the second to fourth steps in a loop, but after reading a book, there is one more work that needs to be done: summarizing the whole book. Only in this way can we realize the spiral of books from thin to thick and from thick to thin. The so-called thin to thick means that readers are required to think more when reading, ask more questions, think repeatedly about some key knowledge and content, and put their experiences, questions or comments, annotations and supplementary reference materials, notes, etc. together, so that they will obviously feel that the book is thicker.

This process of going from thin to thick is not only a process of constant questioning, but also a process of continuous understanding and processing of materials. The so-called process from thick to thin is the process of grasping the main points of the book and grasping the spiritual essence. A thick book, read it, understand it, grasp the key point and central content, and the spiritual essence and key point can be expressed in only a few words, then you will feel that the book has become thinner, which is not to say that there is less knowledge to learn, but to digest the knowledge. The more you understand it, the thinner it feels. This transformation from thick to thin can be achieved with the help of various notes, such as summary notes, experience notes, and summarizing the whole book.

(2) The basic steps of skimming and their techniques

The first step is to browse.

Skimming should also start with the cover and quickly make a judgment on the topic and subject area of the book based on information such as the title, author, and publisher. Then go through the executive summary to get to know the main content of the book to decide whether to read further or not yourself. If you can't judge the reading value of the book after reading the summary, you should read the table of contents to have an overall grasp of the book. Before entering the formal reading, you should also read the preface and afterword to understand the reason, background and purpose of the author's writing, so as to have a deeper understanding of the main theme of the book, so that you can focus on it in the reading process.

The second step is to scan the text.

One is speed reading. Speed reading is an important way to grasp information. After reading the preface and postscript, it is time to start reading the full text. The speed of scanning is very fast, ten lines at a glance, and a glimpse of the general idea. On the premise of comprehension, skimming should pay attention to improving the reading speed, the faster the better, so as to improve the efficiency of reading.

The second is agile thinking. In the scanning stage, we not only need to read quickly, but also think quickly to understand the meaning and point of the text. You can't read fast without knowing what to do, and fast reading must be combined with keen thinking. In order to ensure the quality of fast reading, we should concentrate on thinking quickly when scanning.

The third is inference and prediction. A good reading activity is not a passive process of receiving, but a process of active perception, memory and thinking. With the expansion of reading content and the deepening of meaning, we must not only gradually have a deeper understanding of the reading material, but also infer and predict the nature and development of the reading content.

The third step is to peruse the main points.

After a quick scan of the full text, we can basically clarify the main point of the material and have a clearer grasp of the whole. At this time, the reader can choose the key content of the text according to his needs or interests and continue to read carefully, combining skimming and intensive reading processes.

The fourth step is to summarize the full text.

Although skimming is not as strict and detailed as intensive reading, it does not mean that it can be done in a so-so and hasty manner. Skimming also requires the digestion and absorption of the knowledge acquired, and if the book is discarded after reading without summarizing or reflecting, what has been learned at that time will soon become a cloud of obscurity, and the gain will be minimal. Therefore, after the reading is over, you must summarize the content of the whole book in your own words, clarify the overall idea and context, and summarize the reading experience in time.

3. Mobilize a good reading mood.

Reading requires the reader's undivided engagement. A strong interest and desire to read can well mobilize the reader's inner potential and improve reading efficiency. We all have the experience that when we read the books we are interested in, we can often read them for a long time and absorb more content; and reading a book that makes people feel boring will soon become bored, and slowly become absent-minded, and they will not know what to do after reading it for a long time. That's where the interest in reading comes in. Of course, we can't just read with interest, especially for officers who have to learn a lot of knowledge, although they may not be interested in a lot of knowledge, they still need to study hard, which is an inevitable requirement of their own duties and missions. In the process of reading, the officer must not only try to stimulate interest in reading, but also fully take into account the tempering of the will. Reading is hard work, especially when you're reading something that doesn't interest you, that is boring and difficult to read, but that you have to read.

Therefore, officers should be able to sit still and force themselves to study as much as possible. In fact, the step-by-step success of the will training often triggers the reader's desire to read further, and gradually, boredom will gradually become a preference, and compulsory reading will also become interest reading. If you are afraid of difficulties and give up halfway through reading a few pages, you will lose more and more interest in reading, and you will never be able to grasp this kind of knowledge well. Marx famously said in "Capital": "There is no smooth road in science, only those who are not afraid of toil and climb along the steep mountain road can hope to reach the glorious summit." It should be the motto of every officer who works hard to study.

(2) Learn to take good notes

As the saying goes, a good memory is better than a bad pen. When studying, officers must pay attention to developing a good habit of taking notes. Taking good notes is a great way to promote learning. First, it can effectively help readers improve their efficiency and reading ability. Second, it can help readers deepen their understanding of the material, make the acquired knowledge more systematic and organized, and exercise their ability to express themselves in writing. Third, it can accumulate valuable information for readers, enlighten their minds, and stimulate creativity.

There are five types of notes that we commonly use: annotated notes, excerpt notes, summary notes, index notes, and insight notes. The latter four notes can be used either in a loose-leaf notebook or as a loose-leaf card.

1. Annotate notes.

That is, the reader directly marks the key sentences of the reading material with dots, straight lines, curves, wavy lines, double lines, boxes, etc., or inserts annotations or folds and paper strips in the blank space of the page as marks. In this way, you can not only grasp the key content of the book, deepen your impression, but also provide convenience for future search.

2. Excerpt notes.

It is mainly to write down the important views and contents in the relevant materials, and to write down the famous quotes, materials, and data that explain the important views or facts, and it is best to give a brief title and indicate the source, as the original materials for future application.

3. Feed notes.

That is, on the basis of understanding and truly understanding the original text, the reader refines the main points of the material in the order of the original text, including the main arguments and important contents of the original work, etc., and makes brief comments, and puts forward the gains and losses and reference value of the original text; or arrange the main points of the content in the form of opinions, so as to grasp the content and logical structure of the whole book, and study the author's ideological context and writing method.

4. Index notes.

That is, the reader makes a record of the name of the book or periodical, the title of the paper, the author and the detailed source, etc., and sometimes can write down the topic of the paper or material and the issues worth noting in a few simple sentences.

5. Testimonial notes.

That is, to write down the experience or gain after reading in your own words. Testimonial notes are an advanced form of reading notes, which require more personal creativity and are relatively difficult.

No matter what kind of notes you make, you must pay attention to the following points: first, you must have a purpose in taking notes, you must selectively record typical materials and contents, and the words, words, sentences, and paragraphs you write down must be properly analyzed, and should not just be excerpted, otherwise it will not only waste time, but also will not play a due role in promoting learning. Second, the notes should be consistent with the original text or the author's original intention, otherwise the slightest sloppiness will lead to mistakes and cause unnecessary trouble to learning. Third, you must have your own opinions when taking reading notes, and overcome bad practices such as I will memorize what others write and I will not say bad when others say it is good. Otherwise, over time, thinking will be imprisoned in the thinking circle of others, which is not only not conducive to improving reading ability, but also does not help cultivate the ability to analyze and solve problems.

(3) Carefully accumulate information

Data is a variety of valuable materials that reflect nature, society, and thinking formed by people in their practical activities through various methods. As a mineral deposit of wisdom and a treasure house of knowledge, data is an intellectual resource for people's spiritual reproduction. Accumulating information is an important method of learning for officers.

Data can generally be divided into three types: one is direct data, also known as first-hand information or original data. It is the original material or empirical conclusion obtained through one's own practice, and its forms include experimental reports, observation records, investigation diaries, investigation reports, and statistical data. The second is indirect information, also known as second-hand information. Indirect materials come from a wide range of sources, such as excerpts from books and periodicals, records made when listening to reports, information learned from conversations with others, and video and audio recordings. The third is regenerative data. It refers to the conclusions, experiences, experiences or opinions obtained by the learner and researcher after induction, refinement and argumentation on the basis of direct and indirect data, combined with their own research, identification, analysis, thinking, reasoning and other thinking activities.

1. Methods of organizing and preserving data.

It is important to collect information, as is the organization and preservation of the collected information. In general, the data is stored in the following ways:

(1) Save data in card format

Card-based data preservation is a kind of often used, which can achieve the effect of breaking the whole into parts and accumulating small ones. Generally speaking, there are the following types of cards:

Index cards. Each card only writes the title of a book or an article, stating which aspect of the research topic belongs to you, and does not copy the original text, but only notes the source and purpose in detail, so that you can find it in later use.

Excerpt card. Excerpt some important contents, main ideas, incisive arguments, wonderful sentences, arguments, arguments, etc. from the original text. When excerpting, generally each card has a topic, and the source must be indicated.

Casual cards. This kind of card is dedicated to the experience of reading and working in daily life, and the analogy, association and imagination that arise from feelings. When the mind is active and bursts out of the spark of thought, the idea should be immediately written down on the card, sorted and preserved, for later arrangement, research and use.

Generally speaking, the following issues should be paid attention to when making information cards:

First, one thing and one card. That is to say, each card only writes a question, an example, an opinion, a paragraph, a formula, a theorem, an aphorism, etc. This is convenient for classification and arrangement, and can be arranged in different permutations and combinations, which is conducive to the comprehensive utilization of reading cards.

Second, the abstract is precise. The excerpt of the original text must be carefully selected, outlined, short and concise, only the essence of the original text or the key issue, really useful for their own study, work, research, do excerpt cards, the rest only do index cards.

Third, the records are accurate. It must be transcribed exactly as it is, with no modifications or omissions. Excerpts from aphorisms, aphorisms, quotations, etc., must be faithful to the original text and prevent them from being taken out of context. If an error is found in the original text, it can be noted in parentheses.

Fourth, it is convenient to search. Indicate the title and category of the excerpt above the card; the specific content of the information copied in the middle of the card; at the bottom of the card, the detailed source of the excerpt should be indicated, including the name of the book or paper, the author, the publisher, and the date of publication. If it is a newspaper or periodical, the name, issue or date of the newspaper should be indicated, and the special literature that is not a book or a journal should also be marked with the document number and language, so as to facilitate search and further reference. The data card has accumulated a lot, it must be sorted out regularly, put it into the card box according to the category, and it is best to have a classified guide card, write the directory, and make it easy to find.

(2) Whole storage of data

It is a way to completely preserve useful books or materials without any modifications. This method is suitable for materials with a large amount of information, rich content, more concentrated, and higher academic value or utilization value, such as teaching reference books, seminar proceedings, compilation of laws and regulations, etc.

(3) Clip-type preservation data.

That is, the relevant content is cut from books, newspapers, and magazines, and edited together. Sometimes, in order to prevent loss, you can use a special notebook to paste the edited materials into categories.

(4) Catalogue-based preservation of materials

For some due to various constraints, the above methods can not be used to accumulate materials, can be recorded in the form of a catalogue for future reference. The table of contents generally contains the following items: the name of the material, the author, the source, the page number, etc. Sometimes you can be more detailed if you need to.

2. Problems that should be paid attention to when accumulating data.

The first is to pay attention to timeliness. All materials are the products of a certain historical period, and without exception, they are branded with a certain time and carry the traces of a certain historical period. From this point of view, the information itself is history. When we accumulate data, we should pay attention to the temporality of data, judge its historical value and current value, and accumulate it carefully according to the chronological order.

The second is to pay attention to novelty. The so-called novelty is not only a requirement for the time when the data is generated, but more importantly, it is necessary to discover the things that others have not yet used from the ordinary and common materials. The novelty of information has two meanings: on the one hand, it refers to new things, new ideas, new discoveries or inventions that have appeared before and only recently. On the other hand, it refers to something that already exists, but people have not yet discovered its value, which is also novel information.

The third is to pay attention to systematization. The original material is a plate of loose sand, and it cannot be regarded as a material without processing. In order for the collected materials to truly play the role of the basis and reference for research, it is necessary to arrange the materials according to a certain system, so that the original materials are grouped and concentrated so that they can be easily searched at any time. Therefore, we should not only pay attention to the collection of data, but also pay attention to the collation of data. On the one hand, you should always think about what kind of information you should collect and where to collect it. On the other hand, it is necessary to frequently analyze the collected data by removing the rough and refined, removing the false and retaining the true, and classify and arrange them in a timely manner to facilitate reference. In the process of sorting out, it is also necessary to eliminate the data that has lost its value, and add new data at any time, so that the accumulated data is like a murmuring stream, which is always flowing and always new.

Fourth, pay attention to authenticity. Only on the basis of authentic and reliable materials can we draw scientific conclusions that are in line with reality. To this end, first of all, we must pay attention to respecting objective reality, avoid preconceived ideas, and choose materials without personal likes and dislikes and prejudices, and must not distort the original objectivity of materials.

In addition, the selection of materials should be well-founded, the use of first-hand information must have a history, and the selection of second-hand information must be carefully checked with the original documents in order to achieve the greatest accuracy.

(4) Learn to memorize effectively

Memory and learning are inseparable, and the process of learning is the process of selecting, refining and processing knowledge, acquiring and accumulating experience, storing it in one's own mind, and then reproducing and recognizing knowledge when needed. Memory connects the past and present of people's mental activities, and is the basis for people's study, work and life to proceed normally. In study, officers must learn to memorize effectively and master the basic laws of memory, so as to improve the results of learning.

1. Understand the basic concepts of memory.

Memory is the mental process of accumulating and preserving individual experiences in people's minds by means of recognition, retention, and reproduction (recognition, recall). The memory capacity of the human brain is quite large, it can constantly receive new information, and store what it has perceived, thought and experienced, so that it can be retrieved at any time. According to a study by scientists at the Massachusetts Institute of Technology in United States, if a person is always eager to learn, he will learn and store 50 times as much knowledge in his lifetime as the Library of Congress in United States. The library has a collection of more than 10 million books, which means that the human brain can hold more than 500 million volumes of knowledge, which is a staggering number.

Memory generally consists of three parts: recognition, retention, and reproduction (recognition, recall). Memorization is the process of recognizing and remembering things and accumulating knowledge and experience, and it is the first basic link in the memory process. Retention is the process of consolidating the knowledge and experience that has been acquired, that is, the process of preventing forgetting, and it is the second basic link in the process of memorization. Reproduction is the process of recovering past knowledge and experience under certain conditions, and it is the third basic link in the memory process. There are two types of reproduction: recognition and recall. The process by which things that have been experienced in the past reappear, and the process of identifying them is called recognizance;

the process of making things that have been experienced in the past not present in front of you and making them reappear in the mind is called memory.

The quality of memory is usually manifested in four aspects: the breadth of memory, the speed of memory, the persistence of memory, and the accuracy of memory. The breadth of memory refers to the total amount of memory at one time. The speed of memory refers to the number of things that an individual is able to remember in a certain amount of time. The persistence of memory refers to the retention time of memory traces. When different people remember different things, the persistence of their memories will be different. The accuracy of memory refers to the preservation of the nature of the original memorized content. If there are too many mistakes in memory, not only will the remembered things lose their value, but also have a certain impact on learning and work.

2. Familiarize yourself with the basic types of memory.

According to the content of memory, we can divide it into four types:

Logical memory of words is the memory of concepts, judgments, reasoning, etc., and the content of the relationship between things and the meaning and nature of things themselves. People who are good at using word memory tend to be good at memorizing word materials, abstract concepts, and logical rules. Word memory is closely related to people's abstract thinking, which develops with the development of abstract thinking ability and gradually improves with age and knowledge and experience.

Image memory is a memory that takes the image of perceived things as its content. What this memory retains is a concrete image of things, which can be visual, auditory or tactile images. In real life and work, people generally remember the external characteristics and specific images of things quickly and keep them firm. When recalling something, the image of the thing is also the first thing that appears in the mind. Figurative memory is a very effective type of memory.

Emotional memory is a memory that is the content of a certain emotion or emotion experienced by an individual. Everyone has a certain ability to remember emotions. People often remember things that once evoked a certain strong emotion in them, and the emotional experience itself. Positive and pleasant emotional memory can motivate people's actions and improve learning and work efficiency, while negative and unpleasant emotional memory can reduce people's activity ability.

Motor memory is a memory based on the motor state or action image experienced in the past.

It is premised on the appearance of action formed by movement or operation. The appearance of action comes from the perception of one's own actions and the perception of other people's actions and gestures in pictures, and can also create new action representations through the processing and transformation of existing action appearances. The image of the movement can be maintained for a long time and plays an important role in learning and life.

This categorization of content by memory is not absolute. In fact, in daily work and study, the above four types of memories are often closely linked. For example, when listening to lectures by experts and professors, you need to memorize both words and images, and if you integrate your own emotional experience, it will often make your memory more profound. In addition, a certain amount of motor memory is sometimes required when learning military skills such as driving and shooting.

3. Master the skills related to memorization.

(1) Form the "core" of memory, and combine comprehension and mechanical memory

Memory can be divided into comprehension memory and mechanical memory according to the way. The degree of comprehension of the material is an important factor affecting the effectiveness of memorization. In general, comprehension memory is much better than mechanical memory because it is closely related to knowledge acquired in the past. A psychologist used the memorization of a poem as a comparison, he asked the students in group A to memorize it purely by mechanical memory, while the students in group B gave them a detailed analysis of the ideological content and conception method of the whole poem, and then asked them to recite it. The results showed that the average student in group B remembered 80.3%, while the average group A remembered only 47.2%. Therefore, when we memorize, we should first understand the basic meaning of the memorized content, so that the memorized materials can establish a certain connection with the knowledge structure in our minds and form a solid "core" of memory. Generally speaking, the closer the memorization material is to the knowledge structure of the journalist, the deeper the understanding and the better the memorization effect. Of course, while emphasizing comprehension memory, it does not completely negate the role of mechanical memory. Sometimes, when we are not yet able to understand some material but must write it down, we must adopt the method of mechanical memory to a certain extent, and sometimes we often take the method of combining mechanical memory and comprehension memory.

(2) Grasp the emphasis, and combine unintentional and intentional memorization

According to the purpose of memory, memory can be divided into unintentional memory and intentional memory. Unintentional memory refers to a memory that occurs naturally without a predetermined purpose and without the need for a special method. Generally speaking, things and events that are novel, can arouse the individual's strong interest, and are closely related to the individual themselves are easy to be remembered unintentionally. Intentional memory refers to the memory that has a clear purpose of memory, has the participation of volitional efforts, and adopts corresponding memory methods. In real life, conscious memory is more important than unconscious memory. Because to master systematic scientific knowledge and skills, it is mainly dependent on conscious memory. Under the same conditions, the effect of conscious memory is much better than that of unconscious memory.

(3) Be selective and good at choosing the key points for memorization

In the process of memorization, not everything has to be memorized. According to the learner's needs and whether the material itself is meaningful or not, memory can be divided into the memory of meaningful material and the memory of non-meaningful material. The biggest and most critical difference between these two memory processes lies in the strategy of recognition. Focused memorization means that only the key points are selected to memorize in order to reduce the load of memorization. It is not necessary to memorize all the details of a material, because it is not only very laborious, but also very time-consuming. Therefore, when studying, we must pay attention to our choices, grasp the key content to memorize, and try to avoid unnecessary information. Learning without choice will only make memorization tasks very onerous and less efficient, and it will be half the effort.

(4) Appropriately decompose tasks, first easy and then difficult to memorize

When we memorize, there are three ways to break down materials: overall memory, partial memory, and comprehensive memory. The holistic method of memory is to read the entire memory material until the memory is firmly established; the partial memory method is to read and memorize materials in segments, first to memorize a paragraph firmly, and then synthesize the whole memory; integrated mnemonics are a combination of the whole and the part. Perform the overall memorization first, then the partial memorization, and finally the overall memorization until the memorization is firm. Depending on the material, we should adopt different methods of memorization. In general, if the material is short and has a close meaning connection, it can be recognized as a whole;

if the material is not meaningfully linked, it can be partially recognized; if the material is meaningfully connected but long and difficult, the comprehensive notation works best. Either way, the memory material should be broken down, divided into different stages, according to the principle of easy first and then difficult, step by step to memorize, first memorize the easy to remember material, and then take advantage of the situation to break through the difficult part of memory. In addition, starting with simple materials can also eliminate the psychological pressure generated from the quantity, which is also a shortcut to memorize a large number of materials in a short period of time and improve the memory effect.

(5) Organize materials flexibly and establish relevant connections for memorization

When there are a large number of materials or contents, if they are organized according to a certain relationship, the efficiency of memorization can be effectively improved. As a very simple example, let's say you can memorize a series of words: giraffe, radish, zebra, diver, customer, spinach, baker, mouse, dance, weasel, pumpkin, typist, and 60 other words. If these words are divided into the four categories of animals, plants, personal names, and occupations according to semantic relations, the efficiency of recognition and memory will definitely be significantly higher than that of disordered memory. In the process of learning, if the material can be classified in an appropriate way and a certain system can be formed, it will be beneficial to memory.

(6) Overcome bad habits and improve memory effect

In the process of memorization, there are often several wrong practices that are not conducive to memory, but are often adopted by people, and need to be brought to our attention and overcome.

One is to avoid long-term memory. That is to say, the longer the memory time, the better, if you remember continuously for a long time, the memory effect will be significantly reduced. Because learning the same content for a long time, the brain is in a state of fatigue all the time, and the efficiency will definitely decrease. If you don't understand this, it's bad to just complain about "why can't I remember," and then the efficiency of learning will drop even further.

The second is to avoid continuous memory. Sometimes we will do some temporary surprise learning, often trying to race against time to do a lot of surprise memory, this method is called "concentrated memory" in memory theory, but the effect is often not good. Compared with the non-stop memory method, the method of "scattered memory" with timely breaks is more effective.

The third is to avoid the memory of useless content. Some comrades are unable to make an effective selection of the contents when memorizing, and as a result, they memorize many contents of little value, waste a lot of valuable time, and hinder the memory of other important contents. Therefore, before memorizing, it is necessary to conduct a general analysis of the content to be memorized, make trade-offs, and judge what should be memorized and what should not be memorized, so as to determine the focus of memory. For things that are not necessary to be memorized by the brain, they can be recorded on paper without going through the step of memorization. If you do this, you can greatly improve the efficiency of memory.

In short, memory is a basic psychological function and a regular activity, which is the fundamental guarantee for the continuation of human mental activity in time, and the premise of experience accumulation or psychological development. In the process of memorization, officers should have a correct attitude toward learning and master scientific methods to ensure effective memorization and improve memory efficiency.

(5) Be good at using reference books

Reference books refer to books compiled for people to study, refer to, and refer to for people to investigate the meaning of words, the meaning of words, the source of words and sentences, and the system of rules and famous objects. It condenses the essence of human culture in a specific arrangement, reflects the results of academic research, and provides great convenience for readers to consult and use it with specific retrieval methods. Reference books are the gateway to reading, the key to open the door to the treasure house of knowledge, the "silent teacher" and "desk consultant." Since most of the officers' studies are self-taught and require a variety of knowledge, if they want to swim in the ocean of knowledge, they must learn to make effective use of reference books, and the use of reference books can save officers a lot of time and energy. For officers, learning to use reference books is one of the basic skills necessary for learning.

There are many types of reference books, which can be divided into two categories: reference-type reference books and searching-type books according to their nature and function. Reference-type reference books also include dictionaries, dictionaries, encyclopedias, yearbooks, manuals, chronographs, calendars, diagrams, etc., which mainly provide specialized knowledge in a certain area and contain a high density of information.

A searching-type reference book is a type of reference book that provides us with information sources and intelligence clues, mainly including bibliographies, indexes, abstracts, etc. Officers should be aware of the features of some of the main reference books and learn how to use them.

1. Character dictionaries and dictionaries.

Character dictionaries and dictionaries collect words and phrases in a language, explain the concepts, meanings, and usage of words and words, and arrange them in a way that makes them easy to consult. Before using dictionaries and dictionaries, we must first master various retrieval methods, that is, master the arrangement rules of various dictionaries and dictionaries. secondly, it should have a clear purpose, that is, according to the nature of the problem, check the relevant dictionaries and dictionaries; in addition, we should also pay attention to the authority and contemporaneity of dictionaries and dictionaries, because with the development of science and technology, new words and new meanings continue to emerge, and old words and old meanings are constantly eliminated, especially professional dictionaries, generally speaking, the more new and perfect the version, so we should pay attention to the use of new versions.

2. Encyclopedia.

An encyclopedia is an authoritative, searchable and educational large-scale reference book that arranges various types of knowledge in the form of a dictionary. It collects the technical terms and main vocabulary of the social sciences and natural sciences, and subdivides them into detailed explanations. Most encyclopedias are multi-volume, and when using them, you should first select the volume according to your needs, read the preface of the volume, understand the arrangement, and then select the corresponding entries according to the arrangement, and consult the relevant information. When choosing an encyclopedia, we should pay attention to the new edition and authority, so as to ensure the scientific and contemporary nature of knowledge.

3. Yearbook.

The Yearbook is a reference book that is continuously edited and published on an annual basis. It summarizes the scientific data, scientific progress, important current affairs literature, statistics and data of a certain discipline or its branch in a year. When using the yearbook, we must first be targeted, and use the corresponding yearbook for whatever information you find; secondly, it is necessary to understand the organization and arrangement of materials;

again, it is necessary to make careful reference to the "examples" and "editor's notes" and to be good at using the various indexes attached to the yearbook.

4. Bibliography.

A bibliography is a reference book that records the name, author, volume, edition, and age of a book, and is mainly used for book search. Libraries generally have such reference books. There are many types of bibliographies, divided by text, including Chinese bibliography and foreign bibliography; according to the carrier, there are card bibliographies, book bibliographies, and machine bibliographies; according to the search route, there are classified bibliographies, title bibliographies, author bibliographies, and subject bibliographies. When using bibliographies, you should first understand the bibliographic system of the library, and then look up the required classified bibliography according to the direction and purpose of the search. The materials of some emerging disciplines and interdisciplinary disciplines should be searched in many aspects.

5. Indexing.

An index is an excerpt of the contents of books, periodicals, newspapers, etc., and is arranged into entries. Such as "Index of Geographical Names," "Index of Newspaper and Periodical Copying Materials of the National People's Congress" and so on. The index has the function of a guide, through which you can "stay on the map" and get the required information in time. When using indexes, it is necessary to first familiarize yourself with and master their layout and search methods, and secondly, you should choose indexes that are closely related to the query problem according to your needs.

6. Digest.

An abstract is a tool book that provides readers with a summary of the content of books and articles. It is a condensed form of primary sources, with popular digests and informative digests. Abstracts faithfully reflect the facts, concepts, data, causes, processes, time, etc. in the original materials. When using, you should first read the indicative digest to judge whether a certain type of material has the value of reading the whole text, and then read the reportage digest to understand the basic content of the original material.

(6) Pay attention to cooperative learning with others

At present, cooperative learning has become a very important learning mode in collective learning and online environment. Cooperative learning refers to mutual learning by team members in order to accomplish a common task. As an armed group that emphasizes cooperation and coordination, it is particularly important for military personnel to carry out cooperative learning.

Cooperative learning is very important for cultivating officers' ability to innovate, think differently, think critically, explore and discover, and cooperate and coexist.

Cooperative study for officers is a new form of study based on modern military education theory, military science theory, and modern educational technology theory, with interpersonal relations as the basis, cooperation as the basic driving force, group activities as the basic form, and strengthening officers' good psychological quality, military skills, military theoretical literacy, and even overall quality as the fundamental purpose. It usually contains basic forms such as competition, debate, division of labor, partnership, role-playing, etc. Officers should pay attention to the following points when engaging in cooperative learning:

1. Choose the right learning content.

Officers should choose valuable contents, favorable timings, and appropriate times for cooperative study according to the content of study, their own situation, and the reality of the learning environment. For simpler subjects, individual independent learning is adopted, while more complex, integrated projects can be carried out in small groups. Problems of cooperative study are generally some key and difficult problems, frontier issues, or hot issues encountered by officers in their work and study, and there should be a need for cooperative study.

2. Clarify your learning tasks.

When carrying out cooperative learning, it is necessary to clarify the learning tasks and goals, and use a shorter time and coordinated cooperation methods to improve the efficiency of group cooperative learning and complete the learning tasks. At the same time, in their daily study, officers should cultivate good habits of cooperative study and listen to the opinions of others with an open mind.

3. Construct a well-structured learning cooperation group.

First, the number of people should be reasonable, generally 4~6 people are appropriate. Second, it is necessary to follow the principle of "homogeneity among groups, heterogeneity within groups, and complementarity of strengths," and to divide officers into groups according to their differences in knowledge base, learning ability, and personality characteristics, so as to optimize their combinations, complement each other's strengths, and promote each other. Third, there must be a corresponding organization. If an officer with strong organizational skills and a sense of cooperation serves as the team leader, organize the group members to carry out discussions, exchanges, research and study in an orderly manner;

set up recorders and reporters to be responsible for the recording and summarizing of important content of group cooperative learning, experience exchange, resource sharing, etc.

4. Create a relaxed learning environment.

There should be a democratic, harmonious, relaxed, and free atmosphere of study in group cooperative study, and officers should be encouraged to actively participate in activities in various forms, and have ample time for study, discussion, and exchanges, so that everyone can have the opportunity to speak and have time to complement each other, make corrections, and debate, so that the ability and level of officers at different levels can be brought into full play.

(7) Continuously improve self-learning ability

Officers have relatively strong thinking ability, abstraction ability, comparison ability, and imagination ability, easy to grasp the essence and internal relationship of things, strong self-control ability and comprehension ability, relatively stable learning mood, and persevering will and perseverance in studying.

With the advent of the knowledge economy and the information age, learning has become people's way of survival and lifelong pursuit. Officers who hold relevant positions and have a strong ability to learn on their own should learn more on their own. Self-study is highly regarded for its extensiveness, initiative, flexibility, limitlessness, independence, and small investment and quick results. When an officer learns to teach himself, he or she has hired a "on-call" teacher and has mastered the secret weapon of success.

So, how can officers improve their operational self-learning ability?

First of all, do a good job of self-analysis.

To conduct self-study, you must first have a clear understanding of yourself. Officers should flexibly choose the field and content of study in light of their actual situation and the environment in which they live, and according to the needs of their work and the needs of their future development for their own theoretical foundation and knowledge structure.

Second, make a study plan.

The self-study plan should include a master plan and a phased plan. Whether it is a master plan or a phased plan, it should roughly include the following items: time arrangement, reading list, and goals to be achieved. In terms of time arrangement, on the one hand, it is necessary to take into account the time required for work and life;

on the other hand, officers should also be good at squeezing out time for self-study, make full use of the "leftovers" of time, and arrange their self-study time scientifically and rationally. In addition, the self-study plan should reasonably set your own long-term goals and short-term goals. If you have a goal, you will have a direction to work towards, and if you lose a goal, you will lose the motivation to learn. There should also be some flexibility in the development of the plan, leaving a certain amount of leeway so that the plan can be appropriately modified if conditions change.

Third, stimulate and maintain enthusiasm for learning.

When learners are in a state of readiness to expect to learn, there is a passion for learning. There's a question of learner motivation here. Learning motivation is the state of psychological readiness of learners when they enter a certain learning process, which can stimulate their interest in learning, maintain existing learning activities, and make learning behaviors move towards certain learning goals and determine learning strategies. Officers should put themselves in a stimulating situation as much as possible, and actively create external objective conditions to stimulate their motivation for learning. In the process of learning, officers should make appropriate use of both encouragement and punishment to improve the learning effect. When you make some progress in the learning process, you should give yourself appropriate and timely rewards to consolidate the learning effect and meet your psychological needs; when the effect is not very obvious or has little effect in learning, we should analyze it in time, find out the cause, give ourselves appropriate punishments, make certain adjustments to learning, and try to avoid similar situations in future work.

(8) Master scientific learning methods

The first is the combination of learning and learning.

"Learning" is to learn knowledge and understand things. "Practice" is a review or practice, which is to understand and consolidate what has been learned. Learning and learning need to be closely integrated. "Learn from time to time, and learn from the past to learn the new," officers can only deepen their understanding of the knowledge they have learned by reviewing them frequently and doing more exercises; at the same time, the process of "Practice" is also a process of "reviewing" and fighting against forgetting, and what has been learned by oneself will often lead to new understanding and discovery through regular "Practice." When revising, you can use teaching materials, notes, or modern audio-visual tools to stimulate the audio-visual organs in various ways to achieve the purpose of memorization.

At the same time, "Practice" also includes practical training, in which the basic knowledge and principles learned are applied to the work practice of the army and to analyze and solve practical problems.

The second is the combination of learning and thinking.

"If you learn without thinking, you will be reckless, and if you think without learning, you will be lazy." If you learn book knowledge without thinking, you may not be able to distinguish between truth and falsehood, let alone integrate and apply what you have learned. And if you only think and don't learn, you will be lonely and unheard, and you will not be able to learn shallowly, let alone be broad-minded and innovative. When studying on their own, officers should actively use their brains, ask a few more whys, and "know what it is" and "why it is" even more, and should not be like a dragonfly passing by. Thinking is the inevitable stage of learning, but also the basis of questioning and memory, without thinking, learning can not be profound, there is no understanding and mastery of knowledge, let alone development, innovation.

The third is the combination of learning and inquiry.

"Sensitive and studious, not ashamed to ask," knowledge is obtained through "learning" and "asking." It is necessary to combine "learning" with "asking," in which studious is the premise, only studious and thoughtful can be asked, otherwise there is no source of questions; asking is the continuation and profundity of learning and thinking, and only by asking can we understand and master knowledge more deeply, solve doubts and doubts, and know the new. In the course of study, officers should not only have the spirit of studying hard and not being afraid of difficulties, but also have the attitude of being honest and humble and humbly seeking advice. If you find a problem that you don't understand, you should consult experts and insiders in a timely manner, ask for advice from reference books and reference materials, and ask colleagues and comrades-in-arms around you for advice.

Fourth, the combination of learning and memorization.

"Knowing it silently, learning without getting tired," learning and memory must be closely integrated. Memory is a necessary part of learning, and only memory can master what has been learned. As the saying goes, "a good memory is better than a bad pen," and officers should develop the good habit of taking notes and remembering them diligently when studying.

In short, as long as officers study diligently, study frequently, think well, ask questions, and memorize more, the results of study will be very obvious, and their learning ability will be greatly improved after a long period of time.

CHAPTER XI: CREATIVE WORK ABILITY TRAINING

The report of the 16th National Congress of the Communist Party of China emphasized: "Innovation is the soul of a nation's progress, an inexhaustible driving force for a country's prosperity, and a source of eternal vitality for a political party."

National defense and army building in the new century and new stage are faced with heavy and arduous tasks. At present, new and profound changes are continuing to take place in the international situation, the trend of world multipolarization and economic globalization is developing in twists and turns, various contradictions are intricately intertwined, and factors of instability and uncertainty are increasing. This urgently requires officers to keep firmly in mind the expectations of the party and the people, emancipate their minds, have the courage to make explorations, adapt themselves to the requirements of the new situation and new tasks, and apply scientific theories to resolve the contradictions and problems encountered in the building of the troops. Adhere to seeking truth and pragmatism, keep pace with the times, be good at discovering and supporting new things, summarize new experiences, and work creatively in combination with reality.

1. THE BASIC KNOWLEDGE OF INNOVATION

(1) The basic concept of innovation

Pioneering and innovating is an activity in which people mobilize known information and existing knowledge, use innovative thinking and innovative means, and form new concepts, new ideas, new theories, new technologies and other intelligent achievements on the basis of creatively transforming objective objects according to the established goals. It is an activity in which the elements of innovative knowledge, innovative thinking, innovative consciousness and innovative practice are combined.

Innovation or innovative activity has at least the following specific meanings:

First, innovation or innovation activity, like other activities, is a kind of transformation or renewal of the object of activity by the subject of the activity (innovator) under the guidance of a certain concept.

Second, this transformation or renewal, in a way that is novel, unique, and unprecedented, is a transcendence of habitual choice. Creative solutions to problems often imply a break from the old frame of thought.

Third, because the innovative approach is new and unprecedented, it always requires painstaking, tenacious and inspiring intellectual and physical labor.

Fourth, the result of this kind of labor should be novel in its advanced form and of high social value.

Innovation is not mysterious, it is a universal psychological ability of human beings, and normal people have a certain degree of innovation potential. The essence of innovation lies in the unity of novelty, uniqueness and effectiveness. Its value is the embodiment of truth, goodness, and beauty. Creation is divided into levels, measured by its contribution to human society, and innovation has big innovation and small innovation; there are comprehensive innovations and partial innovations. Innovation achievements involve all areas of human life, both material and spiritual.

(2) The significance of innovation

Innovation is of great significance to the development of human society, to the prosperity of a nation or country, to the victory of an army, and to the success of an individual's career.

Innovation is the foundation for the survival and development of human society. Looking back at the history of the emergence and development of human beings, we can see that our human ancestors are similar in shape and appearance to orangutans, and their strength and physique are inferior to other beasts. According to Darwin's law of competition for survival and the law of the jungle, there is a danger of extinction. But man eventually conquered all the ferocious beasts and became the master of all things. What is the root cause? It is the human being who has an innovative brain, which is the fundamental attribute that distinguishes human beings from other animals.

It is conceivable that when primitive man was fighting with the beast, one of the wise men suddenly lifted a sharp stone and threw it at the beast, and as a result, the man was victorious and the beast was killed. The wise man learned that a sharp stone could be used as a weapon in battle. He told his companions about this great discovery, and the Sharp Stone became their weapon in battle with the beasts. This wise man became the world's first inventor. Other wise men invented methods for making stone tools, as well as methods for drilling wood for fire, making pottery, raising livestock, and farming. In this way, man finally becomes the master of nature. Since then, every progress in human society, from the change of social system to the invention and adoption of various science and technology, is all related to innovation. It can be said that innovation is human nature and the foundation for the existence and development of human society.

Innovation is the foundation for the prosperity and prosperity of a nation and a country. The history of the progress of human civilization shows that whether a nation or country has a strong ability to innovate is a sign of whether it can prosper. If you lose this ability, although you may be dominant for a while, you will inevitably be bullied because of backwardness. On the other hand, if this capability can be continuously improved, it can gradually replace the emergence of powerful countries. World War II ended with the defeat of the fascist forces in Germany, Italy and Japan. There are moral reasons for this, but in a sense, war can also be seen as a race of "invention." Taking the United States and Japan as examples, in order to win the war, Japan advocated physical exercise for the whole people, and ordered the whole country to carry out bucket running competitions and students to carry out wartime labor services. On the contrary, the United States strongly advocates that the people use their brains to make suggestions and inventions in order to win the war. The rise and fall of a country or nation has a significant bearing on whether or not it attaches importance to creating inventions.

Innovation is the key to an army's victory in war. The outcome of a war, apart from the fundamental reason of popular support, mainly depends on such factors as the level of weaponry and equipment of both sides of the war, the quality of personnel, the scientific integration of men and weapons, and the strategic level of commanders. Behind these factors, however, innovation plays a key role. Sophisticated weapons and equipment are based on the premise of invention and creation, and high personnel quality is reflected in the spirit of innovation; the scientific combination of man and weapon is an innovation in itself;

the commander's superb level of strategy and exquisite art of strategy are the result of his innovative quality and creative thinking. In the military, it is often said that "surprise wins," and the so-called "surprise" means innovation and creation. In modern warfare, especially in warfare under high-tech conditions, the battlefield situation is more complex, and it is all the more necessary for officers to have innovative talents. Whether or not an army has an innovative spirit and ability to innovate becomes the key to whether or not it can defeat the enemy.

Innovation is an inevitable requirement for officers to perform their duties. Economic globalization, political multipolarization, and the informatization of science and technology have confronted our military's work with opportunities for development as well as severe challenges. The contradictions inherent in the work of the armed forces urgently require them to constantly carry out in-depth innovation and development. In the face of the new situation and tasks, officers at all levels and in order to fulfill their mission well, there is an urgent need for officers to blaze new trails on the basis of inheriting fine traditions. It is necessary to adapt to the development of practice, test everything with practice, and consciously emancipate our ideological understanding from the shackles of outdated concepts, practices, and systems, from the erroneous and dogmatic understanding of Marxism, and from the shackles of subjectivism and metaphysics. Only by innovating can we realize the requirements of "new ideas for development, new breakthroughs in reform, a new situation for opening up, and new measures for all work."

Innovation is a prerequisite for personal success. In today's society, it is extremely difficult for an officer to achieve personal success by relying only on simple labor. Only by consciously integrating the future and destiny of the individual with the future and destiny of the army, constantly using one's own brains, and persisting in creative labor, can one win in the competition. This urgently requires officers to have the theoretical courage of Marxism, constantly sum up new experiences in the practice of military modernization, draw on the beneficial achievements of foreign countries in army building, constantly expand new horizons in theory, make new generalizations, and explore new methods and new ways in practice. The ability of officers to innovate has become a necessary condition for adapting to social development.

(3) The process of innovation

The process of innovation has long been noticed by relevant scholars and has become an increasingly fascinating subject. Understanding the regularity of the innovation process will help officers to consciously and effectively carry out innovation activities.

1. Three-stage theory.

Osborne, a famous contemporary creative engineer in United States and the founder of creation science, proposed: looking for facts, looking for ideas, looking for solutions.

Tregoe and Kepner of the United States RAND Corporation proposed: find the problem - analyze the cause - and make the final decision.

A. H. Rucker, a creative psychologist in the former Soviet Union, proposed that there are three stages of artistic creation and technological invention: conception – from conception to deliberate planning – the concretization of the plan in material form.

Some scholars of psychology and talent studies in China have proposed three stages of scientific innovation: the preparatory stage of scientific research, the stage of proposing, demonstrating and testing scientific hypotheses, and the stage of summarizing and summarizing research results.

2. Four-stage theory.

In his book “The Art of Thought” published in 1926, the United States psychologist Graham Wallas proposed the four-stage theory of creation which is quite representative and influential. He believes that the creation of science and art generally goes through the following four stages:

Preparation period: This includes the identification of problems, the collection of information, and the acquisition of knowledge and inspiration from the experience accumulated by previous researchers on similar problems.

Brewing period: This stage is mainly meditative and pondering, thinking over and over again about the questions raised. This includes the use of traditional knowledge and methods to think about problems and solve them tentatively.

Enlightenment: On the basis of brewing and maturation, extraordinary new ideas and new ideas come to the fore and suddenly open up, that is, a period of inspiration or epiphany.

Validation period: that is, to verify and prove new ideas that have begun to take shape when they are suddenly inspired.

3. Five-stage theory.

Ganev, a scholar from the former Soviet Union, proposed: Raise the problem - try to solve the problem - latent - epiphany - verification.

A. H. Rucker, a former Soviet creative psychologist, proposed: clearly understand and ask questions—collect relevant information—brew—epiphany—verify.

4. Seven-stage theory.

Chinese scholars have proposed: to determine the direction - to collect materials - to analyze materials - to generate ideas - to brew - to synthesize (to summarize fragmented ideas to form new ideas) - proof.

5. Nine-stage theory.

Chinese scholars proposed: raise a problem, look for information, clarify the problem, generate a plan, find a standard, choose a plan, accept the plan, implement the plan, review and summarize.

The above stage theories show that there is indeed a certain degree of stage in the creative process. Although each phase has its own characteristics, in general, they are basically structured according to the three-stage process of "preparation-innovation-verification." In fact, the various stage theories reflect the regularity of the innovation process, that is, there are generally three basic stages in innovation activities.

(4) Elements of innovation

1. Enterprising consciousness.

Enterprising consciousness is a non-intellectual factor, but it is a prerequisite for innovation, and it is often more important than intellectual factors. Enterprising consciousness, mainly including the following:

Interest – the driving force for innovation. Interest is an emotional conscious tendency to actively explore something. Interest is the driving force of creative work, it can highly condense people's attention, it will strongly stimulate people's enthusiasm for thinking, and it can make people stay up all night and forget to sleep. As Japanese scholar Kimura Kyūichi wrote in his book "Early Education and Genius," "With a strong interest, you will naturally be fascinated, and if you are fascinated, you will naturally be diligent, have perseverance, and eventually achieve selflessness."

A wide range of interests is the trigger for creative thinking, which can broaden horizons, broaden ideas, think about problems from multiple angles and aspects, expand imagination, and trigger inspiration.

Interests can be cultivated according to the needs of the career. Guo Moruo wrote in the article "Genius and Diligence": "The most fundamental factor that makes us interested should be the needs of our career. Personal interests should be subordinated to and serve the revolutionary cause and the cause of the country's socialist construction, and if we emphasize our interests in isolation from the cause, we will lack a correct purpose, it will not be easy to receive encouragement from all sides, it will not be easy to arouse lasting and tenacious confidence, and in the end there will be no outstanding achievements."

Never be complacent – the starting point for innovation. Never being complacent is a strong desire to explore the unknown and open up a career. To maintain the desire to never be complacent, in addition to having a strong sense of dedication, but also to have a sense of competition. The existing achievements can only show the past, and for the future, it is only a new starting point. The self-requirement of "starting from scratch" is a powerful spur to achieve new and greater achievements. In the torrent of competition, if you don't advance, you will retreat.

Future-oriented – the direction of innovation. There are many new areas to be explored in the future, and facing the future can stimulate people's enterprising consciousness and point out the direction of innovation. After the president of the Bell Telephone Company of United States made the decision to establish the Bell Institute, someone asked: Is it worth it for a private company to spend a huge investment to establish an institute? The president replied that the purpose of the institute is to "destroy" the company's existing technology and existing products, destroy today, and create a different tomorrow. It is this spirit of future-oriented and continuous innovation that has enabled the company to continuously introduce new products and create great results for 11 Nobel Prize winners, making itself constantly at the forefront of the industry.

Self-confidence is the backbone of innovation. Self-confidence makes people dare to think, dare to speak, and dare to do. What no one has found before, we will discover, and what no one has solved before, we will solve. Goethe once said: If you lose your wealth, you lose only a little; if you lose your honor, you lose a lot; if you lose your courage, you lose everything. Severe inferiority complex, endless self-doubt, and excessive self-criticism are all manifestations of a lack of sufficient self-confidence, which can stifle people's creativity.

2. Scientific thinking.

The ability to innovate is achieved through the development of scientific thinking. Scientific thinking includes three basic parts: contradictory thinking, discovery thinking, and innovative thinking.

(1) Ambivalent thinking. The development of human cognitive ability follows the law of contradictory movement. To carry out innovation, we must first reveal the contradictions in our understanding, and on the basis of this, put forward hypotheses, carry out practice, confirm, revise or deny this hypothesis, put forward new hypotheses, and then carry out practice. This kind of thinking that reveals contradictions is called contradictory thinking. It is composed of three factors: the formation of contradictions, the selection of contradictions, and the revelation of contradictions.

Forming a contradiction, that is, forming a contradiction in the mind. It is both a reflective ability and a dialectical thinking ability. There are three sources of contradictions in people's cognition, and there are also three levels of ability to form contradictions: First, contradictions in the objective world cause contradictions in people's cognition to move and develop. This is a subjective reflection of objective contradictions and a powerful driving force for the development of human understanding. The second is the contradiction between objective existence and people's subjective understanding. The contradiction between theory and practice, and the contradiction between man's cognitive ability and objective laws, all belong to this contradiction. The third is the inherent contradiction of subjective understanding. This includes the contradictions that exist between correct and erroneous understanding, between partial understanding and comprehensive understanding, and between superficial understanding and essential understanding.

Choosing contradictions, that is, when analyzing the contradictions existing in a system or process, we should be good at choosing the contradictions that we need most, have the most urgent significance, and have the most useful value. The choice of contradiction is generally based on two principles: one is purposefulness. According to the goal we want to achieve, we choose the contradiction of thinking that we want to break through. The second is criticality. In the selection, we should choose those contradictions that are important for breakthrough understanding.

Revealing contradictions means revealing contradictions in understanding and promoting the development of understanding. There are two kinds of disclosure: one is external disclosure. That is, the contradictions in thinking that have been discovered and formed are revealed through selection, so as to promote the transformation of contradictions, make people's understanding more profound and comprehensive, and rise to a higher level, so as to achieve creative breakthroughs. Thinking is the basis of disclosure, but only the ability to reveal is the ability to develop creative thinking. The second is internal disclosure. It is to reveal the internal situation of the contradiction.

In fact, it is a process of analysis and synthesis, which lays the foundation for the formulation of goals and plans for innovative activities, measures and methods for innovative activities.

(2) Discover thinking. Discovering objective things, discovering the essence of objective things, and discovering the laws of motion of objective things is an innovative activity. Discovery thinking is also a component of the ability to innovate.

One of the elements of discovery thinking is observation. It is an epistemic activity that obtains perceptual cognitive materials through intuition, experimentation, practice, investigation, and investigation. If you want to make your observation or insight stronger than others, you must observe more carefully and deeply, and you must be good at discovering "special situations" that others have not paid attention to. In a nutshell, there are three conditions for innovative observation: first, to experience it in practice and to experience it firsthand, and second, to have a sharp mind, as Darwin's son called his father, "a special personality that captures exceptional situations." The third is to have theoretical literacy. Many people are also observing, but people with creative talents have a "chance of chance" (18th-century United Kingdom writer Horace Walpole) or an "ability not to let 'chance slip away'" (Pavlov's friend Walter Cannon).

Another element of discovery thinking is abstraction. It is the epistemic activity that moves cognition from phenomena to essence and from perceptual to rational. Lenin said: the abstraction of matter, the abstraction of the laws of nature, the abstraction of value and so on. In a word, all scientific (correct, solemn, not absurd) abstractions reflect nature more profoundly, more correctly, and more completely.

Abstraction, as the only way to make scientific discoveries, has two paths: one is generalization. The understanding of essence is obtained through the generalization of specific things, so the ability to generalize is a kind of innovative thinking. The second is reasoning. Reasoning is the process of eliciting new judgments based on existing judgments in people's minds, through the analysis and synthesis of the second signal system. Generalization and reasoning both belong to the category of logical thinking, and there are many examples of discoveries and inventions made by logical thinking, so they can also be regarded as innovative scientific thinking.

(3) Creative thinking. The main factors of creative thinking are: imagination, intuition, divergence, seeking differences, etc.

Imagination - it is based on certain direct and indirect empirical materials, people process and combine them in their minds, so as to form a new idea, a design for future goals. There are three kinds of imaginative thinking: one is visual imagination, that is, the image or model that constitutes the object of study in the brain, and then proposes hypotheses, designs and experiments, and thus leads to major creative inventions. The second is association and fantasy, that is, people re-transform and process the perceived object in their minds, revealing the essence and laws of the object, so as to create a new image. The third is scientific prediction, that is, according to the existing materials to assess the situation, according to the law of development, imagine the trend of development.

Intuition – It is a direct awareness or epiphany of the nature of things. Intuitive thinking is a way of thinking that mobilizes all knowledge systems, proposes solutions, and solves problems tentatively when the current knowledge cannot be deduced, and the essence of the problem needs to be solved by "conjecture." Since intuitive thinking does not rely on logical deduction, it is often a breakthrough way of thinking to solve problems. This kind of thinking is called inspiration and epiphany. It shows that it is groundbreaking, sensitive, and opportunistic. In the process of pursuing a certain answer, the inventor highly concentrates his thinking, and this form of thinking has a very high sensitivity, as soon as he comes into contact with the material related to the creative goal, he will produce an extremely sensitive stimulus reaction. In the long-term process of researching the subject, the creators have studied many scientific methods and accumulated a wealth of knowledge, and have applied these knowledge and methods to carry out various permutations and combinations. Once an opportunity is found, this knowledge and methods will be mobilized to make a huge contribution to solving problems. Opportunity is an important medium for inspiration and epiphany, and it plays an important role in solving long-standing problems. Opportunity is a reward for the persistence of pursuing a goal and accumulating sufficient knowledge for it. As the French scientist Pasteur said: "In the field of observation, chance favors only the prepared mind." In the ancient Roman book "On Architecture," a story of the ancient Greek scientist Archimedes is recounted: the king asked the craftsman to make a gold crown, the craftsman completed it on time, and the crown was exactly equal in weight to the gold delivered. Later, someone told that the craftsman had exchanged silver for a part of the gold.

How can you tell if a craftsman is guilty? This task was given to Archimedes. Archimedes had to keep this question on his mind. One day, he went to the bathroom to take a shower, and when he immersed himself in the bathtub, he found that the water spilling from the edge of the bathtub was the same volume as the part of his body that had entered the water. He pondered for a while, realized the truth, and ran home naked with joy, and cried out loudly: "Eureka! Eureka!" (I figured it out!) I figured it out! This way of solving the mystery of the crown, which later generations called the "Eureka Effect," is actually an example of an epiphany.

Divergence - It is a way of thinking that seeks multiple ways and methods from multiple perspectives and aspects to obtain the answer to create the goal. Divergent thinking is composed of three types of thinking that are interrelated: one is multi-radiation thinking, that is, to use the existing knowledge to seek multiple ways and answers to a given creative goal and topic. The second is comparative thinking, that is, comparing various ways of thinking that have emerged. Comparisons facilitate analysis and synthesis. The third is optimization thinking, that is, the thinking method of choosing the best plan and seeking the optimization goal.

Seeking Difference - It is a way of thinking that is not easy to agree, does not obey orders, can keep a distance from habits, and can challenge traditions and existing conclusions. The difference between differentiating thinking and being unconventional is mainly manifested in the pursuit of the best goal and the best plan by differentiating thinking, while being unconventional has no qualitative prescriptiveness and does not indicate the tendency to pursue the best goal.

2. FACTORS RESTRICTING THE ABILITY TO DEVELOP AND INNOVATE

Generally speaking, at present, our army's officers have a certain ability to pioneer and innovate, and many new theories and achievements have emerged in the reform and innovation of the army's work, thus promoting the army's comprehensive construction. However, judging from the requirements of the new situation and the historical mission undertaken by our army's work, there are still many gaps in the ability of officers to pioneer and innovate. There are many factors that affect the ability of officers to develop and innovate, and from both subjective and objective aspects, the main ones are:

(1) Cognitive factors

The cognitive factors influencing officers' ability to develop and innovate are mainly manifested in the following aspects:

Mindset.

It is a state of mind in which an individual is overly sensitive to one part of the information available to him and is sluggish to the rest. In the process of problem solving, we are often influenced by the mindset, and repeatedly use the same method to solve the same type of problem without thinking, and this habitual tendency is the mindset. While a mindset may bring us many benefits, however, sometimes it doesn't work well for us and can instead be an obstacle to creative problem-solving. For example, when conducting education, some officers are often accustomed to looking at the number of classes, the attendance rate, the cleanliness of their homework books, and so on, and use this as a measure of the quality of a unit's education, while ignoring the real results of education. To a certain extent, this has led to fraud on the part of some units.

Function stopping.

It refers to the fact that an individual is perceptually limited by the experiential function of the problem situation, and is unable to discover its possible or potential function, so that it is unable to solve the problem. Some officers are accustomed to copying and copying the instructions of their superiors, and are content to be "mouthpieces," saying what they say, what they demand I demand, how much they say is how much I say, and how much they say is how much I say. Others are accustomed to "implementing documents with documents," "implementing meetings with meetings," and "implementing instructions with instructions." Because we do not conduct painstaking and meticulous investigation and study, we are unable to creatively implement the spirit of the instructions in light of the actual conditions of our units, and often the spirit of the instructions given by the higher authorities cannot be effectively implemented at the grassroots level.

Structural rigidity.

That is, an individual forms a basic view of things based on experience, and recognizes new problems on the basis of this basic view. The point is that when the problem situation and cognitive structure are completely consistent, the new problem will be solved smoothly, but when the problem situation changes beyond the scope of the cognitive structure, the individual will find it difficult, and the problem will be difficult to solve unless he changes the rigid cognitive structure. Some officers are reluctant to use their own brains in their work, and like to copy the successful experiences of other units, and due to differences in time, place, and personnel conditions, they often lead to unsuccess or failure in their work.

Negative migration.

Transfer generally refers to the impact of previous experience or acquired knowledge and skills on later learning. This effect can be both good and bad, that is, there are positive and negative in the shift. Positive transfer refers to the fact that past experience promotes future learning; on the contrary, if it interferes or hinders, it is a negative migration. The specific manifestation is that the knowledge learned cannot be digested and understood, and the application process is devoured alive, and the problem is solved.

All these obstacles have constrained officers' ability to blaze new trails to varying degrees.

(2) Emotional factors

Fear of making mistakes, fear of failure or fear of taking risks is probably the most basic and common emotional disorder that affects creativity. The fear of making mistakes is, of course, out of insecurity, and most people feel this way to a greater or lesser extent. It is the cause of an affective disorder – "an intolerable state of uncertainty in which there are multiple possibilities, an excessive desire for order and intolerance for chaos." Some officers were aware of some problems in their own units and thought about them to a certain extent, but they gave up because they might have to take responsibility and risks, and because they lacked the courage to innovate. Some people do not try to solve the problems and contradictions encountered in their work, but wait and see, lack the sense of responsibility and mission for innovation, and think that work innovation is the business of the upper leadership and has nothing to do with themselves.

Any scientific innovation is a breakthrough in the original knowledge, and it is the result of bold breakthroughs and bold experiments. If we do not boldly try and break through, we will not be able to innovate, we will be helpless in the face of new problems, we will stand still, and the pace of our army's construction will slow down or even stagnate. Only by boldly trying, boldly forging ahead, and constantly summing up and accumulating new experience, can we find new ways to solve problems, open up a new situation in our work, and create new achievements in our work. Of course, boldly trying and boldly breaking through does not mean that we do not pay attention to science and act recklessly. Try boldly, boldly break through, you must do it in a down-to-earth and step-by-step manner; we must act according to the inherent laws of things, use scientific methods, and explore unknown things.

(3) Quality factors

Judging from the current situation of officers, many comrades do not want to innovate or dare not innovate, and a very important factor is that they do not know how to innovate. The main reasons are:

1. The knowledge structure is not reasonable enough.

Some officers' high-tech knowledge accounts for a relatively light proportion of their knowledge structure, and knowledge of natural sciences, especially science and engineering, is generally lacking, and many officers have a relatively weak theoretical knowledge base, and most of them make up for it through supplementary classes without systematic study. The superficiality and singleness of knowledge greatly restricts the improvement of officers' ability to innovate.

2. The quality of innovative thinking is not high.

Innovative thinking is the core element of innovation ability, which plays a decisive role in the level of innovation. Many officers of our army have very little knowledge of thinking science, do not understand some common sense of thinking science, and do not know the core position and irreplaceable role of thinking quality in pioneering and innovating ability. The majority of officers lack basic thinking training, do not have a good grasp of thinking methods and methods, and do not improve enough, resulting in a low quality of innovative thinking, making it difficult for officers to accomplish anything in the reform and development of military work.

3. Lack of professional research ability.

Professional research is an important aspect of the quality of officers' ability to pioneer and innovate, and is also an important way for officers to generate and improve their ability to develop and innovate. Judging from the actual situation in the military, many people think that conducting research is the business of experts and professors, and has nothing to do with them. Some want to engage in some professional research with practical significance, but their theoretical literacy is not enough; some people are worried that engaging in academic research will be regarded by others as not doing their proper job, and some people are worried that putting forward their own unique views on some sensitive issues will lead to doubts about whether they are politically qualified, which will affect their promotion, appointment, dismissal, and rewards. All these have hindered the enhancement of officers' ability to pioneer and innovate.

(4) Cultural factors

China's excellent traditional culture has a long history, shining with the brilliance of civilization, and is a world cultural resource, which is still praised and carried forward by the world.

However, the negative factors in traditional culture have also left a deep imprint on future generations and imprisoned people's minds.

Therefore, in order to innovate and develop, it is necessary to abandon the old and make for the new in terms of cultural construction, psychological factors, and value orientation, gradually eliminate the negative influence of the dross factors in traditional culture on people, and gradually eliminate the shackles of these negative factors on the consciousness and ability to develop and innovate, so as to lay a solid cultural and ideological foundation for the development and innovation ability. This is the primary task of developing the ability to develop and innovate.

(5) Social and environmental factors

In addition to the basic quality and ideological foundation of the main body of innovation, the quality of development and innovation ability must also have a good social environment. The social environment mentioned here includes the institutional environment, the institutional environment and the institutional environment.

From a structural point of view, the planned economic system of the past and the erroneous line guidance with class struggle as the key link have suppressed people's sense of pioneering and innovating and their ability to blaze new trails. The establishment of the socialist market economic system and the enhancement of people's awareness of democracy and the legal system are creating a social environment that encourages innovation. However, at present, China is still in a period of structural transformation, the shackles of traditional concepts, the influence of the old system is far from being eliminated, and many people and units are still unable to boldly innovate. From the institutional point of view, it is necessary to create an effective and favorable institutional environment for pioneering and innovation, and it is necessary to establish a policy guarantee system to adapt to innovation, so as to standardize the behavior of the main body of innovation, determine the relationship between all aspects of innovation activities, determine the behavior mode of the main body of innovation and all relevant aspects, and safeguard the interests of the main body of innovation.

(6) Working environment factors

A good working environment can promote the improvement and cultivation of the quality of pioneering and innovative ability. A harmonious working environment can make the innovation collective support each other, cooperate, complement each other, have harmonious feelings, reduce internal friction, feel comfortable and invigorate, make the innovative individuals have a sense of identity with the collective, give full play to their respective advantages, and promote the smooth progress of collective innovation.

3. CULTIVATION OF PIONEERING AND INNOVATIVE ABILITY

"Innovate or die," is a famous saying popular in United States in the 1990s. In the new century, innovation will become the theme of all mankind, and satisfying the status quo means falling behind. In a rapidly changing environment, "change" is the only unchanging truth.

(1) Characteristics of innovative talents

People with a creative and innovative spirit generally have the following characteristics:

First, it has a high level of demand.

According to Maslow's hierarchy of needs, there are five levels of human needs, namely physiological, safe, socially connected, respected, and self-actualized. Creative people have a hierarchy of needs that are respected and self-actualized. These people are not satisfied with simply completing the tasks assigned by their superiors, but have greater career ambitions.

Second, it has a wealth of knowledge.

It has been said that the larger the "island" of knowledge, the longer the "coastline" of innovation. Without abundant knowledge, innovation will become water without a source and a tree without roots.

The third is to dare to doubt and not be afraid of authority.

They are willing to have frequent contact and communication with their superiors, and are willing to get help and guidance from their superiors, but they never rely on their superiors, and they are not only book-minded or superior.

Fourth, deep thinking and energy focus.

They are willing to have some time to themselves and think quietly and independently. But they don't isolate themselves, but go deep into life and into the masses.

Fifth, be willing to challenge and not afraid of failure.

In the face of difficulties and setbacks, they can tenaciously persevere and never give up halfway.

(2) The principle that innovation should be grasped

As an officer innovation, attention should be paid to grasping the following principles:

First, the principle of purpose.

Our army is a people's army under the leadership of the party and an armed group that carries out the party's political tasks. Therefore, the party Central Committee and the Central Military Commission should make unified plans and actions for the reform of the armed forces in the overall situation. At the present stage, the reform of the army's work should be carried out closely around the general goal of the new military reform with Chinese characteristics. Innovation must be conducive to bringing into play our army's unique advantages, strengthening the party's absolute leadership over the army, maintaining a high degree of stability and centralization and unity among the troops, and enhancing combat effectiveness.

Second, the principle of realism.

The so-called principle of realism means that the reform and innovation of the army's work must solve the major practical problems such as hot spots, difficult points, and doubtful points that the army is facing at present and urgently need to be solved. The actual needs of the armed forces are an important driving force for innovation in the military's work. Therefore, in making innovations in the work of the armed forces, we should focus on solving major practical problems in the current work of the armed forces. The main contents are: Exploring new developments in our army's fine traditions, broadening new areas of service guarantee, forming a new system of policies and systems, and applying new scientific and advanced means.

Third, the principle of feasibility.

This can be divided into two aspects, one is the feasibility of innovation refers to the innovation of the topic to adapt to the ability of the innovator, and the experience is close, and the interests of the innovator, and their own work combined, the innovator can finally achieve excellent innovation results. Second, the feasibility of innovation should be adapted to the actual situation of the troops, and it should be effectively used, effective, and easy to use.

Fourth, the principle of hierarchy.

The so-called hierarchical principle of innovation refers to the hierarchical influence and scope of innovation achievements. First of all, from the perspective of the influence of innovation results, it can be divided into three levels. The first is high-level innovation (some are called originality), which is the highest level of innovation. The second is medium innovation, also known as general innovation, which has the novelty of regions, industries, disciplines, and professions. It has general social value. The third is primary innovation, also known as micro-level innovation.

Discoveries, inventions, and improvements on problems that people are accustomed to and commonplace are all innovations at the micro level. Secondly, from the perspective of the scope of the impact of innovation, it can also be divided into several levels. For example, innovations in our military's political work system have such characteristics. The political work system of our army can be divided into three levels: there is a macro-level system, such as the system of the party's absolute leadership over the army, and the system of division of labor and responsibility among the leaders under the collective leadership of the party committee; there are meso-level systems, such as the system of democratic life, the system of ideological and political education, etc.; there are micro-level systems, such as the situation analysis system, the inspection report system, etc. The higher the level, the stronger the stability; the lower the level, the greater the variability. However, no matter what level of the system, change and unchanged are not absolute, and it is necessary to distinguish the following situations: The system at the macro level belongs to the fundamental system and must be unswervingly adhered to, but in the new situation, it is also necessary to constantly study and solve new situations and new problems; the system at the meso-level is a basic system, and while maintaining its relative stability, it can be adjusted in a timely manner according to changes in the situation. The micro-level system is a specific system, and each unit can make different choices according to the actual situation.

(3) Ways to improve officers' ability to innovate

In order to improve their ability to innovate, officers must work hard in the following aspects:

1. Acquire a wealth of knowledge.

Knowledge is one of the important factors in the ability to develop and innovate. The formation of knowledge generally originates from people's perceptual experience and then rises to theories that guide people's actions. Once knowledge is formed, the intellectual factors inherent in human beings are materialized on the knowledge itself, becoming an independent existence, and retained in people's minds or seen in written language, and when people use these knowledge, the latent intellectual factors in it are manifested again. Generally speaking, the form of knowledge is an abstract idea, so it has a larger generalization and a broader scope of application, so it can solve a broader problem than perceptual experience (strictly speaking, perceptual experience is also knowledge, but it is concrete knowledge). Knowledge has a strong adhesion, when people repeatedly use knowledge, the form can change, and the user's personality characteristics are integrated, this is the ability.

Once knowledge is transformed into ability, it adapts the knowledge used by the individual to a larger scale.

It turns out that one more piece of knowledge is one more idea. Abundant knowledge can enable people to think quickly and make accurate judgments in a complex and changeable environment, and even generate inspiration under the trigger of some situations that ordinary people think are trivial or turn a blind eye, burst out sparks of wisdom, formulate clever plans, and embody the innovation ability of military talents. Take Napoleon, for example. In the late autumn of 1719,ⁱ the French army marched into Netherlands, and the Dutch dug canals as a way to retreat. In the face of the surging river, Napoleon was hesitating, and found a large number of spiders spinning silk webs in the trees, and based on his existing knowledge and experience, he judged that a cold wave was coming soon, so he gave the order to prepare for the attack. Soon, sure enough, the cold wind blew strongly, and a thick layer of ice formed on the surface of the river overnight. The French crossed the Vaal River from the ice and conquered the Dutch fortress of Utrecht in one fell swoop, avoiding a single defeat. Many military innovations are the result of the comprehensive application of a wealth of knowledge.

From the perspective of the innovation process, knowledge has at least three functions: first, through the decomposition and combination of knowledge, it promotes the formation of new creative ideas, which can also be said to be the result of the utilization of existing knowledge (including the combination of new knowledge) stimulated by problem awareness. Second, in the process of creation (problem solving), knowledge can help innovators correctly understand their own ideas (including simplifying, transforming and decomposing ideas, as well as value judgment and feasibility analysis), determine the idea of solving the problem (at this time, knowledge becomes an obvious directional tool, and its flexibility is manifested as a breakthrough in the thinking framework and fixed concepts determined by the original knowledge), find shortcuts, and determine reasonable and appropriate methods. Third, the test of the proposed solution includes the use of existing principles for theoretical proof and future value prediction and evaluation, as well as the final verification of the practical feasibility of the solution by using experimental and practical means.

It can be seen that the whole process of innovation is inseparable from knowledge, and knowledge constitutes the basic factor of innovation ability.

Knowledge is the foundation of the ability to innovate, and this is only in a general sense.

ⁱ Translator's note: Napoleon was actually born sixty years later in 1769, and thus the events described here would have happened some decades later.

As far as a certain innovation process is concerned, knowledge can be divided into two categories: one is knowledge directly related to innovation, that is, professional knowledge that directly comes in handy, which can be called knowledge entering the innovation circle. The other part is the basic knowledge that the invention and creation can be carried out smoothly, which can be called the peripheral knowledge of creation. These two types of knowledge are indispensable, without the knowledge that enters the circle of creation, the creative activity will cease to exist, and without the peripheral knowledge of the creation, the knowledge on which the creative activity is carried out will become water without a source and a tree without roots.

Winning a high-tech war has set new demands on the ability of military personnel, including officers, to innovate their abilities, and thus has also set higher demands on knowledge, which is the basis for creativity.

First of all, it is necessary to strengthen the study of modern scientific and cultural knowledge. Scientific and cultural quality is the basis for people to explore new knowledge and develop new fields of practice, and plays an important supporting role in the development of people's practical ability. Judging from the actual situation, a high degree of political consciousness, fine ideological style, and indomitable will are the advantages of our army's contingent of qualified personnel, while the low level of modern science and culture is a conspicuous problem in the building of our army's contingent of qualified personnel, and a bottleneck that restricts and affects the creativity of military qualified personnel. Therefore, officers must earnestly lay a solid scientific and cultural foundation so that their own quality can be intellectualized at a higher level.

Secondly, it is necessary to have a composite knowledge structure. Modern science and technology are highly differentiated and highly integrated, and are mainly integrated. Marginal and interdisciplinary disciplines are emerging, and the solution of many problems depends on the comprehensive application of multidisciplinary expertise. The use and management of information-based, intelligent, and integrated development of high-tech weaponry requires a wide range of knowledge and skills. The organization of combat units tends to be integrated and diversified, new branches of the armed forces are constantly emerging, and the demand for cadres to change posts is increasing. In the high-tech warfare of the future, combat forces will be highly integrated, and command and technology will be integrated. Therefore, to enhance our ability to innovate, we need to consciously work in the direction of comprehensiveness and compounding, and try our best to become talents who are proficient in both political work and have extensive knowledge.

Third, it is necessary to enhance the ability to innovate knowledge. In the era of information and new technological revolution, the total amount of human knowledge is increasing exponentially, and the accumulation of new scientific and technological knowledge is increasing exponentially.

According to the statistics and speculation of relevant research data, there have been more new discoveries and inventions in the past 30 years than in the past 2,000 years combined. Under the circumstance that the torrent of new knowledge is pouring in like a mountain and a sea, and the human brain can no longer accommodate the explosive proliferation of knowledge and information, in order to update knowledge at any time and keep up with the pace of the times, it is necessary to carry out a thorough revolution in learning, that is, to change from traditional learning to innovative learning, and constantly enhance the ability of knowledge innovation. Specifically, it is necessary to abolish the passive learning mode and change the passive acceptance of knowledge into active learning, active learning, and creative learning. Break the thinking routine of "taking the sage as the right and the philosopher as the wrong," and realize the leap from vicarious knowledge to creative thinking.

2. Accumulate the ability to innovate.

The ability to innovate is a combination of multiple capabilities. Including observation, attention, memory, imagination, thinking, and so on. To improve one's ability to innovate, we must rely on regular training and accumulation.

(1) Observational ability. Observation ability refers to the ability to observe the process of a real thing, and to discover the characteristics, situations, details, laws and problems of things. It is the foundation of cognitive ability and practical ability. It influences mental activity and practical activities. The ability to observe is a cognitive ability that begins with the basic forms of sensation, perception, and appearance, while feeling is a reaction to the individual attributes of things, perception is a reflection of the overall characteristics of things, and appearances are impressions of things. Therefore, the ability to observe involves the sensitivity of the sensory organs and the acuity, profundity, and rigor of the mind. Observation is to find answers from the process of change of things, which requires that observation must be objective and in accordance with the law, and cannot be mixed with subjectively added components. Conclusions and hypotheses can only be determined when they are confirmed by the results of observations.

Effective observation requires the following considerations: purposefulness. It is necessary to have a clear purpose, that is, to clarify the object of observation, the requirements of observation, the steps of observation, and the method of observation. Systematicness. It is necessary to proceed in a certain order to ensure that the material that should be obtained is not missed. Such as chronological order, spatial position, internal structure, external features, etc. Coordination.

The effect is enhanced by the coordinated action of various sensory organs. Observation is to ensure the effective input of information, and memory is the storage and verification of observations. Observation plays an important role in memory. Observation determines the effect of memory, can speed up the memory, and is directly related to the reliability and firmness of memory.

(2) Memory. Memory is the human brain's reflection of what has been experienced. Its basic processes include recognition, retention, recall, and awareness. Memory ability is an indispensable basic ability for people to carry out learning and creative activities, and with memory, people can carry out current understanding on the basis of previous understanding, so that understanding will develop in a more comprehensive and in-depth direction, and make people's understanding successively become a process of continuity, unity, and development. If you don't remember 100 million, learning will lose its meaning, innovation will lose its foundation, and even language expression will be incoherent. Most of the accomplished talents in history and famous Chinese and foreign military strategists have good memories. Everyone has the ability to remember, and the potential is huge. To enhance memory, first, we must have a clear goal, know why we want to remember, and what we want to remember; second, we should think positively, remember on the basis of understanding, and strengthen memory in application; third, it is necessary to mobilize various sensory functions and strengthen memory traces; fourth, we should review in time and repeat the memory; fifth, it is necessary to master the scientific method of memory, pay attention to the art of using the brain, and improve the efficiency of memory.

(3) Cognitive ability. Cognitive ability is a comprehensive ability to understand and grasp things. It involves the ability to receive, observe, analyze, synthesize, associate, abstract, etc. The understanding and grasp of things is mainly manifested in the understanding of the content, form, nature, process, attributes, characteristics, laws, development direction and trend of things. Understanding needs to be based on knowledge and experience, through observation and study to master materials, analyze the connections and relationships between various parts, synthesize the main points and essence, and summarize the characteristics and laws, so as to continuously enrich and develop the knowledge structure of the subject, and at the same time improve the ability to understand. A person's cognitive ability is embodied in the process of his cognitive thinking activities. The goal of cognitive thinking is to obtain a certain cognitive outcome, which can exist in scientific research or practical activities.

(4) Research ability. Research ability refers to the ability to find an answer to a difficult problem and achieve a breakthrough. The tasks raised by the needs of the troops and the tasks of the departments are all problems that need to be solved, which have a certain degree of difficulty and complexity, and are a kind of pioneering and creative work that requires a certain amount of preparation and a certain amount of time and energy to complete. Research ability includes cognitive ability, practical ability, operation ability, and various branch abilities contained in these abilities. Among them, the ability to discover and summarize is particularly important.

(5) Discovery ability. The ability to discover refers to the ability of the subject to discover the valuable questions they need from many sources of information from the outside world. The ability to discover is a comprehensive reflection of the agility, profundity, expansiveness, flexibility, and initiative of thinking, and is the most important ability in creative thinking activities, and is a powerful driving force to promote the development of society.

The ability to discover is embodied in the process of seeking new thinking objects for the object of thought. There are two types: one is the learning and innovation thinking process. Learn to master knowledge that is unknown to someone. One is the creative and innovative thinking process. The acquisition of knowledge is new to humanity as a whole. Including new discoveries, new inventions, or other new creations.

3. Shape the quality of innovation.

Innovation activities must be supported by good quality.

(1) Establish a lofty pursuit. It's really a matter of intention, motivation, desire to innovate. Practice has fully demonstrated that the pursuit of lofty is an important guarantee for the success of innovation.

The lofty pursuit comes from a strong sense of growth. Growth consciousness is an intention for people to develop their own morality, talent, learning, and physique. In order to truly become a talent, you must have a natural pursuit of first-class creative performance and a strong desire to become an outstanding figure in the field and industry, that is, to have ambition. All the people who have made achievements have overcome all difficulties under the guidance and impetus of ambition, and finally completed a great cause. Only by establishing a lofty pursuit can we not be entangled by some trivial things, so as to climb the peak of life and career with unremitting enterprising spirit.

(2) Sharpen your tenacious will. No matter what field you are in, people will face many difficulties in pioneering and making extraordinary contributions. This determines that it is impossible for people to achieve success in their careers without good will, quality and fighting spirit. Indomitable, heroic and tenacious character is especially valuable for officers. At the moment when the enemy is in a difficult situation, it can make people calm and deal with it calmly; in the event of an accident, it can make people not be alarmed, soberly assess the situation, and calmly formulate countermeasures; in the face of major setbacks, it can make people calm and reasonable; in the usual work and study, it can make people persevere to the end, not give up halfway, and do not give up until the goal is achieved. In short, the success of one's career and achievements are created by courage, perseverance, and perseverance.

(3) Develop the habit of learning. If innovation is compared to the process of "discharging," then learning is the process of "charging." Without innovation, learning is diminished or loses value; without learning, innovation loses the condition. In reality, some comrades are dull and uneventful in their work, some comrades are tired of their work and can barely cope with it, and some comrades have begun to develop well, but with the passage of time, they have been declining, and an important reason is that they have not developed the habit of studying, and their own "electricity" is insufficient or getting weaker and weaker. To develop the habit of study, it is necessary to establish the concept that study is work, unify work and study, lead study with work, and promote work with study. It is necessary to turn study into a conscious action, into a process of pursuing ideological sublimation and a high spiritual realm, and into a process of improving quality and enhancing ability.

(4) Cultivate the courage to innovate. Innovation activities themselves are a breakthrough and development of the original framework, otherwise, it would not be an innovation. For most people, due to the constraints of traditional cultural concepts, it is easy to produce a kind of ideological inertia, and they often criticize the unconventional ideas and practices of others. In this context, it is important for those who want to make creative achievements to have the courage to innovate. First of all, they should be able to not be afraid of external pressure and have their own sense of psychological security, that is, they firmly believe that their own thoughts and practices are beneficial to army building and winning battles, so that they can be at ease and open-minded when engaging in creative work.

The second is to be able to give full play to one's psychological freedom, that is, to admit that what you are is what you are, without having to hide it, and not afraid of being ridiculed by others, and dare to take the road that no one has taken before.

4. Cultivate innovative thinking.

Innovative thinking is the efficient and comprehensive application of various forms of thinking. It is the foundation of innovation activities, the core of innovation ability, and the essential characteristic of scientific thinking. The most important thing in cultivating innovation ability is the cultivation and development of innovative thinking ability.

Innovative thinking is the process of coordination, unification, comprehensive application and repeated dialectical development of various forms of thinking. Specifically, it is the process of harmonizing and unifying thinking factors such as convergence thinking, divergent thinking, intuitive thinking, logical thinking, image thinking and inspiration thinking, efficient and comprehensive application, and repeated dialectical development to obtain new results of innovation activities.

(1) Characteristics of innovative thinking

Innovative thinking has the following four distinctive characteristics:

One is novelty. The process of innovative thinking is the process of discovering new things, putting forward new insights, solving new problems, and creating new products. Innovative thinking breaks through the conventions and conventions of general thinking, and the thinking process does not follow the rules and conformists. Innovative thinking breaks through the arrangement and combination of original knowledge, and the thinking results are unprecedented. If there is no new idea to break through, there will be no new thinking. Therefore, novelty is the most essential characteristic of innovative thinking.

The second is uniqueness. Innovative thinking seeks answers to problems and solutions to problems that do not follow tradition, but are different, unique, skeptical, not conformist, innovative, and different from authority. In short, independent thinking and reverse differentiation are the main manifestations of the uniqueness of innovative thinking.

The third is multi-directionality. Innovative thinking is multi-dimensional, multi-faceted, and divergent thinking. People with innovative thinking tend to think in different directions, and even if they see the most self-evident facts or concepts, they may not accept them. Instead, he allows himself to consider the most unreliable possibilities, and relying on multi-directional thinking may discard old answers and open up new directions.

Fourth, comprehensiveness. Innovative thinking is the most beautiful flower of openness in the whole tree of thinking. Creation and invention is the comprehensive effect of the comprehensive use of various forms of thinking, and it is the condensation and crystallization of the advantages of various forms of thinking. The synthesis of innovative thinking is embodied in the following three capabilities: the first is the "comprehensive ability of the essence," which is to be good at selecting the essence of the treasure house of the wisdom of predecessors and forming new achievements through clever combination. The second is the "ability to think and control," which is the process of synthesizing a large number of fragmentary facts, observation materials and concepts, summarizing and sorting them out, and forming symbols, formulas or principles that are more concise in form, richer in content and more widely applied. The third is the "ability to distinguish between evidence and discard," that is, not only to analyze the positive side of things and learn from successful experiences, but also to analyze the negative side of things, explore the lessons of failure, extract the essence from the rough, remove the false and retain the true, and achieve the comprehensive purpose of promoting and discarding.

(2) Methods of innovative thinking

Innovation requires not only a tenacious work attitude, but also a diligent thinking mind. At present, the most successful innovative thinking methods are mainly as follows:

Integrated Thinking Approach. Integrated thinking refers to thinking that is good at effectively selecting the essence of the treasure house of previous knowledge and forming new results through clever combination. Weber, commander-in-chief of the Apollo moon landing program in United States, once said: "There is no newly invented technology in the Apollo program, it is all ready-made technology, and the key is the combination." Scientific creation itself is a combination of a wire between old and new knowledge, between the known and the unknown, between "seeking" and "solving." The combination requires alignment with the creative goal, so that the various knowledge information in the mind can be extended and collided, and the sparks from the extension and collision often become new combination points. When the original knowledge and the new combination point are linked, it is a sign of successful creation.

Associative thinking. Associative thinking refers to a kind of creative imaginative thinking with a high degree of freedom from one side to the other. It expands the inherent thinking of the human brain through the comparison of the relationship between two things, and pushes the unknown from the known, so as to obtain more creative ideas. There are three rules of association: one is similar association. There is a natural tendency in the human brain to recall experiences that are similar to the stimulus or environment. The second is contrasting associations. This reminds one of the experience of the exact opposite of this stimulus.

The third is to be close to proximate associative thinking. Recall experiences that are temporally or spatially related to this stimulus.

Reverse thinking. Reverse thinking refers to the thinking that people reverse from the usual way of thinking about problems, and try to solve problems in new directions and new methods on the premise of going against the norm. People who have made great achievements in science often use this form of thinking to make amazing discoveries. Einstein, speaking of the discovery of the theory of relativity, said that his most enjoyable thinking at that time was to think about the fact that the observer in motion seemed to be at rest when he observed the object moving with him. It is this opposing line of thought that coexists at the same time in his mental activity, that is, the "moving observer" and at the same time the "still observer," which leads to his creative breakthrough in thinking. In military command, he often uses the reverse thinking method to win by surprise, and Zhuge Liang's "empty city plan" is a typical example.

Divergent thinking. Divergent thinking refers to thinking that puts forward a variety of ideas and seeks a variety of solutions to solve problems in different directions and from different angles. Thoughts diverge in the mind, like a light source emitting in all directions. The thinking is crisscrossed, the ideas are extensive, and the answers are rich and vivid. Divergent thinking contains a wealth of imagination and association, and can flexibly and quickly "weave" a variety of "consciousness products." It has three characteristics: multi-directionality, tendency, and reversibility: thinking from point to surface, from plane to three-dimensional, which is the manifestation of divergent thinking; thinking from one to the other, which is a manifestation of the multi-directionality of divergent thinking. In short, divergent thinking is not confined to one direction, one idea, and one framework, which is the real reason why divergent thinking has creative vitality.

Convergent thinking. Convergent thinking refers to thinking that focuses on the essence of the problem to be solved, focuses on this central point from different directions, and selects the best solution to solve the problem. From the multiple solutions generated, the optimal solution is "coordinated and selected," which is the result of convergent thinking. The greater the convergence density of individual and group thinking, the more solutions there are, and the greater the possibility of innovation.

The above are five commonly used innovative thinking methods.

At present, with the development of creation studies, there are many ways to induce creative ideas. With the development of science and technology, new techniques will emerge one after another.

(3) Cultivation of innovative thinking ability

—A strong sense of innovation is the premise of innovative thinking. Innovation consciousness is an active and fruitful form of consciousness in human consciousness activities. According to the needs of social and individual life development, a person arouses a certain creative motivation and shows the intention and desire to create, that is, the sense of innovation. If people want to actively transform the objective world, they need a sense of innovation; without a sense of innovation, there can be no talk of transforming the objective world. Therefore, innovation consciousness is the starting point and internal motivation for people to carry out creative activities, and it is a prerequisite for innovative thinking ability.

It can be said that all the accomplished military strategists in the history of Chinese and foreign wars have the excellent quality of being unconventional and pioneering and innovative. Today, with the rapid development of the new military transformation, the cycle of updating weapons and equipment has been greatly shortened, and this will inevitably lead to changes in the mode and method of warfare. Therefore, we must have a sense of innovation, consciously cultivate and train ourselves in the quality of innovative thinking, and have the strategy of being flexible and changeable, not sticking to one pattern, daring to innovate, and being unconventional in actual combat, so that we can meet the needs of future high-tech local wars. Practice has proved that innovation consciousness plays a very important role in innovative thinking activities. Only by thirsting for creation can we actively create; only with a sense of innovation can we have a special sensitivity to new things. Otherwise, it is impossible to improve innovative thinking.

—Strong curiosity is the starting point of innovative thinking. Curiosity and suspicion of things will make people have a strong desire to learn. Exploring the unknown world, seeking answers, curiosity — exploration — innovation, this is the only way to innovate thinking. Curiosity is a psychological quality that all normal people have, especially in childhood. Because children are very curious, curiosity is often compared to a childlike innocence. In its fundamental sense, it refers to people's desire to explore various things and their relationships, that is, to find out the causes, essences, and laws behind all kinds of things and their phenomena. Cultivating a sense of wonder with a high sensitivity to things, resulting in a great passion for unraveling the mysteries of nature, is the starting point for creative thinking.

—Broad interest is the driving force for innovative thinking. Interest is a huge driver of innovative thinking. Interest can highly condense people's attention, and interest will strongly stimulate people's enthusiasm for thought. It can make people stay up all night, study, think and work without sleep or food, and even enable people to dedicate their whole lives to the cause they are engaged in.

Interest and innovative thinking are closely linked and mutually reinforcing. If a person has a great interest in something, then he will have miraculous works in this area. In turn, the whole process of innovation generates endless interest and motivates people to think positively about new creations. It is difficult to imagine that a person who does not love the military and practice martial arts will become a military talent.

—Sufficient self-confidence is the pillar of innovative thinking. Only with self-confidence can we dare to think, dare to speak, and dare to do. What no one has discovered before, we will discover; what no one has solved before, we will solve, so as to have the courage to forge ahead, overcome difficulties, and create miracles. It is precisely with self-confidence as the pillar that countless outstanding military strategists have won one war or battle after another. And fear is the enemy of innovative thinking. It will discourage people's courage, wear out people's sense of innovation, and hinder people's creativity. Severe inferiority complex, endless self-doubt, and excessive self-criticism are all manifestations of lack of self-confidence, which will stifle the creativity of people's thinking. Everyone has the ability to think creatively, and this ability can be trained and exercised. In order to defend national security and fulfill the mission of soldiers, we should have the confidence and courage to "live confidently for 200 years, and be able to hit water for 3,000 miles."

5. Establish an innovative mechanism.

(1) The training mechanism of innovative talents

First, it is necessary to establish an active development mechanism for innovative talents. That is, talented people can take the initiative to develop in a direction that suits them to their own strengths and abilities in accordance with their own specialties and the needs of army building. It is necessary to provide sufficient space for talent to take the initiative in their development, and strive to organically integrate the needs of army building with personal interests and hobbies.

It is necessary to enable talented people to conditionally take the initiative to adjust the direction of development, and change the previous model of "starting from the beginning" without stressing whether it is suitable for personal development.

The second is to establish a follow-up mechanism for the support of innovative talents. The cultivation of innovative talents is a long-term process, not an overnight thing, nor can it be done once and for all after one or two training and learning. The education and training of the troops must be constantly followed up and never stopped. Only in this way can we integrate the imparting of knowledge, the cultivation of ability, and the improvement of quality, and continue to advance in a circular manner.

The third is to establish a mechanism for the overall promotion of innovative talents. Army building requires a large number of qualified personnel, and only when a group of qualified personnel is formed can we "raise all boats when the tide rises," raise the level of innovative talent, and can we not bury qualified personnel. Therefore, it is necessary to speed up the training of qualified personnel, increase the number of qualified personnel, and form economies of scale, so that the overall quality of the armed forces will continue to advance.

(2) Assessment mechanism for innovative talents

The assessment mechanism has an obvious guiding effect on the growth of innovative talents, but the strength of this guiding role depends on the objectivity, accuracy and authority of the assessment.

First, it is necessary to strengthen the standardization and proceduralization of assessment, strive to avoid the subjectivity and arbitrariness of assessment, strictly control all aspects of assessment, and do the assessment work meticulously and practically, so as to ensure that the assessment results are fair and fair. In light of the actual conditions of our army, we should turn the process of appraisal into a process of discovering and encouraging talent.

Second, the assessment criteria should highlight the ability to innovate, and pay attention to the innovative elements in the aspects of "morality, ability, diligence, performance, and physique," and give full play to the guiding role of the assessment.

The third is to fully respect the assessment results, and organically combine the assessment results with the selection, promotion, appointment and dismissal, sending to school, rewards and punishments, and form a stimulating effect on innovative talents.

(3) The selection mechanism of innovative talents

If the employment channels are not smooth and the mechanism is not smooth, the talents will not come out, and they will not be used or used well, which will inevitably affect the growth of innovative talents. It is necessary to break the traditional concepts and employment models that lag behind the times in the selection of talents, such as seniority and negative stability, so as to break down obstacles for innovative talents to stand out. It is necessary to use the right time and the right position, so that the talents of innovative talents can be effectively connected with the needs of the work.

It is necessary to hand over tasks and burdens to innovative talents, so that their energy, talent and potential can be fully released under pressure.

(4) Management mechanism for innovative talents

Continuously strengthen the positive incentive effect of rewards. The contribution of innovative talents should be rewarded with material and spiritual rewards that match the results. In the reward, there is no "general rain," and the difference between key innovation personnel and those who "touch the edge" and "hang a name" is strictly distinguished. Rewards should be implemented in a timely manner, striking while the iron is hot, and avoiding the attenuation of incentives after the transition of events. It is necessary to guide public opinion, widely publicize the deeds of innovative talents, enhance the pride and sense of achievement of innovative personnel, and set an example for other personnel. It is necessary to break through the talent concept of "segmentation" and "departmental ownership," revitalize human resources, and ensure that people make the best use of their talents, make the best use of their talents, and make the best use of their effects.

6. *Create an environment for innovation.*

Innovation is risky, and innovation will inevitably fail. Successful innovation activities are conditional, and it is impossible for a person whose hands and feet are "tied" and whose thoughts are tied up to make any innovation. Only in a relaxed and tolerant material and spiritual environment can people's sense of innovation be encouraged and developed, and their innovation potential can be released.

First, we must respect the unique personality of innovative talents. Innovative talents generally have a different personality from ordinary people, and it is this personality that constitutes the obvious characteristics of innovative talents. However, the personality of talents is often manifested in various "shortcomings" and "faults," therefore, innovative talents must not be blamed, must respect their individuality, protect their self-esteem, and correctly guide their growth.

The second is to encourage the originality of talents. Originality is the most valuable quality of innovative talents. "Independence" means being different, and "independence" will inevitably cause people around conservative ideas to look at it unpleasantly, and it will inevitably produce tangible and intangible obstacles; "Creation" is a person's courage. As long as it is conducive to army building, we should encourage bold thinking, courageous experimentation, and resolute action.

The third is to allow for temporary failure. Innovation is the exploration of unknown areas, and the challenge of old ideas and things. No one can guarantee that any innovation will be foolproof. This requires people, especially leading cadres, to be tolerant and encourage talented people to continue to explore. We must resolutely resist those people and things that dare not innovate themselves, do not know how to innovate, and hinder others from innovating, so as to form a good environment conducive to innovation.

POSTSCRIPT

The "Officer Basic Capability Training Guide" was compiled to suit the new situation in which the troops have strengthened the training of officers' abilities. Guided by Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, the important thinking of the "three represents," and a series of instructions of Hu Jintao on army building, and based on the policies and laws and regulations of the party Central Committee and the Central Military Commission on strengthening the building of the contingent of military cadres, especially the capacity building of officers, this book draws on the fine traditions and fresh experiences of our army's cadre training, and absorbs the achievements of other disciplines, and makes some new explorations on the building of our army's officer capacity in the new century and new stage.

The book is edited by Tan Zhixing and Xia Xinxin, who designed and proposed the framework and was responsible for the finalization of the book. Participating in the compilation were Associate Professor Tan Zhixing, Deputy Director of the Department of Political Science of the Shanghai Branch of Nanjing University of Political Science, Lecturer Xia Xinxin, Deputy Director of the Grassroots Political Work Teaching and Research Office of the Department of Political Science of the Shanghai Branch, and Li Shuwu, Staff Officer of the Scientific Research Department of the Training Department of the Shanghai Branch; former associate professor Li Yongling of Urumqi Army College; former instructor of Jinan Army Academy.

The compilation of this book was carried out under the leadership of the head of the Shanghai branch of the Nanjing University of Political Science and the organs of the training department, and the leading comrades of the Shanghai branch Li Cheng, vice president Zhang Kenan, and the leading comrades of the training department put forward guiding opinions for the compilation work, and the organs of the training department gave a lot of help.

This book also embodies the wisdom and labor of many experts, and Professor Qiu Keren and Professor Xi Jirong of the Shanghai Branch participated in the discussion of the outline and put forward insightful opinions. In compiling the paper, we have taken into account many research results on officer training in military units and academies.

Here, we would like to express our sincere gratitude.

Due to our limited level, shortcomings and mistakes in the book are inevitable, and experts and readers are invited to criticize and correct.

The Authors
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Mission Fulfillment and Capacity Building Series
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